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MANAGEMENT OF THE COMPETITIVENESS OF AGRO-FOOD ENTERPRISES IN THE CONDITIONS OF CRISES AND BIFURCATIONS

The consequence of the change in spheres and methods of managing the activities of agri-food enterprises is a significant strengthening of the influence of the external environment, turning it into the main factor determining the long-term strategy and economic policy of agri-food enterprises. In modern management literature, the external environment is defined as a set of variables that are outside the boundaries of agro-food enterprises and are not the sphere of direct influence on the part of its management [1; 2].

The idea of interrelationships and interdependencies of elements, subsystems and the entire management system of agro-food enterprises as a whole with the external environment has long been recognized in foreign management science. Despite the high level and diversity of foreign research on management issues based on the general adaptive theory of systems, the provisions on the organization of such management given in foreign literature can hardly be used unchanged in the management of agri-food enterprises due to significant differences between the Ukrainian economy and the economies of developed countries in industrial terms of foreign countries. The use of the results obtained by foreign scientists in the field of management without appropriate adaptation to the conditions of the Ukrainian economy, without the development of one's own adaptive theory, may turn out to be insufficiently effective and even harmful. Their "blind" implementation in the conditions of Ukrainian industry through prototyping and replication is impractical.

The interaction of the management system of agro-food enterprises with the external environment at the current stage can be characterized as complex and uncertain, which is due to several reasons, the main ones of which should include: the complexity and uncertainty of the external environment itself; lack of a comprehensive system for diagnosing her condition; the absence of a clear idea in the management of most agro-food enterprises about their strengths and weaknesses; formal application of the principles and approaches of modern management, which is caused, first of all, by the absence of a management mechanism [1].

The effect of the external environment on the activities of agro-food enterprises can be of different nature. In general, the systematization of these actions makes it possible to distinguish direct and indirect action, controlled and uncontrolled action, action of a general and local nature, actually implemented action and potential possible action, purposeful action a specific element of the external environment and the action of a spontaneous nature, which is the result of random processes and phenomena in the external environment.

The direct effect of the external environment is manifested in such forms as the behavior of suppliers of materials and capital; change in the interest rate of

investments; changes in legislation on economic issues, resolutions and measures adopted by local governing bodies, market conditions. An indirect effect is exerted, for example, by the political situation in the country or the level of development of scientific and technological progress [5].

The controllability of the action of the external environment is determined by the ability of agro-food enterprises to influence this action. So, for example, agro-food enterprises can independently choose suppliers of material resources, means of production and capital or influence the creation of public opinion about agro-food enterprises and their products, but are unable to control the behavior of material suppliers, the level of intensity of competition in the industry or region, as well as the behavior of competitors.

Actions of a general nature affect the activities of agro-food enterprises as a whole. For example, rising inflation rates, falling demand for the products of agri-food enterprises, changes in consumer demands for product quality require a review of almost all aspects of the activities of agri-food enterprises, while actions of a local nature affect any particular aspect of the activities of agri-food enterprises. So, for example, changes in customer requirements for packaging and delivery of products, changes in terms of delivery and transportation of consumed materials force agro-food enterprises to review certain aspects of their activities.

The presented systematization of the actions of the external environment is conditional, since it is quite difficult to unambiguously attribute any action to the listed types due to the fact that the real impact of the external environment on the activities of agro-food enterprises is always an interaction of several actions [2; 3].

Rejection of the idea of centralized management and, as a consequence, changes in the forms and methods of the management system of agri-food enterprises, recognition of the influence of the external environment on the activities of Ukrainian agri-food enterprises led to the emergence of conditions for competition. Currently, competition techniques are becoming an important means of survival for almost any business entity in the conditions of market relations. The peculiarity of the situation is that the business has at its disposal theoretical developments and practical experience of the behavior of agri-food enterprises in conditions of competition, accumulated in the world economy. The experience of recent years shows the strengthening of competition in all spheres of market activity. The emergence of a large number of new agri-food enterprises and organizations, the liberalization of imports, the formation of the capital market, joint-stock enterprises of the agri-food sector, the entry of foreign capital into the Ukrainian market in the aggregate sufficiently complicated the market situation and created conditions in which competition became an everyday phenomenon [2].

The management organization of modern agro-food enterprises operating in a market environment should provide for a well-organized process of adaptation, which ensures a quick and adequate restructuring of its internal structure to the actions of the external environment. In the market system of management, agro-food enterprises cannot rely only on effective internal management. They must also consider feedback. The management system of agro-food enterprises must be ready for future changes in the external environment of agro-food enterprises. For this,

relevant information is needed, after a detailed analysis of which changes of various kinds and scales should be made to the activity plans of agri-food enterprises, and the adjusted strategy of its development. The feedback system should determine management within agri-food enterprises, but in general, feedback and forecasting systems must be combined in the management system of agri-food enterprises.

Depending on the readiness of agro-food enterprises for an adaptive response, its behavior can be represented by the following models: an adaptive mechanism of conservative, active and mixed behavior. The adaptive behavior mechanism of agro-food enterprises determines, first of all, its readiness to adapt to changes occurring in the external environment [1; 4].

The active adaptive behavior mechanism of agro-food enterprises is the most adapted to market actions. It assumes the development of various models of adaptive response depending on the nature of the predicted changes and the degree of their importance for the activities of agro-food enterprises.

In connection with the fact that the need for anti-crisis management is due to the presence of negative changes that occur in the internal and external environment under the influence of certain factors, the scientific task of researching the managerial nature of the emergence and action of these factors arises.

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