



*The Academy of Management
and Administration in Opole*

**VECTORS
OF COMPETITIVE DEVELOPMENT
OF SOCIO-ECONOMIC SYSTEMS**



Opole 2020



The Academy of Management and Administration in Opole

**VECTORS
OF COMPETITIVE DEVELOPMENT OF
SOCIO-ECONOMIC SYSTEMS**

Monograph

Edited by Oleksandra Mandzch

Tadeusz Pokusa

Opole 2020

ISBN 978 – 83 – 66567 – 15 – 3

Vectors of Competitive Development of Socio-Economic Systems. *Monograph.* Editors: Oleksandra Mandych, Tadeusz Pokusa. Opole: The Academy of Management and Administration in Opole, 2020; ISBN 978-83-66567-15-3; pp.168, illus., tabs., bibls.

Editorial Office:

The Academy of Management and Administration in Opole
45-085 Poland, Opole, 18 Niedziałkowskiego Str.
tel. 77 402-19-00/01
E-mail: info@poczta.wszia.opole.pl

Reviewers

prof. dr hab. Marian Duczmal
doc. Ing. Stanislav Filip, PhD. (Slovakia)
Doctor of Science, Professor Pavlo Zakharchenko (Ukraine)

Editorial Board

Oleksandra Mandych – Doctor of Sciences (Economics), Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture
Tadeusz Pokusa – Doctor, Professor WSZiA, the Academy of Management and Administration in Opole
Mykola Ihnatenko – Doctor of Sciences (Economics), Associate Professor, Pereiaslav-Khmelnytskyi Hryhorii Skovoroda State Pedagogical University
Oleksiy Krasnorutskyy – Doctor of Sciences (Economics), Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture
Tetiana Marenych – Doctor of Sciences (Economics), Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture
Nataliia Moisieieva – Doctor of Sciences (Economics), Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture
Victoria Onegina – Doctor of Sciences (Economics), Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture
Tetiana Vlasenko – Doctor of Sciences (Economics), Associate Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture
Vitalina Antoshchenkova – PhD (Economics), Associate Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture
Wojciech Duczmal – Doctor, the Academy of Management and Administration in Opole
Oleksandr Nakisko – PhD (Economics), Associate Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture
Halyna Omelchenko – PhD (Economics), Senior Lecturer, Kharkiv Petro Vasylenko National Technical University of Agriculture
Jadwiga Ratajczak – Doctor, the Academy of Management and Administration in Opole
Iryna Romaniuk – PhD (Economics), Associate Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture
Sławomir Śliwa – Doctor, the Academy of Management and Administration in Opole

Publishing House:

The Academy of Management and Administration in Opole
45-085 Poland, Opole, 18 Niedziałkowskiego Str.
tel. 77 402-19-00/01

Authors are responsible for content of the materials.

© Authors of articles, 2020

© Publishing House WSZiA, 2020

References

1. Matviychuk, L.O. (2016). Genesis of the concepts of corporate social responsibility. *Money, finance and credit*, (6), 332-337.
2. Konik, D.L., Oliynyk, M.V., Privalov, Y.O., & Yu. Sayenko (ed.) (2002). *Social responsibility of business in Ukraine: Materials of expert research*. NAS of Ukraine; Institute of Sociology; Intellectual Perspective Foundation; Representation of the United Nations Children's Fund (UNICEF). 72.
3. METINVEST Group Social Report 2011-2012
URL:http://www.metinvestholding.com/upload/metinvest/content/105/Metinvest_Social_Report_2011_2012.pdf
4. Obolon Sustainability Report for 2013
URL:http://www.obolon.ua/files/site/obolon_ar_2013_work_52.pdf.
5. Nestle Ukraine Sustainability and Shared Value Creation Report. URL:
http://www.nestle.ua/asset-library/documents/csv_report_2012.pdf.
6. Coca-Cola Corporate Social Responsibility Report 2010-2011 URL: <http://assets.coca-colacompany.com/e7/f8/f813c0224520a06e7fb32e20c056/csr-report-2010-2011.pdf>
7. Corporate Social Responsibility: The Synergy of Telecommunications and Society for 2013
URL: http://www.kyivstar.ua/f/1/about/responsibility/KSO_UKR_1.pdf
8. Global Citizenship Report Ukraine 2012 URL: http://www.ab-inbev.com/content/dam/universaltemplate/abinbev/pdf/en/download-center/ABI_GCR_Ukraine_2012.pdf.
9. Vidi Group Social Report 2005-2010 URL:
http://www.svb.org.ua/sites/default/files/social_report.pdf.
10. Social Report 2012 (Life) URL:
http://www.life.com.ua/Media/Social_210x210_2012_en.pdf.
11. KPMG International. The KPMG Corporate Responsibility Reporting Survey 2013 URL:
<https://assets.kpmg.com/content/dam/kpmg/pdf/2015/08/kpmg-survey-of-corporate-responsibilityreporting-2013.pdf>.
12. Freeman R. Edward, Ramakrishna Velamuri S. & Moriarty Brian (2006). *Corporate Stakeholder Responsibility: A New Approach to CSR*. Business Roundtable Institute for Corporate Ethics, 77.
13. Garriga, E., & Untangling D.M. (2004). The Jungle of Corporate Social Responsibility Theories. *Journal of Business Ethics*, 51-71.
14. Elkington, J. (2000) *Cannibals with Forks: The Triple Bottom Line of the 21st Century Business*. Capstone Publishing, 162.
15. Blowfield, M., & Murray, A. (2014) *Corporate responsibility*. Oxford University Press, 440.
16. Zadek, Simon, Sabapathy John, Dossing Helle, & Swift Tracey (2003) *Responsible Competitiveness. Corporate Responsibility Clusters in Action*, 120.
17. Horeva, L.V. & Shkoda, Y.V. (2015). A new conception of corporate social responsibility – CSR 2.0. *Theory and practice of service: economy, social sphere, technologists*, (4(26), 25-30.

DIRECTIONS OF IMPLEMENTATION OF INNOVATIONS IN AGRARIAN ENTERPRISES OF UKRAINE

Mykola Ihnatenko,

Doctor of Economics, Associate Professor
Pereiaslav-Khmelnyskyi Hryhorii Skovoroda State Pedagogical University, Ukraine

Larysa Marmul,

Doctor of Economics, Professor,
Pereiaslav-Khmelnyskyi Hryhorii Skovoroda State Pedagogical University, Ukraine

In modern economic conditions in Ukraine, the functioning and development of agricultural enterprises are largely determined by the efficiency of using the innovation and investment mechanism, introducing innovations in their activities. The analysis of economic practice shows that the attraction of innovations and implementation of innovative activities for agricultural enterprises in the context of the knowledge and digital technology economy is constantly growing. Meanwhile, statistical data of recent years confirm the fact that agricultural enterprises, especially small and medium-sized ones, are experiencing a certain crisis in the innovation sphere [1, p. 27]. Therefore, if you do not take active measures to overcome it both on the part of the state and on the part of the management of agricultural enterprises, the adverse consequences in the near future may be more significant in terms of labor productivity, resource recovery, processing and logistics, product quality, and environmental reproduction. The introduction of innovations by agricultural enterprises should be carried out on an ongoing basis, regardless of the socio-political and economic situation in the country, the state of the industry, the type of activity of the economic entity or its financial condition. It is the desire of an agricultural enterprise to improve and stay in dynamics that is the primary basis of its innovative development.

It should be noted that the introduction of innovations is not always accompanied by significant capital investments, and the need to remain competitive exists constantly. In addition, the introduction of innovations creates conditions for enterprises to get out of crisis situations and ensures a high level of financial stability [2, p. 25]. Therefore, a necessary prerequisite for activating the introduction of innovations by agricultural enterprises is the determination of reserves for improving the efficiency of their implementation, which are based on the goals and objectives set by economic entities.

Improving the efficiency of innovation implementation by agricultural enterprises is influenced by the formulation of strategic directions of innovation activity. In our opinion, they should include alternative innovative projects, which will allow us to identify the most affordable and effective innovative product for implementation by agricultural enterprises. Now it should be noted that today even agricultural enterprises-leaders of the domestic agricultural market do not form strategic directions for their own innovative development, which is manifested in this:

- enterprises do not determine for themselves the target level of products with signs of innovation and the target level of innovation of the technological processes used, which they must achieve within a certain period of time;
- innovative technologies are considered by Ukrainian agricultural enterprises only as a means of achieving increased productivity, return on resources or maximizing profits, and not as a general philosophy of development, which is more typical for the world's leading producers;
- even leading Ukrainian producers do not have a clear and systematic plan for the transition to innovative technologies of crop and livestock production, the target level of automation of production processes is not clearly defined, and there is no consistency in the introduction of resource-saving technologies.

Innovations implemented in one agricultural enterprise can then be distributed commercially in others. The speed of their distribution (diffusion) depends on the relative need for investment and the effectiveness of each innovation. At the same time, the more enterprises used this innovation, the higher the losses of those entities that did not use it, and the lower the rate of development of industrial agro-industrial production as a whole [3, p. 29]. There are several main functions that innovation

performs in agricultural enterprises: innovations accelerate technological progress; agricultural enterprises operating on the basis of the latest knowledge are able to radically change their socio-economic situation; innovations contribute to the development of vertically oriented chains of value creation; innovations cause the formation of horizontal links between enterprises; the use of innovations contributes to the development of the enterprise by increasing production capacity, increasing profitability and entering new sales markets.

In our opinion, due to the specifics of the industry and the peculiarities of production processes, we can also distinguish the main features of the innovation process in agricultural enterprises: the variety of types of agricultural products and products of its processing; a significant dependence of production technologies in agriculture on weather and climatic conditions; a significant difference in technologies of tillage and cultivation of agricultural crops; seasonality of production and the difference between production periods in the context of individual types of agricultural products; significant territorial dispersion of agricultural enterprises; different social levels of agricultural workers, which requires much more attention to training personnel and improving their skills.

Features of innovative processes in agricultural enterprises are also due to the fact that some types of agricultural products are raw materials for the food industry, the specifics of which are also related to the peculiarity of the food market [4, p. 45]. On the one hand, the demand for products is stable, which makes the agricultural sector attractive for investment. On the other hand, for some types of products (delicacies, environmentally friendly, organic products), the demand is quite closely related to the level of solvency of the population and fluctuates significantly in local agricultural markets. The demand for certain types of agricultural products is directly related to the mentality of the population of different regions (the habit of consuming different types of meat products, milk, bread, etc.). This requires constant work to expand the range of manufactured products, methods of their packaging, storage and delivery to consumers [5, p. 47].

Solving the problems of producing a sufficient amount of agricultural products is possible on the basis of innovative development, primarily with the components of product innovations. They provide for the production of new types of products that are in demand on the market. Technological innovations as part of the innovation process provide deeper and more perfect processing of agricultural raw materials, help reduce their cost and increase competitiveness. However, along with this, the implementation of these measures is impossible without marketing and organizational innovations aimed at creating and developing small and medium-sized businesses in agriculture [6, p. 107]. So, promising directions of innovative development of agricultural enterprises provide for the introduction of the following innovations:

- food products (production of organic products; production of semi-finished products and products that require minimal processing; cultivation of new (improved, modified) plant varieties; breeding of more productive and economically efficient animal breeds);
- technological (introduction of waste-free production; use of energy-saving and resource-saving technologies at all stages of production and storage of agricultural products; use of biotechnologies that allow obtaining new, useful and high-quality products; extending the shelf life of agricultural products by introducing packaging with fungicidal properties);
- marketing (introduction of modern technologies of marketing, advertising and promotion; sales promotion and public relations);
- organizational (application of modern quality control and certification systems; creation of a mechanism for interaction between producers and stakeholders in the production and sale of food products; development of cooperation and formation of integrated or corporate structures in agribusiness; introduction of new forms of maintenance and provision of resources and funds; creation of innovation and advisory systems in the field of innovation; social responsibility for the spread of certain innovations [7, p. 8]).

As for product innovations, the most relevant is the expansion of the range of organic production; technological innovations – activities aimed at saving energy and raw materials, extending the shelf life of products and introducing waste – free production; marketing innovations-the introduction of modern technologies of marketing and logistics, advertising and sales promotion [8, p. 103]. Organizational innovations should be aimed at creating the necessary conditions for ensuring

the realization of the innovative potential of enterprises, improving economic relations, integrating agricultural enterprises with food industry enterprises and creating integrated enterprises based on them.

The need to integrate various types of innovations that provide a synergistic effect is due to the peculiarities of agricultural production. Thus, the specifics of processing (technology) of the same type of agricultural products, which, in turn, are raw materials for the food industry (milk, meat), are associated with the development of fundamentally new products, taking into account the demand of different categories of the population. Marketing innovations contribute to the rapid distribution of the product when it is packaged and, at the same time, provide an increase in the shelf life, can contribute to increasing its mass production.

The development of small-scale production and processing of agricultural raw materials at the site of its production reduce its losses, and in some cases improves the quality of products [9, p. 131]. Reasonable integration of various types of innovations will contribute to the modernization of agricultural enterprises, ensuring import substitution, improving the quality and competitiveness of food products.

The combination of problems and factors hindering the innovative development of agricultural enterprises actualizes the task of forming a multi-level (state, region, industry, enterprise) organizational and economic mechanism for innovation management in the industry, which should stimulate internal and external influences on the subjects of innovation activity [10, p. 49]. At the state level, it is necessary to develop strategies to encourage innovation in agriculture in the long term, taking into account the specifics of each sub-sector.

The document should reflect the forecast of innovation needs of each sub-sector, identify problems and tasks, and identify factors that contribute to and hinder the introduction of innovations, and develop an adequate system for stimulating innovation. The strategy should identify priority areas of innovation activity, identify implemented innovative projects and opportunities for participation in them of scientific and educational institutions, determine the composition of participants involved in them, the relationship of implemented innovations and their impact on the efficiency of the industry, including the creation of new jobs, improving the quality and volume of products, the cost of its production, sales channels, business efficiency in general.

The mechanism of innovation management in agriculture, formed at the regional level, is of particular importance. First, this is due to the fact that most agricultural enterprises operate at the level of regional and local markets. Secondly, the development of medium and small businesses in agriculture strengthens the role of regional government bodies in the development of the industry. During the formation of the innovation management mechanism, administrative, social and economic incentives can be used to ensure the rational use of the productive forces of the region, improve economic relations between enterprises of the region and with business entities of other territories [11, p. 112].

The economic justification of regional innovation programs with a focus on rural areas should be based on a comprehensive assessment of trends in the social development of rural areas, the results of agricultural production activities and the level of agricultural scientific and educational potential. A set of indicators that characterize the potential of innovation entities – applicants for participation in the implementation of programs, as well as an assessment of the projected results of program implementation at the macro-, meso- and micro levels is the basis for justifying decisions to support certain projects in accordance with the goals and objectives of restructuring the regional agro-industrial complex and ensuring sustainable growth of socio-economic and environmental indicators of the agricultural sector of the region.

Given the important social importance of agricultural products, stimulating innovation for their development will help to increase the standard of living and satisfaction of the population. To integrate various types of innovations and accelerate their use in agricultural enterprises in the regions, it is advisable to create centers that would deal with the problems of interaction between scientific, educational and production structures, provide consulting and information support to innovative agribusiness, participate in the development of methods for stimulating innovation, search for sources of financing innovative projects, as well as control the use of funds raised.

- democracy (general availability) of a significant part of sports tourism, primarily associated with active route hiking forms that have a long tradition in Ukraine;
- resources for sports (active) tourism, especially in its recreational form, are everywhere in our country;
- the development of sports (active) tourism meets the solvent needs of the majority of the Ukrainian population, the ordinary level of development (infrastructure, marketing, logistics, etc.) of diverse and rich tourist resources of most territories;
- a high degree of compatibility of sports tourism in all its diversity with other types of tourist activities popular among the Ukrainian population, first of all, cultural, cognitive, nature-oriented, rural, and recreational on the basis of joint use of the resources available in the destination;
- routes of sports tourism (water, hiking, motorcycle tourism, etc.) allows to involve in tourism products numerous and diverse cultural, historical and natural resources, which today are outside the scope of tourist attention, including domestic tourism. This entails a second set of socio-economic consequences associated with the socio-economic development of old and new tourist destinations;
- possibilities of reorientation of a part of the high-income population of the country, which traditionally uses outbound tourism.

Taking into account the specificity and variety of goals to be solved in the development of sports tourism, the effectiveness of the concept implementation will largely depend on the optimal combination of state, public and private principles and interests, possibly realized in the form of mixed co-founding.

References

1. Aks'onova, N. V. (2019). Potentsial nematerial'noyi kul'turnoyi spadshchyny v umovakh hlobalizatsiyi: stan i perspektyvy. *Heohrafiya ta turyzm*, (48), 62-73.
2. Voronyans'kyi, O. V., & Bondar, N. O. (2017). Ekonomichnyy aspekt turystychnoho biznesu. *Visnyk Kharkivs'koho natsional'noho tekhnichnoho universytetu sil's'koho hospodarstva imeni Petra Vasylenka*, (188), 21-29.
3. Danchenko, I. O. (2017). Formyrovanye sotsyal'noho yntellekta kak sostavlyayushchey lychnostnoho komponenta sotsyal'noy zrelosty studentov vysshyykh ahrarnykh uchebnykh zavedenyy. *Mizhnarodnyy naukovyy zhurnal Internauka*, (14), 73-77.
4. Moisyeyeva, N. I. (2019). Metodychni pidkhody shchodo otsinky resursnoho potentsialu rehional'noyi sfery turyzmu. *Ekonomika ta derzhava*, (3), 34-38.
5. Moisyeyeva, N. I. (2019). Sutnist' turystychnoyi haluzi yak skladnyka ekonomichnoho kompleksu Ukrayiny. *Biznes-navihator*, (1), 124-128.
6. Moisyeyeva, N. I., & Didenko, D. F. (2018). Henezys ta osoblyvosti formuvannya rehional'noho rynku turystychnykh posluh. *Aktual'ni problemy innovatsiyanoi ekonomiky*, (4), 83-88.
7. Moisyeyeva, N. I. (2018). Instytutsional'ne zabezpechennya funktsionuvannya turystychnoyi sfery rehionu. *aktual'ni problemy rozvytku nauky v konteksti hlobal'nykh transformatsiy informatsiynoho suspil'stva*, 74.
8. Omelchenko, H. Yu., & Pylypenko, S. H. (2019). Sotsial'no-psykholohichni faktory turyzmu.
9. Omelchenko, H. Yu. (2019). Investytsiyina pryvablyvist' pidpryyemstv turystychnoyi sfery.

Marenych T., Polyvana L., Lutsenko O., Polyvana A. ANALYSIS OF THE INSURANCE SERVICES MARKET OF UKRAINE: FORMATION, PROBLEMS AND PROSPECTS	80
Nagayev V., Nagayeva G. THE CONTROLLED FROM DISTANCE TRAINING OF PERSONNELS IS IN SYSTEM NETWORK TECHNOLOGY OF MANAGEMENT OF EDUCATIONAL-CREATIVE ACTIVITY OF STUDENTS	86
Onegina V., Ulko Ye., Anisimova O. INNOVATIVE LAND RECLAMATION TO ENSURE EFFECTIVE LAND MANAGEMENT	93
Onegina V., Kravchenko Yu., Antoshchenkova V. IMPROVING THE EFFICIENCY OF QUALITY MANAGEMENT AND SAFETY OF DAIRY PRODUCTION IN UKRAINE IN THE CONDITIONS OF EUROPEAN INTEGRATION	100
Orel A., Rudenko S., Nakisko O. FACTORS OF DEVELOPMENT OF COMPETITIVE ADVANTAGES OF AGRICULTURAL ENTERPRISES OF UKRAINE	106
Pisochenko T., Kysil C., Petrov P. ACCOUNTING AS A TOOL OF STRATEGIC MANAGEMENT OF THE DEVELOPMENT OF SOCIO-ECONOMIC SYSTEMS	112
Podolska O., Sahachko Yu., Kralia V. PERSONNEL MANAGEMENT IMPROVING IN LOCAL GOVERNMENTS OF UKRAINE	117
Romaniuk I., Piven A., Palimaka D. DIRECTIONS OF IMPLEMENTATION OF INNOVATIONS IN THE DEVELOPMENT OF TOURISM ACTIVITIES	126
Ryzhikova N., Birchenko N. FORMATION OF THE MECHANISM OF DEVELOPMENT OF JOINT INVESTMENT INSTITUTIONS AND VENTURE BUSINESS IN UKRAINE	131
Shibaeva N., Baban T. SYSTEM OF SUSTAINABLE DEVELOPMENT GOALS AND COMPETITIVENESS OF AGRICULTURAL OF UKRAINE: CURRENT STATUS AND POSSIBLE PROSPECTS	134
Stepanenko S. ENSURING THE ECONOMIC EFFICIENCY OF IMPLEMENTATION ORGANIZATIONAL CHANGES IN THE ENTERPRISE	140
Syrtsseva S., Cheban Yu., Luhova O. INTERNATIONAL EXPERIENCE AND DEVELOPMENT PROSPECTS OF FORENSIC IN UKRAINE AS A METHOD OF INVESTIGATION OF INTERNAL FRAUD	146
Vlasenko T., Krasnorutskyy O. SUBSTANTIATION OF THE METHODOLOGICAL APPROACH TO FORMATION OF A PORTFOLIO OF PROJECTS OF STRATEGIC CHANGES AT THE ENTERPRISE	151
Vlasiuk Yu., Zaiachkovska G. FEATURES OF MODELING OF ECONOMIC SYSTEMS IN CONDITIONS OF UNCERTAINTY	156
Voronyanskyi A., Moiseeva N., Omelchenko H. THE POTENTIAL OF SPORTS TOURISM IN THE ECONOMIC DEVELOPMENT OF TERRITORIES	161