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INNOVATIVE ALTERNATIVE AGRICULTURAL FORMATIONS IN UKRAINE

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The impact of globalization and integration on Ukraine's economy, the search for a competitive model of development under these conditions require the overview of traditional principles of managing branches of the agrarian sector. What are the processes of transformation of forms of managing in agrarian sector of Ukraine, and what areas are promising in terms of global competition? The paper substantiates the necessity of developing innovative alternative agricultural formations in Ukraine. It formulated their prospects and potentialities of integration into a traditional agribusiness model. A synergy approach is considered a key approach to analyzing the activity of innovative alternative formations. The paper represents the model of organizing and managing an enterprise, which is adapted to the challenges of globalization. It proves that innovative alternative agricultural formations are competitive, adaptable structures. They can be quickly reoriented towards manufacturing new types of products, they meet the demands of consumers at the maximum, constantly improve the system of managing, expenditures, resources and product quality.

Keywords: innovative formations, competitive development, model of organization, management, market relations.
JEL Codes: Q12, M11.

1. Introduction

The topical problem of an enterprise activity and the major priority of its development is the choice of optimal method of production, organization and management system. Innovativeness is a main criterion that provides the formation of an economic agent's competitive position on the market.

The priorities of management actively move towards the search for a new innovative agricultural formation, its advantages could assist in achieving main strategic goals – profitability, efficiency and competitiveness on the market.

Nowadays in the process of managing the agricultural enterprises in Ukraine it is important to take into account the impact of globalization, international economic integration and trade liberalization. These terms are exceptional in the case of agricultural formations, which are mainly aimed at the traditional methods of management, forms of economy, modes of production.

In such case working out and making strategic decisions as to the improvement of forms and methods of the enterprise's management is one of the key factors of forming their competitive market position in the world market. According to the data of the State Statistics Service 51926 agricultural enterprises of different organizational forms and types of ownership functioned in Ukraine at the beginning of 2016; almost by 8% less as compared with the data of 2012. Most of them are farms – 38850 units or 74.5%. State-owned enterprises comprise less than 1% – 241 units, and production cooperatives – 596 units. 88.9% of the economic agents made a profit for the results of their activity in 2015. The lowest profitability and unprofitability of some types of products are characteristic of the state-owned enterprises: unprofitability is characteristic of vegetable production (– 15.1%), beef production (– 29.3 %) and wool production (– 81.1%). Privately owned enterprises have the highest results, the production profitability of certain types of products is: grain crops – 43.3% and 44.2 %; sunflower seeds – 81.8% and 81.7%, vegetables – 53.7% and 43.3%, chicken eggs – 60.1% and 45.4%. Thus, the choice of an innovative alternative type of agricultural formations, which could allow meeting production demands under conditions of limited resources, is a major priority of their competitive development. It makes possible to achieve synergetic effect, which consists in adjusting different components of the system of enterprise management and their integrated use to reach economic growth. Thus, the above-mentioned makes the issue of forming scientifically-reasonable approach rather topical, such approach that takes into account the contemporary conditions of development, the requirements of market environment, the world and national economic experience when providing the competitive development of agrarian enterprises and organization of their production activity under conditions of global transformations.

The object of research is the processes of production and reproduction in agriculture. The purpose of the paper is to examine different types of innovative alternative agricultural formations, evaluate the prospects of their functioning in the agrarian sector of Ukraine's economy.

2. Rezults

The urgent necessity of the agrarians today is not only to meet the requirements of the consumers but also to organize such type of enterprise that would be able to stay flexible and adaptive, have an optimal control system of cost and resources, redirect its activity according to the market demand and requirements, quickly respond to its changes. It is also important for agricultural enterprises to maintain a lower

market share which is characterized by the active reaction of consumers to price changes.

It is important to choose a methodological approach to examine the prospects and potentialities of integrating innovative alternative types of agricultural formations into the existing economic system. So, the use of systematic approach when doing research on the competitive development of the agrarian sector of economy under conditions of globalization will provide the assessment of all its constituents in the entire vector and contribute to the proper definition of the problem's nature which demands to be solved and to select effective instruments for the problem of choosing optimal organization by agricultural enterprises (Kyrylov, 2014). Information approach makes it possible to model and analyse the current state and potential of competitiveness of the agricultural enterprises at different levels of localization as well as to find strengths and weaknesses, to form steady competitive advantages on the basis of coordination of strategic possibilities of the enterprises with their internal potential. The use of integrated approach provides the efficiency of management, introduction of innovative intensive production technologies and selection of such model of managing the agricultural formations that will take into account the dynamic external changes.

It is expedient to use a synergetic approach to evaluating the potentialities of the development of innovative alternative agricultural formations as a method organically connected with the principles of self-movement, self-identification, system-ness (Ganuschak-Efimenko, 2011). In this case the integration of different economic formations into a unified system allows achieving the effect of economic synergy, which implies economic growth of an enterprise on the whole in a greater volume than in its components. Synergy provides an increase in the activity potential and allows discovering new innovative potentialities, achieving "positive systemic effect" (the effect of emergent-ness) and increasing the activity efficiency. In other words, the agricultural enterprises where new innovative alternative formations are successfully integrated into the existing management system, achieve the effect caused by the interaction inside the integrated structure, exceeding the amount of the activity effects of every separate form.

It is important to conduct research on the world experience of agricultural formations in the country and to evaluate the prospects of using them in the national economic conditions. The most widespread organizational types of agricultural formations in European countries are family farms and cooperative farms. The average size of a family farm depends on local historical, social, natural conditions and specialization. For instance, in Australia it can reach 1.8 thousand ha, in the USA and Canada - about 200 ha, whereas in the Western Europe it is only 17 ha, and in Japan – 2 ha (Shumkova, 2015). The role of family farms in the agriculture of the EU is extremely important: about 85% of all the farms in the EU are family farms, they cultivate about 70% of all the farmlands. In Ukraine there are some difficulties in using this experience. Nowadays family farms are mainly represented by personal agricultural enterprises, without any legal status but they involve a great number of agricultural producers. They include 4 million farms (according to other sources – 4.5 million), which are considered as personal rural farms. According to the data of statistic

reports these farms produce over 46% of the gross agricultural output, cultivate about 15% of all the farmlands, they provide jobs for about 40% of the rural population.

As the word experience shows the most stable countries under conditions of the global crisis are the countries with socially oriented economies, with well developed cooperation. In Sweden cooperation in the country's economy is 90%, and 60–70% in France, Belgium, the Netherlands and Austria. In Ukraine it is only 1% (596 farms). The main problems of cooperation development are non-system-ness of market reforms, the lack of their scientific foundation, poor development of the infrastructure of sales markets, processing and preserving finished commodities. It is necessary to stress that the impossibility of transforming the world experience is also connected with the lack of motivational mechanisms of cooperation development, non-coordination of the mechanisms of cooperation development with the mechanisms of financial, dotation and loan support and social distrust towards different types of associations.

The issues of substantiating the form of business activity optimal in size and structure and the possibility of adapting the world experience of small scale commodity or alternative production are traditional in the national science. Thus, assessing the small scale forms of business activity, V. Halanets (2002) considers that under the crisis conditions they have the following competitive advantages in comparison with the large agricultural enterprises: they do not need capital investments, readily adapt to the market conditions, but these advantages are short-term and the drawbacks are global: due to their size and technological level they are not capable to assimilate the achievements of science and technics. A lot of authors include into the advantages of the small scale forms of business activity the following ones: reaction to the changes in the market environment (Orlova, 2012), innovative role in the application of up-to-date management methods and use of the innovative product in the production (Bekh, 2010), the ability to save and economize (Kyrychenko, 2008), the optimal distribution of resources to meet the production requirements (Majsiura, 2010), a quick response to the changes of market conditions (Bilyk, 2012). At the same time there is another group of national scientists, which maintain that this form of business activity has retained economic and financial vulnerability under competitive conditions (Andriychuk, 2007), a low level of management and technical facilities (Ambrosov, 2007), a lack of the self-organization system, limited financial resources, unsteady profits, an extreme vulnerability to unfavorable economic factors (Vyhovska, 2009). The world experience has proved that the competitive development of agriculture can be achieved by means of activating and accelerating the rates of applying innovative technologies in the agricultural enterprises and improvement of organizational and economic facilities. Being one of the main components of forming gross national product in the USA, Japan, Germany, the small scale forms of business activity are granted state subsidies. The small scale enterprises are rather effective in the social, veterinary, technical services and in the arrangement of points for produce stocking (Zholkver, 2016). Thus, in the system of market relations, small scale entrepreneurship has a number of comparative competitive advantages: it plays a particular role in trade development, responses to the changes of market situation efficiency and has necessary flexibility for it; it determines the rates of economic growth, structure and

quality of the gross domestic product, it is an optimal option to take up the economic spaces which are less effective for the large scale forms of business activity; it eases social tension in the society by means of providing the employment of population, it is oriented towards the advancement of scientific and technological progress and introduction of its results into production; it ensures activation of the innovative processes and effective innovations, broadens democratic principles in the economic relations. Moreover, its functions and advantages include the facilitation of competition, confrontation to monopolistic tendencies, meeting the specific requirements of consumers, forming the individual demand on agricultural products, providing the basis for medium and large scale enterprises in future, mollification of the consequences of the economic crisis.

Certain weak points of small scale forms include a small volume of operations that limits the possibilities of small enterprise to broaden the activities, as well as a high dependence on the changes of market situation and financial vulnerability. To overcome these negative facts is possible due to the development of integrated relations based on the formation of sustainable economic relations, creation of regional and sectoral associations which are different in size, organizational and legal forms.

The alternative to traditional economic relations and organization of production should be such innovative forms as clusters, business-incubators, providing cooperatives, eco-settlements, agricultural parks, agricultural technological parks different in sizes and forms, that are adaptive, competitive, easy integrated and aimed at social and economic needs associations. Such associations must enrich and improve the current national system of economic relations taking into account the integration processes, provide steady competitive advantages, facilitate positive effect of economic relations, which is reflected in accelerating the rates of renewal and in the increase of the amounts of capital investments, financial stability and the increase of capital maneuverability, development of common production potential and economic growth of agricultural formations. The main factors for providing the competitiveness of economic entities of alternative organizational forms are the innovativeness and technological effectiveness of production processes, improvement of the system of controlling the resources and expenses; maximization of the useful effect of consumption which is expressed in the safety, organic character and physical usefulness of agricultural products and understanding the fact that in the global world not the countries and branches but the enterprises compete, which makes them not the only but the principal possessor of such feature as competitiveness. The issue of dependence of competitiveness on the conditions and mode of production is also highlighted. Now the traditional methods in agriculture do not fully meet the social requirements in food and the production requirements in providing the competitive development and production intensification.

Under current conditions the economic growth of agricultural enterprises, strengthening of their competitive positions and broadening of the market segment in the domestic and international markets are the main priorities of their functioning. There is a need for working out and applying such organizational management model that will make it possible to fully implement the internal competitive potential of the enterprise, to get maximal profits per unit of the resources invested by means of di-

versification and intensification of production, to activate the integration processes and cooperation, that ensures a high level of solving the problems of marketing activity and the provision with material resources and technological equipment. The competitive development of the country and strengthening of its market position also require the formation of national model of organizing and managing the enterprise which must be adapted to the conditions of the global environment and steady to its challenges. The basis of such model must be a stimulus to use innovations in the production and to introduce the innovative alternative forms of organizing and managing the enterprises. As a result of the model's implementation the following positive consequences are expected: the chance of integrating into the world trade, promotion of the diversification of production, broadening of specialization and structure of commodities through additional goods and services which have a relative elasticity and benefit in consumption, stamina in the functional and integral competition. As a result it is possible to achieve a high level of adaptation to the current conditions of internal and external environment of different economic entities, a better informing the agricultural producers and population, increase of the coefficient of production safety by 10–20%, expenses decrease by 20%, minimization and distribution of risks, improvement of marketing policy, optimization of providing the economic activity with the resources. The process of integration of the agricultural enterprises into the global environment causes the need for substantiating the expediency of functioning of various types of innovative associations (Fig.) in the national economy in order to analyze the formation of additional competitive advantages and formation of the national model of organizing and managing the enterprise which is adapted to the conditions of the globalized environment and steady to its challenges.

To form the principles of functioning, assess the advantages and risks of introducing the innovative forms of organizing the enterprise by the economic entities of the national agricultural sector in order to create a new management model to ensure strengthening of their competitive positions and promotion in the international market, it is necessary to consider some formations in detail. Thus, clusters represent the concentration of small and medium sized enterprises around the market leaders on the basis of production-technological, scientific and technical, commercial requirements as well within geographically limited territories. They are a key element of the innovative development to stimulate economic growth, strengthen competitive status, the element which allows the regions to be an active partner in the global economy (Vinnichenko, 2012).

The formation of innovative clusters will let the entities of agricultural sector be the parity participants of the world economic relations, as they will function according to the principles of producing and introducing innovations (Tyvonchuk, 2014). The creation of clusters is one of the characteristic features of the contemporary innovative economy. The peculiarity of clusters is the optimal combination of competition and cooperation in such a way that integration in certain spheres helps compete in the other ones. In this case, internal competition in certain branches is selective and free-will, but positive economic and social effect of the deep technological cooperation on the basis of participation in the systems of value accumulation grows, thus having the advantage over the isolated competitors. The advantages of

the cluster type of production organization include the access to a greater number of suppliers and support services, experienced and skilled professionals (Zadorozhna, 2015), the formation of innovative system of knowledge and skills, diversification of the economic activity, innovative orientation of the enterprise, promotion of the competitive development of the regions and territories and achievement of the competitive stability in the globalized environment.

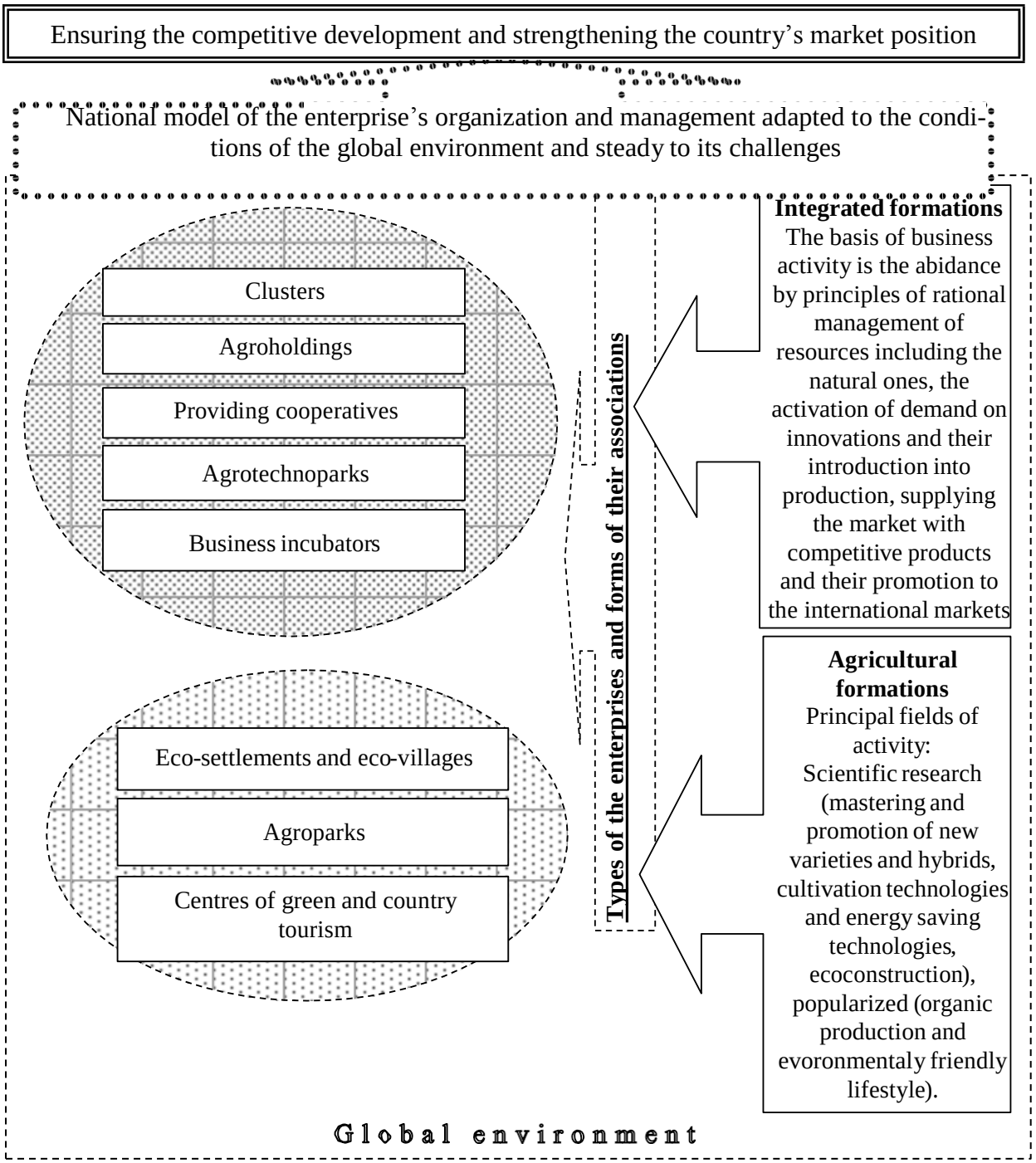

Fig. Types of the innovative alternative agricultural formations

Today the most contradiction are the approaches to the assessment of agricultural holdings which are highly competitive, investment attractive, integrated economic structures making significant contribution to the food security in Ukraine, they strengthen the country's export potential, promote technological renewal of the agri-

cultural branches, efficiency and competitiveness of the agricultural sector in the domestic and international markets. The Institute of Agricultural Economy of Ukraine defines the agricultural holdings as "modern agricultural large scale commodity formations of innovative direction, they are transregional and highly integrated" (Lupenko, 2013).

Agro-holdings sowed 2.91 million ha for the yield of grain crops in 2014, that comprised almost 20% of all the grain crops in Ukraine. As compared with the year 2013 at the expense of the assets lost in Crimea, and also the total sequester of the land bank, the areas under grain crops in the agro-holdings were reduced by more than 0.35 million ha (– 11%). The production of cereals and legume crops in the agro-holdings in 2014 decreased to 18.58 million tons (– 2.5%), comprising a bit less than 30% of all the grain production in Ukraine. In terms of the number of land banks, which are managed by agro-holdings, the first ten positions are taken by the companies controlling 150–670 thousand ha of farmlands. The biggest 10 agro-holdings manage about 7.5% of farmlands in Ukraine. The most powerful agro-holdings (in terms of the number of land banks in managed by them) are "Ukrlandfarming", NCH, "Kernel Group", "Myronivskyi Khliboprodukt", "Ukrainian agrarian investments", "Astarta-Kyiv", "Mriia Agroholding", "HarvEast", "Agroton". In 2014 the TOP-10 companies harvested 10.83 million tons of grain –58% of the production in agro-holdings or 17% of all the production in Ukraine. Considerably higher indexes of grain yields were recorded almost in all the TOP-10 holdings due to the favorable climatic conditions.

The important factor of development of innovative infrastructure of the agricultural sector is the creation of new organizational structures of Agrotechno park type. The modern technological park is considered to be the form of territorial integration of science, education and production as integration of scientific organizations, educational establishments, production enterprises or their sub-units in order to speed up the working out and implementation of scientific and technological achievements (Zhydyak, 2012). The technological parks can become those organizational structures where the applied and fundamental scientific studies are introduced into practice, favorable conditions for implementation of new ideas and inventions are created (Hordiyenko, 2011).

Now these structures are widely spread, but they do not perform their main functions as to manufacture of highly technological products, coordination of activity of science, higher educational establishments, enterprises of real economic sector and local bodies of self-government as well. When changing the approach to managing the above mentioned innovative forms, the following positive changes are expected: formation of the system of economic relations of the enterprises different in sizes and forms, creation of the business environment to support small scale agricultural business, provision of the favorable information environment and integration of small scale forms of economic activity into the information environment, provision of links between branches and spheres such as production, food industry, processing and trade as well.

Business incubators play a leading role in the world in the development of new production trends, innovative enterprises, strengthening of competitive position of small scale enterprises in the market and encourage the creation of conditions for entering the market easier. Spreading of the business incubators is one of the principal

ways to meet the requirements of new agricultural enterprises of the innovative type. Business incubators are those formations that let the new agricultural enterprises get necessary technological and information maintenance in the selected production sphere, facilitate overcoming market barriers in the formation of business structure and at the initial stage of development.

According to the statistics only every third enterprise can get the economic efficiency in the production singly, while incubation makes it possible for more than 85% of agricultural formations to work efficiently in the market and strengthen their competitive position (Smakovska, 2016). Thus, the creation of business incubators will have not only social and psychological effects expressed in the advisory and information assistance, easier access to new elaborations and innovations but it will also promote strengthening of the economic component, i.e. improvement of the system of controlling resources and expenses, increase of the margin profit, strengthening of financial stability, raising of the profitability and intensity of introducing the innovative product into production.

Another contemporary integrated structure is a providing cooperative which is considered to be an organizational and legal form of relationship of agricultural producers with the leading educational establishments, research institutions, laboratories, consulting companies, food processing enterprises on the cooperative basis in order to implement the innovative projects (Kashchuk, 2016). The providing cooperative performs mainly mediation functions between the consumer of the innovative product and its direct supplier. In such case the customers of the innovations are the cooperative's members, this fact reduces the cost of introducing the innovations, makes it possible to increase net profit and economic efficiency of the products manufactured on the innovative basis with the application of modern technologies and elaborations of the scientific sector of the economy of Ukraine.

The separate block of innovative formations which constitute the model of innovative competitive development of agriculture is represented by the agrotechno parks, eco-settlements and centers of green tourism that ensure the broadening of infrastructure provision of the agricultural sector and diversification of its production activity. Their introduction into traditional production activity allows to enlarge the commodity structure, distribute investment and production risks, strengthen the economic safety and social guarantees in the village. The contemporary realities of functioning of the agrotechno enterprises shift the vector of scientific research and innovative development from the production sphere into the sphere of information provision. The main objectives of ensuring the competitive development are the promotion of electronic agriculture, optimization of the subsidy system, development of cooperation and agricultural insurance, creation of the favorable investment climate and new forms of economic activity including agrotechno parks. The main objectives of functioning of the agrotechno parks are to popularize agriculture, strengthen the development of traditions and direct the population at the ecologically friendly economic activity and rational resources management. The eco-settlements have the same functions.

The contemporary eco-settlements are one of the most radical but at the same time the most effective means of reducing, even if in part, the negative impact of the vital activity of society on the environment. The main principle of functioning is not

only ideological but also economic values that can be introduced into large scale commodity production in order to overcome the seasonal character of production, ensure employment and diversification of production. The world experience has proved that eco-settlements founded due to the principles of implementation of ideas and promotion of ideology turn into economically efficient production formations in the course of time. That is, the economic constituent predominates over the ideological one. Thus, the most ecological settlement "Auroville" in India has become the world leader in promoting the methods of ground construction of buildings, collection and purification of rain and drainage waters, energy consumption from the alternative sources.

Crystal Waters in Australia is a small settlement of only 200 inhabitants, but they build dams, canals and have the possibility to develop organic farming under arid conditions using rain water. Damanhur (Italy) is a highly technological settlement in the country specializing in the solar power engineering, organic production and education as well. This settlement has their own molecular biological laboratory servicing in GMO control of food products. The biggest eco-settlement in the USA is Itaka specializing in the following spheres: green houses, recyclable energy sources, cohousing of the communities, organic farming, open space for preservation and social entrepreneurship. Eco Truly Park, Peru is not fully economically independent today, but investments and charity payments are planned to be recouped through the development of organic garden which is the biggest one in the country. The eco-settlement Findhorn (Scotland) was founded in 1962 and was engaged in organic farming, but later the settlement developed horticulture and started applying innovative technologies that ensured maximal yields in the country and raised the profits, after that the settlement began educational and advisory activity in organic farming and gardening.

So, the important principle of functioning of eco-settlements is their economic expediency. Thus, the natural production today makes it possible not only to meet the own requirements but also to get a surplus that can be sold. For example, the eco-settlement in Wales is introducing the advanced eco-technologies of light into the economic activity, electric power is produced from the power of the sun, wind and water in such quality that its significant part is sold. In the eco-settlement ZEGG (Germany) they produce and sell rapeseed oil as ecologically friendly fuel for automobiles, in Argentine the whole auto-park of buses started working with the application of spirit.

The organic producers get additional competitive advantages expressed in the increase of money savings at the expense of economizing mineral fertilizers and chemicals, the additional profits of selling the surpluses of products and cultivating commercial crops, the reduction of barriers to enter the domestic and international export markets of the certified organic produce and the formation of beneficial price on their produce, the possibility to additionally raise the cost of organic products after their processing. Moreover, this type of economic activity allows to activate the attraction of young people into the village, human resources and investments into the economy of certain enterprises, to create prerequisites for innovative investment measures of social and economic development and improvement of the investment

climate, and for activating agribusiness processes as well. The integration of eco-settlements into cluster and cooperative formations is considered to be optimal.

3. Conclusions

1 The environment in which the entities of the agrarian sector of Ukraine's economy function is characterized by instability, stagnation, the lack of efficient management mechanisms, it stipulates for the necessity of investigating a number of issues, connected with the development of innovative alternative agricultural formations.

2. Using the principle of system-ness, complexness and synergy in integrating innovative alternative agricultural formations into the system of traditional economy creates the effect of scale, complex advantages etc. It becomes apparent in reducing aggregate expenditures (by 20-30% in every doubling of production volumes), in using capacities more fully and overcoming seasonal prevalence, allocating risks and etc.

3. The difficulties in using innovative alternative agricultural formations, which are characterized by high adaptability to the national environment and economic efficiency, are connected with a number of systematic problems. They are imperfection of institutional support, a low level of medical care and people ware and the lack of motivation or innovative development of agricultural enterprises. The difficulties are also connected with subjective reasons – social strain, disorientation, mentality, the lack of readiness for changes.

4. The main criterion of the enterprise's success under conditions of an active integration into the world system of economic relations is not only its economic efficiency of operation, but the competitive development as well, which is achieved by means of improving the organizational economic management system. In such case differentiating the forms of economic activity in sizes, production directions and organizational structure is the main competitive advantage of economic entities in the national and world markets.

5. The perspective vector of development of national agricultural enterprises is the change of approaches to managing the production activity: the transition from traditional large scale commodity production typical for the economic system of the Soviet and Post-Soviet periods to small scale and alternative forms; from the system of copying to the system of innovation in managing the enterprises. As a result, a new experience of economic activity in the village based on the principles of optimality, rational nature management and space balance is gained.

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INOVATYVŪS ŽEMĖS ŪKIO DARINIAI UKRAINOJE

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Santrauka

Globalizacijos ir integracijos įtaka Ukrainos ekonomikai ir konkurencingumo modelio paieška šiomis sąlygomis reikalauja peržiūrėti tradicinius žemės ūkio sektoriaus šakų valdymo principus. Kyla klausimai, kokie yra Ukrainos žemės ūkio sektoriaus valdymo formų transformacijos procesai ir kokios yra perspektyvios sritys pasaulinės konkurencijos požiūriu. Šis tyrimas pagrindžia būtinybę plėtoti inovatyvius alternatyvius žemės ūkio darinius Ukrainoje. Tyrime suformuluotos šių darinių perspektyvos ir integracijos į tradicinį žemės ūkio modelį galimybės. Sinergijos metodas yra panaudotas kaip pagrindinis metodas, analizuojant alternatyvių darinių veiklą. Tyrime pateiktas įmonės, kuri yra prisitaikiusi prie globalizacijos iššūkių, organizavimo ir valdymo modelis. Tyrime įrodyta, kad inovatyvūs žemės ūkio dariniai yra konkurencingos ir sugebančios prisitaikyti struktūros, kuriose gamyba gali būti greitai perorientuota į naujų ir labiausiai vartotojų poreikius atitinkančių produktų gamybą, taip pat nuolat tobulinamas išlaidų, išteklių ir produktų kokybės valdymo modelis.

Raktiniai žodžiai: žemės ūkio sektorius, žemės ūkio įmonės, žemės ūkio dariniai, inovatyvūs dariniai, plėtra, konkurencingas modelis.

JEL kodai: Q12, M11.