

DIRECTIONS OF IMPLEMENTATION OF INNOVATIONS IN AGRARIAN ENTERPRISES OF UKRAINE

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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.

The industry level provides for the development of the sequence and interrelation of innovations at different stages of the production cycle in agricultural enterprises, the integration of enterprises to create and implement innovations and their investment support, economic interest in the implementation of innovations of its participants, environmental and social results of innovations. Stimulating innovation at the enterprise level includes creating the necessary conditions for activating the innovation activity of employees. The result of stimulating innovation can be an increase in the profitability of innovative products by improving their consumer properties, reducing the cost of production as a result of technological innovations [12, p. 15].

Large-scale introduction of innovations in agricultural enterprises will meet the needs for high-quality products, identify the causes of innovation dynamics, create conditions for regular reproduction of production and anticipate strategic changes in the economy, market, products and demand, as well as develop the necessary response measures or organizational, economic, technical support for innovative solutions.

Thus, the innovative development of agricultural enterprises will be facilitated by: state support for the development and implementation of effective innovations by enterprises (creating an institutional and legal environment favorable for innovation; creating a motivational mechanism for innovation; developing institutions for the use and protection of intellectual property rights, a system of state support for the commercialization of intellectual activity results); production of high-tech innovative products to ensure compliance with the needs of agricultural production; development of innovative infrastructure and innovative entrepreneurship in rural areas.

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