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**THEORETICAL AND METHODOLOGICAL  
ASPECTS OF MANAGEMENT OF THE  
COMPETITIVENESS OF AGRICULTURAL  
ENTERPRISES UNDER MILITARY CONDITIONS**

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**The main aim of the article** is to study the theoretical and methodological aspects of managing the competitiveness of agro-industrial enterprises in the conditions of martial law.

**Research methods were used when writing the article** – general, scientific, economic methods of researching economic phenomena and processes: categorical analysis, the method of analysis and synthesis, the graphical and tabular method, the method of structuring and grouping.

**Presentation of the main research material.** The article proves that the urgent issues of ensuring the competitiveness of agro-industrial enterprises, especially in the conditions of a full-scale invasion, are of fundamental importance, since the state and level of the country's food security and the intensity of post-war recovery depend on the stability of the functioning of both individual agricultural enterprises and the entire system of the agro-industrial complex. It was determined that in the conditions of the martial law economy, the stability of the operation of an agro-industrial enterprise is determined by the effectiveness of managing its competitiveness, namely, the potential and available opportunities for the production and sale of agricultural products, which, according to their basic characteristics, are more attractive to consumers than the products of their competitors. It has been established that the theoretical and methodological aspects of managing the competitiveness of agro-industrial enterprises in the conditions of martial law acquire special importance, since it is the provision of high competitiveness of agro-industrial enterprises that should improve the process of forming a comprehensive agrarian policy, ensure optimal production-territorial relations between the subjects of the agro-industrial complex and prevent the emergence food crisis. The current state of the agro-industrial market was analyzed and the main

competitive agro-industrial enterprises of Ukraine were identified as of the end of 2022: Kernel, MHP, Nibulon, Santreyd, ADM Yukreyn, Eridon, Cargill, Astarta, Delta Wilmar, LNZ, Optimus AGRO, Prometey.

**Conclusions.** Because of the study, it was proven that an important aspect in managing the competitiveness of agro-industrial enterprises is their ability to adapt to changing economic conditions, which includes not only the use of competitive advantages, but also the ability to effectively respond to changes in the market and change its strategy in accordance with new conditions. Especially the conditions of martial law. It was found that the competitiveness of agro-industrial enterprises determines their ability to gain advantages in the competitive environment, which is characteristic of the market of agricultural products and services, which covers many aspects, given the current state of war in the country: purposeful state policy; the role of the state in the development of the agricultural sector; product quality; reduction of production costs; state order for products; scientific support of agro-industrial complex. The implementation of strategic tasks, which require a comprehensive approach and cooperation between the state, economic entities in the field of agro-industrial policy and research institutions, is structured. The definition of managing the competitiveness of agro-industrial enterprises in the conditions of military aggression has been added, which requires the implementation of effective measures to preserve and strengthen the positions of agricultural enterprises in the market in order to prevent a food crisis.

**Keywords:** management; competitiveness; agro-industrial enterprises; agro-industrial complex; agricultural products; martial law; food crisis; agrosphere; agro-technologies; product quality; innovations.

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## ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ АСПЕКТИ УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ АГРОПРОМИСЛОВИХ ПІДПРИЄМСТВ В УМОВАХ ВОЄННОГО СТАНУ

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**Основна мета статті** – дослідження теоретико-методологічних аспектів управління конкурентоспроможністю агропромислових підприємств в умовах воєнного стану.

**При написанні статті використовувались такі методи дослідження** – загальні, наукові, економічні методи досліджень економічних явищ та процесів: категоріальний аналіз, метод аналізу та синтезу, графічно-табличний метод, метод структурування і групування.

**Виклад основного матеріалу дослідження.** В статті доведено, що актуальні питання забезпечення конкурентоспроможності агропромислових підприємств, особливо в умовах повномасштабного вторгнення набувають фундаментального значення, оскільки від стабільності функціонування, як окремих аграрних підприємств, так і від всієї системи агропромислового комплексу залежить стан та рівень продовольчої безпеки країни та інтенсивність післявоєнного відновлення. Визначено, що в умовах економіки воєнного стану стабільність функціонування агропромислового підприємства визначається ефективністю управління його конкурентоспроможністю, а саме потенційними та наявними можливостями щодо виробництва та збуту агропродукції, яка за базовими характеристиками є більш привабливою для споживачів, ніж продукція їх конкурентів. Встановлено, що теоретико-методологічні аспекти управління конкурентоспроможністю агропромислових підприємств в умовах воєнного стану набувають особливого значення, оскільки саме забезпечення високої конкурентоспроможності підприємств агропромислової сфери має удосконалити процес формування багатокладної аграрної політики, забезпечити оптимальні виробничо-територіальні відносини між суб'єктами агропромислового комплексу та унеможливити виникнення продовольчої кризи. Проаналізовано сучасний стан ринку агропромислової продукції

і визначено основні конкурентоспроможні агропромислові підприємства України станом на кінець 2022 р.: Kernel, МНР, Nibulon, Santreyd, ADM Yukreyn, Eridon, Cargill, Astarta, Delta Wilmar, LNZ, Optimus AGRO, Prometey.

**Висновки.** В результаті дослідження доведено, що важливим аспектом в управлінні конкурентоспроможністю агропромислових підприємств є їх здатність адаптуватись до змінних умов господарювання, що включає у себе не лише використання конкурентних переваг, але і здатність ефективно реагувати на зміни на ринку та змінювати свою стратегію відповідно до нових умов, особливо умов воєнного стану. З'ясовано, що конкурентоспроможність агропромислових підприємств визначає їх здатність здобувати переваги в конкурентній середі, яка характерна для ринку сільськогосподарської продукції та послуг, що охоплює багато аспектів, з огляду на сучасний воєнний стан в країні: цілеспрямована політика держави; роль держави в розвитку аграрного сектора; якість продукції; зниження витрат виробництва; державне замовлення на продукцію; наукове забезпечення АПК. Структуровано реалізацію стратегічних завдань, які потребують комплексного підходу та співпраці між державою, господарськими суб'єктами у сфері агропромислової політики та науково-дослідними установами. Доповнено визначення управління конкурентоспроможністю агропромислових підприємств в умовах воєнної агресії, що вимагає здійснення ефективних заходів для збереження та зміцнення позицій підприємств агросфери на ринку з метою не допущення продовольчої кризи.

**Ключові слова:** управління; конкурентоспроможність; агропромислові підприємства; АПК; сільськогосподарська продукція; воєнний стан; продовольча криза; агросфера; агротехнології; якість продукції; інновації.

**Statement of the problem.** Current issues of ensuring the competitiveness of agro-industrial enterprises, especially in the conditions of a full-scale invasion, are of fundamental importance, since the state and level of the country's food security and the intensity of post-war recovery depend on the stability of the functioning of both individual agricultural enterprises and the entire system of the agro-industrial complex (Hatsko, 2018; Homeniuk, 2013; Zhytnyk, 2018).

In the conditions of a martial law economy, the stability of the functioning of an agro-industrial enterprise is determined by the effectiveness of managing its competitiveness, namely, the potential and available opportunities for the production and sale of agricultural products, which, according to their basic characteristics, are more attractive to consumers than the products of their competitors. Thus, the competitiveness of agro-industrial enterprises in today's realities characterizes the possibility and dynamics of adaptation of agrarian enterprises to the conditions of market competition in the conditions of martial law. Since the concept of competitiveness of agro-industrial enterprises is very multifaceted and fundamentally important, it is synergistically interdependent with the real state of the system of managing the activities of the enterprise itself, national branches of the economy, individual commodity producers or products, the economy of the state as a whole, which is manifested in the general behavior of economic agents in a competitive environment (Zghurska, 2013; Zghurska, 2014; Kysh, 2018).

**Analysis of publications on the problem.** Issues related to managing the competitiveness of agro-industrial enterprises have always remained in the focus of scientists and researchers among many economists of our time: A.F. Hatsko, O.I. Homeniuk, T.P. Zhytnyk, O.M. Zghurska, L.M. Kysh, Ya.S. Larina, K.A. Tsymbaliuk, O.V. Mytiai, H.B. Pekna, V.P. Riabokon, O.O. Kuzubov, V.V. Skrypnyk, S.V. Bebko, V.V. Levchenko, S.O. Vasylenko, O.M. Fedorchuk, O.I. Protosvitska, A.V. Cherep, A.V. Petrova, I.I. Cherneha, N.O. Shevchenko, A.O. Revutska and other. Most of them devoted their attention to the study of factors that ensure the competitiveness of agro-industrial enterprises, but the analysis of this problem from the point of view of the state of war in Ukraine remains insufficiently researched.

**Statement of the main results.** Theoretical and methodological aspects of managing the competitiveness of agro-industrial enterprises in the conditions of martial law acquire special importance, since it is the provision of high competitiveness of agro-industrial enterprises that must improve the process of forming a comprehensive agrarian policy, ensure optimal production and territorial relations between the subjects of the agro-industrial complex and prevent the occurrence of a food crisis (Larina and Tsymbaliuk, 2017; Mytiai, 2015).

Among the factors that determine the competitiveness of agro-industrial enterprises of Ukraine are:

- change in property relations and the formation of the agrarian economy – the transition from collective agricultural production to more diverse forms of ownership contributes to the development of the agrarian economy, including the private and corporate sectors;

- rational production-territorial relations – effective connection between enterprises processing different types of products and providing different services can increase the competitiveness of the agro-industrial complex as a whole;

- economic factors – the level of socio-economic development of the country, the technical condition of fixed assets, the availability of labor resources and the development of the transport and geographical infrastructure significantly affect the ability of enterprises to compete on the market;

- natural resources and land stock – use of natural resources and access to land are critical for the agricultural sector. Optimum use of land can improve the productivity and competitiveness of agro-industrial enterprises;

- effectiveness of management and reform – implementation of market relations, economic and land reform contributes to the improvement of management and expansion of opportunities of agro-industrial enterprises;

- personnel and scientific potentials - the availability of qualified workers and scientific resources contributes to agro-innovations and improvement of agro-industrial production;

- consumer demand and international division of labor – taking into account consumer demand for products and the possibility of participation in the international division of labor help determine the directions of development and adaptation of agro-industrial enterprises;

- preservation of the environment – consideration of ecological aspects of agricultural production is important for ensuring long-term stability and competitiveness of agro-industrial enterprises.

In general, the competitiveness of agro-industrial enterprises depends on the comprehensive consideration of all these factors, as well as on the improvement of management, the implementation of reforms and the promotion of innovations in the field of agriculture.

The problem of the competitiveness of agro-industrial enterprises in the conditions of the military invasion of the Russian Federation on the territory of Ukraine is decisive in the industrial and agrarian development of the national economy of our state. The process of forming competitive agro-industrial enterprises capable of using de-occupied and demined territories as efficiently as possible, while ensuring stable food security of Ukraine, occupies an important place in agrarian policy. Thus, the importance of the competitiveness of agro-

industrial enterprises in the conditions of martial law is constantly growing and it becomes more necessary to saturate the market with domestically produced agricultural products, improve their quality, expand the assortment, which in turn determines the country's ability to sell its products both inside and outside the country, and therefore to prevent a food crisis ourselves (Pekna, 2017; Riabokon and Kuzubov, 2015).

The main aspects of managing the competitiveness of agro-industrial enterprises in modern conditions are given in table 1.

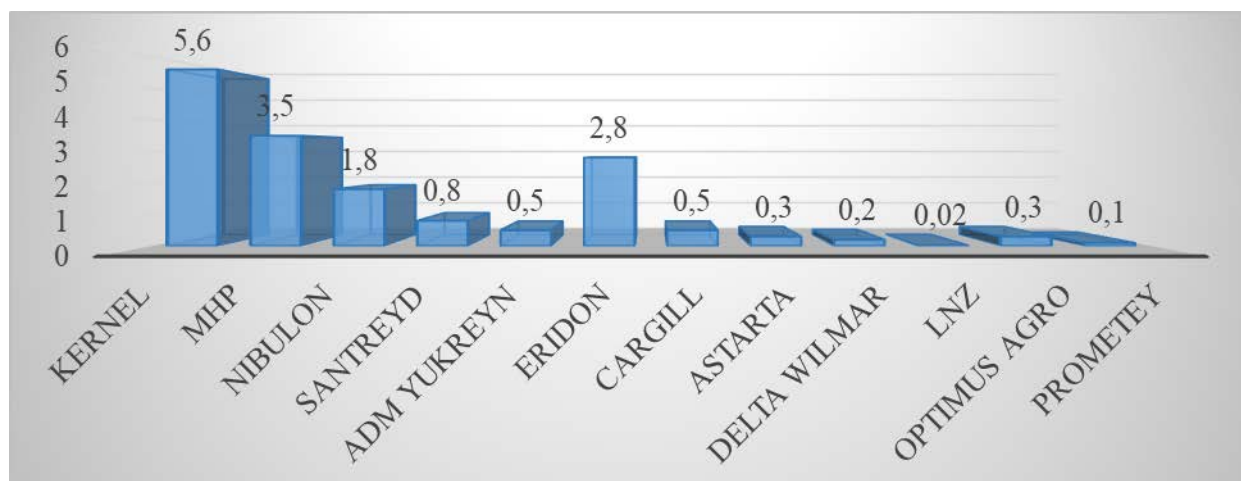
Table 1

**Current aspects of managing the competitiveness  
of agro-industrial enterprises**

№	Factor	Characteristic
1.	Increasing competitiveness	The competitiveness of agro-industrial enterprises means their ability to compete effectively on the market. This includes reducing production costs, improving product quality, introducing the latest technologies and innovations, as well as ensuring resilience to changes in economic conditions.
2.	Consumers and markets	Competitiveness allows agro-industrial enterprises to attract more consumers and expand sales markets. Consumers are looking for quality and innovative products, so agro-industrial enterprises must meet their requirements.
3.	Export and import	The competitiveness of agro-industrial enterprises determines their ability to successfully export their agricultural products to foreign markets and compete with other countries. This helps increase export revenues and improves the country's trade balance.
4.	Innovation and research	Competitiveness stimulates agro-industrial enterprises to implement the latest technologies, research and innovation. This contributes to the improvement of productivity, quality of agricultural products and expansion of the assortment.
5.	Conservation of resources	Increasing competitiveness encourages agro-industrial enterprises to more efficiently use resources – both human and natural. This is important from the point of view of sustainable development and environmental responsibility.
6.	Job creation	Competitiveness contributes to the growth of agro-industrial enterprises, which in turn can lead to the creation of new jobs, reduction of unemployment and improvement of the socio-economic situation of the population.

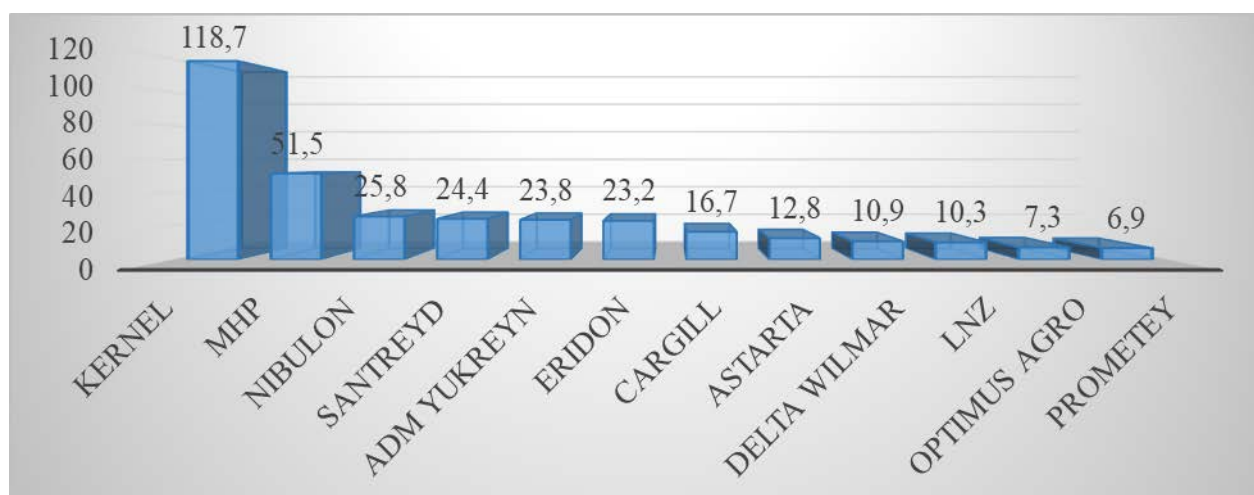
Source: built by the author on the basis of (<http://forbes.ua>, 2022).

Evaluating the current state of the agro-industrial market, it should be emphasized that among the main agro-industrial enterprises of Ukraine as of the end of 2022, the following companies remain competitive: Kernel, MHP, Nibulon, Santreyd, ADM Yukreyn, Eridon, Cargill, Astarta, Delta Wilmar, LNZ, Optimus AGRO, Prometey, whose turnover and financial results remain at a high level (Fig. 1 and Fig. 2).



Source: built by the author on the basis of (<http://forbes.ua>, 2022).

**Fig. 1. TOP agro-industrial enterprises by financial result in 2022, billion hryvnias**



Source: built by the author on the basis of (<http://forbes.ua>, 2022).

**Fig. 2. TOP agro-industrial enterprises by turnover in 2022, billion hryvnias**

In the context of the integration of the Ukrainian economy into the European and world community, the question of assessing the competitiveness of agro-industrial enterprises not only in domestic but also in foreign markets also arises. An important factor in assessing the competitiveness of agro-industrial enterprises in the foreign market is obtaining the consent of leading international firms not only to buy products from the enterprise, but also to actively cooperate with it on mutually beneficial partnership terms. This is how the modern potential of an agro-industrial enterprise is formed and its competitive capabilities are increased (Skrypnyk et al., 2022; Fedorchuk and Protosvitska, 2018).

**Conclusions.** Therefore, an important aspect in managing the competitiveness of agro-industrial enterprises is their ability to adapt to changing economic conditions, which includes not only the use of competitive advantages, but also the ability to effectively respond to changes in the market and change its strategy in accordance with new conditions, especially conditions of martial law (Cherep and Petrova, 2018).

It is also important to take into account the specifics of agricultural production, which can affect competitiveness. Dependence on weather conditions, natural resources, a long production cycle – these factors can create challenges for enterprises and require the development of more flexible strategies. Competition in the agricultural sector also plays an important role. A significant number and variety of manufacturers can lead to intense competition for market positions, which reinforces the need to improve competitive strategies (Cherneha et al., 2015).

In general, the competitiveness of agro-industrial enterprises determines their ability to gain advantages in the competitive environment, which is characteristic of the market of agricultural products and services (Ishchejkin et al., 2022). This concept covers many aspects, given the current state of war in the country:

- purposeful state policy – state support and implementation of purposeful agrarian policy can help stimulate the development of the agrarian sector. This may include measures to support farmers, subsidies for the cultivation of specific crops, infrastructure development, etc.;

- the role of the state in the development of the agricultural sector - state support may include the creation of favorable conditions for the development of agriculture, including the simplification of administrative procedures, providing access to financing and technologies, as well as the creation of a stable regulatory environment;

- product quality – improving product quality can help attract more consumers and expand exports. The development of modern methods of soil cultivation, the use of effective agricultural technologies and ensuring the quality of products can increase competitiveness;

- reduction of production costs – efficient use of resources and optimization of costs can help increase the profitability of agricultural enterprises;

- state order for products – attracting state orders for agricultural products can stimulate demand and ensure a stable market for agricultural products;

- scientific support of the agricultural sector – innovations and scientific research in the agricultural sector can lead to the improvement of technologies, increased yields and improved product quality.

Summarizing the above, we can emphasize that the implementation of these strategic tasks requires a comprehensive approach and cooperation between the state, economic entities in the field of agro-industrial policy, and research institutions (Puzyrova, P. et al 2021). Therefore, managing the competitiveness of enterprises of the agro-industrial complex in the conditions of military aggression is a difficult task that requires the implementation of effective measures to preserve and strengthen the positions of enterprises in the market in order to prevent a food crisis.

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