

# FORMATION OF MARKET-ORIENTED MANAGEMENT SYSTEM OF AGRO-INDUSTRIAL ENTERPRISES IN THE DIRECTION OF INNOVATIVE PROCESSES INTENSIFICATION

Oksana Zghurska<sup>1\*</sup>, Tetiana Somkina<sup>2</sup>, Olga Romashchenko<sup>1</sup>, Olena Korchyńska<sup>3</sup>

<sup>1</sup>Department of Entrepreneurship, Trade and Stock Exchange, Educational and scientific institute of management and entrepreneurship, State University of Telecommunications, Solomianska str. 7, 02000 Kyiv, Ukraine

<sup>2</sup>The Department of Entrepreneurship, Trade and Stock Exchange, Educational and scientific institute of management and entrepreneurship, State University of Telecommunications, Solomianska str. 7, 02000 Kyiv, Ukraine

<sup>3</sup>Department of Marketing, Faculty of Economics, Social Technologies and Tourism, Academy of Labour, Social Relation and Tourism, Ring Road str. 3-A, 03187 Kyiv, Ukraine

\*e-mail: oksana.zgurska@ukr.net

## Abstract

The purpose of the work is to identify the main strategic goals of Ukrainian agro-industrial enterprises in the long run taking into account the significant impact of information technology on the socio-economic processes globalization. Taking into account the scientific and methodological approach to the intensification and automation processes of business management, in the article has been proposed implementation the market-oriented management system of the enterprise in order to implement the strategic goals of the enterprises' innovation activity.

The research was conducted on the materials of large agro-industrial enterprises of Ukraine. The methodical basis of the research were general and special methods, namely: methods of synthesis and comparison were used during the research, which allowed the authors to identify conceptual macro- and micro- benchmarks of the agro-industrial enterprises' management system formation in the direction of innovative processes intensification. Also, the methods of systematization and generalization for agro-industrial enterprises' conceptual-individual analysis - in the process of formation market-oriented management system of the enterprises. In the research were used the Delphi method of expert forecasting which is most often used in long-term forecasting for making planned strategic decisions of enterprises economic activity. The qualitative Delphi method allows entrepreneurs to assess the characteristics of each situation over a period of time in order to study carefully the various specific elements that determine the current and future business situation in the direction of making the effective strategic decisions.

The results of substantiating the priority of strategic benchmarks of agro-industrial enterprises for the effective management of economic activity are outlined taking into account the conceptual and individual analysis of strategic goals of agro-industrial enterprises in the direction of innovation processes. In the research has been improved scientific and methodological approach to the analysis of forecast factors that directly or indirectly affect on the formation and implementation the effective strategic guidelines for enterprises' innovation activity.

As a result of the market-oriented management system development and implementation in the ukrainien agro-industrial enterprise in order to implement the strategic goals of the enterprises' innovation activity it is concluded that key priorities and directions of agro-industrial enterprises' market-oriented management system formation are based on the sequence and systematic implementation of forecast situations' accurate analysis in the direction of innovation processes intensification.

**Key words:** *Innovation activity, Effective strategic decision, Innovation processes intensification, Market-oriented management system, Management decision, Conceptual-individual analysis of the enterprises' activity strategic development.*