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

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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.
1. Introduction

In the context of the globalization processes development, a new scientific approach to strategic management of enterprises should be the basis of the methodology for the innovative strategies formation in the direction of innovation activity intensification. The formation of an innovation management system involves effective use of the company's internal assets in combination with unique external capabilities, the main role in the formation of which is played by the "scale effect", which is provided by increasing production volumes. Economic efficiency is provided by the strategy of material, technological, marketing, personnel optimization and reorientation of all structural units in a particular geographical region and the redistribution of total corporate costs. By redistributing material, technical, financial and labor resources between different types of business during the year, organization ensures their efficient use and thus allows to mitigate the shortcomings of production seasonality. Therefore, for each enterprise that implements the strategy with activities on an innovative basis is extremely important and at the same time difficult to find unique benefits in the direction of effective combination of economic spheres - as a key potential opportunity to expand production and synergies. Thus, for every company that implements a strategy on an innovative basis is extremely important and at the same time difficult to find unique benefits in the direction of effective combination of economic spheres - as a key potential opportunity to expand production and achieve synergistic effect.

However, not all multidisciplinary companies can take advantage of this. This is applicable especially for agro-industrial enterprises, which are currently in the process of entering and emerging in the market, as well as those that are characterized by a low level of certain activities' integration, and therefore do not achieve the effect of business synergies.

A certain strategic orientation of the enterprise provides a definite compromise between industry areas which is based on the maximum possible use of strengths in order to ensure the deepening and expansion of quality competitive production. The optimal component in this context is the balance between the key determining part of the enterprise's resource potential and the attraction of additional innovative resources aimed at the development of additional management areas.

Research on important issues of enterprises' strategic development based on the innovative resources introduction, which are improved under the influence of IT technologies over time as well as the study of unique opportunities of resource maneuverability in the system of enterprise strategies were highlighted in the scientific papers of such prominent economists as: Berglund and Johansson [2], Chandler and Hwang [3], Eddowes and Stensfild [6], Foss and Saebi [7], Grey, [9], Hall, Daneke, and Lenox [10], Heinonen and Hytti [11], and Hopwood and O'Brien [12].

Theoretical and practical development issues of strategic management systems of agro-industrial enterprises in the direction of innovative processes intensification were highlighted in the scientific papers of such prominent scientists as: Ruebottom [16], Schendel and Hatten [17], Shepherd and Patzelt [18], Thompson and Strickland [21], Willard [22], Wright and Nyberg [23], and Xheneti et al., [24].

The aim of this research 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, as well as to propose implementation the market-oriented management system of the enterprise in order to implement the strategic goals of the enterprises' innovation activity.

2. Materials and Methods

The 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.

3. Results and Discussion

The modern technologies' formation, use and development occurs in accordance with market needs, which, in turn, dictate the need to ensure vital cost and quality indicators of products which is one of the main criteria for national agro-industrial producers'
recognition in world markets. In this regard, today there is an objective need to develop an effective management system for enterprises in the direction of innovative processes intensification.

In the complex global economic processes of globalization and intellectualization of agro-industrial production the latest IT technologies become a key material and technological component that determines the technical level of modern production and sales, the form and content of effective organizational and managerial structure, the dynamics of competitive advantages in national and world markets.

Broadly speaking, the development of enterprise management system is a complex, complex differentiated process, where each of the stages and parts of the system is associated with the previous and subsequent levels. The initial stages of implementation, application and diffusion usually have a significant impact on the process of ideas’ origin, progression and improvement. Therefore, the activity management system can be significantly modified taking into account the specifics of the enterprise and new, innovative types and forms of IT technologies using. Any functioning system is characterized by the influence of a number of factors, which are represented by indirect or direct influence, which inhibits the effective innovative development of domestic enterprises (Figure 1).

The elements’ diagnosis of the microsystem of the enterprises’ innovation infrastructure ensures the success of the determining results of the enterprises’ functional priorities, while the macrosystem is characterized by the presence of modernization and restructuring processes of production and economic potential, as well as strategic and managerial potential. As a result of the cumulative interaction of the the micro- and macrosystem's components of enterprise's innovation infrastructure obtain new characteristics and features which are uncharacteristic of each element and create a field of innovation activity, forming the innovative potential of the sphere of probable resistance to innovation [14].

The management system’s formation for enterprises begins with the formulation of the main goal in accordance with the conditions of the market environment which must be clearly stated, expressed in analytical and numerical form and limited to a certain period of time.

**Figure 1. Conceptual macro- and micro- benchmarks of the formation the management system of enterprises’ economic activity in the direction of innovation processes intensification**
(Source: developed by the authors)
In the market conditions, where are forming parameters of entrepreneurial activity the main goals’ decomposition, the set goals’ concretization as a result of which is formed a set of goals and an instrumental-methodical complex of management system development. The defined goals should not contradict each other and in the end - should not contradict the main goal (Figure 2). An important element for the development of the enterprise's management system is formation the optimal personnel component, the availability of scientific, technical and intellectual property [8].

A significantly important component is a sufficient number of industry professionals and scientists who provide the process with new skills, knowledge, innovative ideas, inventions, know-how, and innovative technologies. It is this strategic component of the enterprise should focus on its support, development and restructuring. The main attention of the enterprise's
management should be focused on the effective development of this component in the direction of its support, development and restructuring.

In this regard, agro-industrial enterprises are in urgent need of innovative ideas, new knowledge, inventions, technologies, the core of which is basic research and development, the effectiveness of which reduces the cost of applied research due to reduced trial and error, in the accumulation of valuable ideas that can be used in the long run to develop innovative business strategies [16].

The development of strategic decisions' effective system for the enterprises' managing is a necessary condition for agro-industrial enterprises to achieve significant advantages and perspectives in long-term, which allows to bring them to a new level of management, preserve financial stability and competitiveness.

Implementation of any strategic decision of the enterprise involves strategic changes. Depending on the chosen strategic decision, changes can be both moderate and radical, but in each case they increase the uncertainty in the operation of the enterprise, and therefore require adequate tools and methods of timely response. One of such tools is a conceptual and individual analysis of strategic guidelines. The probability of obtaining positive results depends on how timely and expedient it is. That is, identified strategic decisions have a direct impact on the effectiveness of the formation management system of the enterprise.

The enterprises' management system in the direction of innovation processes intensification can be defined as an orderly set of decisions and actions aimed at identifying and rational use of the most profitable opportunities for enterprises' reorganization and reorientation, and, as a consequence - the introduction of new activities, expanding financial and marketing tools, technical and technological modernization. In general, such a management system is aimed at improving the efficiency of the enterprise, ensuring its sustainable development and stable competitive positions in the market [15].

The basic component of the management system is the direct influence of enterprise's senior management. The controlling influence can be direct (internal), which is realized by the management of the enterprise, and indirect (regulatory, external), which is realized through the state policy and certain factors of the external environment. On the one hand, the macroenvironment doesn't make a specific impact on a single agro-industrial enterprise, on the other - the degree of macro-impact on different enterprises varies due to differences in both industries and the internal enterprise's environment. At the same time, the macroenvironment determines the general functioning conditions of agro-industrial enterprises, the business atmosphere, influences on the microenvironment's factors and through them (indirectly) - on the enterprise's development [13].

The formation of the agro-industrial enterprise's management system requires the use of separate approaches, which is primarily due to the complexity of the management object, a wide range of control elements as well as the need to take into account the specifics of the agro-industrial sphere.

The defining feature of the agro-industrial sphere is functioning of enterprises in conditions of substantial uncertainty and risk. Decisions on production are made long before the sale of products, and during this time the market situation can change significantly in an unfavorable direction for the enterprise.

The need to combine different industries in the agro-industry is caused by organizational, technological and technical connection between them (the need for rational use of by-products and biological potential of crop industries; the need of crop industries in organic fertilizers, and livestock industries - feed, pig farms - breeders in dairy products. Prerequisites for the organization of own processing are also a significant disparity in prices for agricultural products and raw materials for its production. Usually service and processing enterprises are monopolists who dictate their policies to agricultural enterprises. This leads to the fact that agricultural producers are forced to sell their products at low prices, and, as a result – to lose a significant amount of their own profits [14].

Thus, the basis for the management system development for enterprises in the direction of innovation processes intensification is a systematic, integrated approach. According to this approach, the system is considered as an ordered set of certain decisions and actions, the effectiveness of which depends on the level of optimal decision-making and the degree of actions coordination within the system development project. This complex approach to solving an important problem allows to make complex management decisions, the feature of which is the effective organization of the use or redistribution of a large amount of resource and competence potential through the development and construction of adequate models of external and internal business environment as well as the establishment of interdisciplinary connections.

In addition, within a systems approach, there is a need for situational and synergistic approaches.
This approach involves the study of real situational conditions, driving factors and factors of successful operation of the enterprise and the scenario development of appropriate management influence on this basis, which corresponds to the specific circumstances. This approach is sufficiently flexible and allows enterprises to maneuver the situation, and therefore allows to achieve entrepreneurs’ goals using developed methods on the principles of flexibility management decisions [4].

The development of an enterprise management system as a set of interrelated functions is possible using a process approach. According to this approach, the managing and coordinating processes of system development consists the planning functions, organization, motivation, control, coordination, which are combined processes of communication, feedback and complementarity and ultimately - making appropriate strategic decisions. At the same time, considering the enterprise as an open system that closely interacts with the external environment, it is impossible not to mention the important role of the macroenvironment in support the development and implementation of an effective management system for agro-industrial enterprises.

Realization of long-term forecasts of innovative development is a guarantee of successful activity in the conditions of dynamic changes of the market environment. The group method of expert evaluation, in which experts can exchange own views, can take into account the experience of others and based on the results - to adjust the results of their evaluation makes it possible to identify key strategic benchmarks for enterprises in the direction of innovative development [12]. The Delphi method is the most formal of all methods of expert forecasting and is most often used in long-term forecasting, the data of which are reflected and taken into account in the process of making planned strategic decisions of enterprises economic activity. The essence of this group method is to conduct an individual survey of a group of experts of each company on their forecast analyzes of future decisive events in the operation of enterprises in various industries in which it is planned to apply and implement innovative strategies. The received answers are compared by special workers and the generalized results are sending to members of examination group [14]. The survey of participants is conducted using special questionnaires anonymously, there have been excluded experts' personal contacts and collective discussions. The received answers are compared by special workers and generalized results are again sent to members of group.

Studying and analyzing such information, group members, while maintaining anonymity and individuality in the issue of expressing their own opinions, make further assumptions of a planned nature with the probable possibility of repeating this process (multilevel anonymous survey procedure). The results of the coincidence of opinions are used as the main tool for long-term forecasting.

It is also worth noting that the group evaluation process can be multi-level, depending on the level of issue importance and individual expert evaluations. Coincidence stage of experts’ individual opinions becomes the beginning of collective decision-making.

The modified Delphi method belongs to the class of quantitative methods of group expert assessments. The survey of experts is conducted in 3 - 4 rounds, consisting of a series of questionnaires, the questions are specified gradually from stage to stage. To realized this method, it is also necessary to create an analytical group, which after each stage subjects the information data to detailed statistical processing.

The reliability of the «Delphi» method is highly considered when forecasting for a period of 1 to 3 years, and for a longer period of time. Depending on the purpose of the forecast, 10 to 150 experts may be involved to reach expert assessments. A qualitative approach allows entrepreneurs to assess the specifics of each situation over a period of time. In some cases, careful examination of the various specific elements that determine the situation may be more important than conducting a systematic quantitative assessment [2, 5].

Therefore, in our study for considering the forecast factors that influence on the effective strategies’ selection and strategies’ implementation of of the studied agro-industrial enterprises, namely: Kernel, Nibulon, Ukrland-Farming, Agro-Prosperis, Agrotrade, Astarta, MHP, Prometheus, Ukragrokom, UKR-Prominvest-Agro.

During the research was formed an expert group from each enterprise, consisting of 10 experts. Also, were selected the main decisive factors influencing the formation of strategic decisions, each of which was evaluated individually for a final collective decision.

Each participant in the examination received a questionnaire with a list of key questions. Experts are asked to give themselves an individual self-assessment in points in the range from 0 to 10. The level of demand is proposed to be estimated in % (percent) in the range from 0 to 100.

The formed analytical group at each of the enterprises carries out the following calculation of results of
individual estimations of each of experts:

The average group self-esteem is \((R_1F_1 + R_2F_1 + R_3F_1 + ... + R_{10}F_1) : 10 = 8.47\) (and the same for each group of experts of all researched enterprises).

\[(R_1F_1 + R_2F_1 + R_3F_1 + ... + R_{10}F_1) : 10 = 8.47\]

\(R_1F_1 + R_2F_1 + R_3F_1 + ... + R_{10}F_1\) is the main decisive factors influencing the formation of strategic decisions.

The weighted average individual score is:

\[R_{1(\text{ind.})}F_1 + R_{2(\text{ind.})}F_1 + R_{3(\text{ind.})}F_1 + ... + R_{10(\text{ind.})}F_1 : \Sigma R_{\text{gen.}}F_{\text{gen.}} = 83.88\%\]

\((and \ the \ same \ for \ each \ group \ of \ experts \ of \ all \ researched \ enterprises).\]

\(R_{1(\text{ind.})}F_1 + R_{2(\text{ind.})}F_1 + R_{3(\text{ind.})}F_1 + ... + R_{10(\text{ind.})}F_1\) - the main decisive factors influencing the formation of individual strategic decisions.

The median in this case with an even number of experts is calculated as the arithmetic mean between the weighted averages and will be equal to:

\[\text{MeFavg.} = (80 + 80) : 2 = 80\]

\((and \ the \ same \ for \ each \ group \ of \ experts \ of \ all \ researched \ enterprises).\]

The area of trust is calculated as follows:

It is defined: the minimum estimation from a set of examination - 60%; the maximum estimation from a set of examination - 100%.

Quartiles will be defined as: \((100 - 60) : 4 = 10\%\)

Consequently, the:

- Lower limit of the trust area will be equal to: 60 + 10 = 70%.
- Upper limit of the trust area will be equal to: 100 - 10 = 90%.

The basis of this collective-group method is the convergence of current development trends of socio-economic and strategic analysis. This method allows enterprises to combine the efforts of many stakeholders and different knowledge sources and experience in order to form a strategic vision of the situation in certain business areas.

Thus, it is not just a way to predict the future development of the enterprise, but also its construction with the latest technological and information strategies that identify the directions and areas of innovative development in the long run. The specific characteristics of the strategic IT-solutions' effectiveness which define the features of the research methodology are primarily due to the potential revolutionary nature of the research field of innovative development strategies. In addition, the IT-technologies field is a sphere of new skills and knowledge that is dynamically and continuously developing and cooperate with the structural changes development in all areas of business, including - changing the markets' configuration and moving to a new technological level [20].

Despite the fact that the IT-technologies' development is a comparatively new field of knowledge, the specific limits of its use are characterized by unclear definitions, the possibility of their practical use is justified in most sectors of the agro-industrial complex of the country.

However, there has remained unexplored the long-term consequences of the spread of information technology, including their impact on the development of other science and technology branches. Innovative IT-technologies are considered to be one of the most promising research areas that can positively influence on the strategic activities' development of agro-industrial enterprises (Figure 3).

Based on the research results, public administration's competencies in financial and credit support and regulation plays a leading role among the identified factors. State and local authorities should cooperate in support the perspective projects and strategic solutions for efficient management using modern highly developed IT-technologies, thereby stimulating the innovative development of agro-industrial enterprises' activity.
Table 1. The results of expert group assessment of the feasibility of forming a enterprises’ management system in the direction of innovation processes intensification

<table>
<thead>
<tr>
<th>Expert number</th>
<th>Kernel</th>
<th>Nibulon</th>
<th>Ukrland-Farming</th>
<th>Agro-Prosperis</th>
<th>Agro-Trade</th>
<th>Astarta</th>
<th>MHP</th>
<th>Prometh.</th>
<th>Ukragrok.</th>
<th>Prominvest-Agro</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>10</td>
<td>90</td>
<td>9</td>
<td>100</td>
<td>8</td>
<td>90</td>
<td>8</td>
<td>80</td>
<td>7</td>
<td>90</td>
</tr>
<tr>
<td>2.</td>
<td>8</td>
<td>100</td>
<td>8</td>
<td>80</td>
<td>7</td>
<td>80</td>
<td>9</td>
<td>90</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>3.</td>
<td>10</td>
<td>75</td>
<td>10</td>
<td>90</td>
<td>10</td>
<td>90</td>
<td>10</td>
<td>90</td>
<td>10</td>
<td>80</td>
</tr>
<tr>
<td>4.</td>
<td>7</td>
<td>80</td>
<td>7</td>
<td>60</td>
<td>7</td>
<td>80</td>
<td>8</td>
<td>100</td>
<td>7</td>
<td>70</td>
</tr>
<tr>
<td>5.</td>
<td>8.8</td>
<td>90</td>
<td>9</td>
<td>8</td>
<td>9</td>
<td>60</td>
<td>8</td>
<td>85</td>
<td>8.5</td>
<td>90</td>
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<tr>
<td>6.</td>
<td>10</td>
<td>100</td>
<td>10</td>
<td>100</td>
<td>10</td>
<td>90</td>
<td>9</td>
<td>70</td>
<td>9</td>
<td>100</td>
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<tr>
<td>7.</td>
<td>6.6</td>
<td>80</td>
<td>6</td>
<td>80</td>
<td>6</td>
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<td>7</td>
<td>80</td>
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<tr>
<td>8.</td>
<td>8.5</td>
<td>80</td>
<td>8</td>
<td>90</td>
<td>8</td>
<td>85</td>
<td>8.5</td>
<td>80</td>
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</tr>
<tr>
<td>9.</td>
<td>7.4</td>
<td>60</td>
<td>7.5</td>
<td>70</td>
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<td>60</td>
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<tr>
<td>10.</td>
<td>9.9</td>
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<td>90</td>
<td>9</td>
<td>90</td>
<td>8</td>
<td>80</td>
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<tr>
<td>Average group self-esteem</td>
<td>8.47</td>
<td>8.2</td>
<td>7.7</td>
<td>8.1</td>
<td>7.7</td>
<td>7.7</td>
<td>7.8</td>
<td>7.5</td>
<td>7.6</td>
<td>7.3</td>
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<tr>
<td>Weighted average individual assessment</td>
<td>83.88%</td>
<td>84.44%</td>
<td>79.44%</td>
<td>82.77%</td>
<td>84.44%</td>
<td>85%</td>
<td>85%</td>
<td>74.7%</td>
<td>75.2</td>
<td>70.7</td>
</tr>
<tr>
<td>The median of the upper and lower quartiles</td>
<td>80</td>
<td>70</td>
<td>70</td>
<td>90</td>
<td>75</td>
<td>80</td>
<td>85</td>
<td>80</td>
<td>78</td>
<td>75</td>
</tr>
<tr>
<td>The lower limit of the trust area</td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
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<td>70</td>
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<td>70</td>
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<td>70</td>
</tr>
<tr>
<td>The upper limit of the trust area</td>
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<td>90</td>
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It is a well-known fact that the successful functioning of agro-industry is impossible without scientifically substantiated strategic and tactical tasks and directions of their realization. At the same time, the successful enterprises’ functioning and development as an important integral part of the agro-industrial complex and a vital resource of the national economy, depends on effective public policy in the globalization context, simultaneously strengthening the crucial importance of surrounding natural and territorial resources.

Thus, the development of the agro-industrial enterprises’ management system in the direction of innovation processes is based on the use of forms and methods of interests coordination between central and regional government, and is based on the close relationship in the direction of effective use interregional and intraregional resource potential, financial and credit support, resource, information and technological potential of the enterprise.

4. Conclusions

- Ensuring the agro-industrial enterprises’ strategic development taking into account the new IT technologies’ development requires the implementation of priority areas of innovative progress that form an vector of agro-industrial enterprises’ innovation growth and open potentially new opportunities for reviving the national agro-industrial complex in the globalization and informatization conditions.

- There have been provided a number of tools and mechanisms within these areas for achieving high performance of agro-industrial enterprises at the state level in the context of European unification policy as one of the leading EU policies:
  a) Strengthening administrative capacity at the central and local levels for policy planning, evaluation and implementation;
  b) Encouragement modern and sustainable agro-industrial production taking into account the need to protect the environment, distribution the use of organic production methods and biotechnology through the introduction the best practices in these areas;
  c) Sharing of knowledge and best practices on rural development policy to promote the economic rural community’s well-being;
  d) Intensification of innovative development by strengthening harmonization on issues discussed within international organizations;
  e) Sharing of best practices on policy support mechanisms in the field of agro-industrial production;
  f) Promoting product quality policy in the areas of standardization, production requirements and quality schemes.

- Thus, modern conditions of information society development require a conceptual approach to the development of the Ukrainian agro-industrial sector taking into account the principles of balanced domestic food market and export potential, economic, social and environmental development, targeting export industries according to selected strategies. Taking into account the enterprises’ potential opportunities and future risks, preventive adaptation of agro-industrial development strategies to reasonable competitive advantages of innovative activities formation and implementation will enable agro-industrial enterprises to achieve sustainable competitive advantages in both domestic and global markets.

5. References