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AGRICULTURAL PRODUCTION POSITIONING STRATEGY

The article is devoted to the strategy of positioning of agricultural products of Ukrainian enterprises during the period of its independence. The aim of the article is to study the key factors, mechanisms of positioning of agricultural products during the period of independence of Ukraine and the factors that have led to the competitiveness of agriculture and industrial processing. The novelty of the study is a comprehensive and systematic analysis of these issues, taking into account sectoral characteristics of the agricultural sector of Cherkasy region.

The constituent elements of the mechanism of formation of strategic vision are determined, the system of indicators, which reflect the effectiveness of positioning and determine the place and role of a certain product on the market and at the same time in the economic portfolio of the enterprise, is substantiated. The result of the study is the conclusion substantiated by the authors that economic conditions of functioning of agricultural enterprises significantly affect the mechanism of formation of their strategic priorities. The proposed methodological approaches can be used by agricultural enterprises in the formation of market strategies for positioning their products, which determines their practical value.

The expediency of studying the factors that directly affect the strategy of positioning of agricultural products at the regional and national levels is substantiated. The relationship between the number of agricultural products of Ukrainian producers and indices of agricultural products of Ukraine is established.

The sown area of agricultural crops for 1991–2019 is specified. The dynamics of the volume of sown areas of agricultural crops carried out in Ukraine during the period of its independence is analyzed. SWOT-analysis of the agro-food sector of Cherkasy region and rural areas summarizes the most important strengths and weaknesses, opportunities and threats, determines the long-term concept of agricultural development of Ukraine and rural areas based on the assessment. The key aspects of the strategy of positioning of agricultural products in Ukraine, which should be based on production potential, export orientation, infrastructure and investments, are substantiated.

Keywords: *strategies, positioning strategies, strategic vision, strategic goals, positioning performance indicators.*

Introduction. Strengthening the international competitive advantages of domestic agricultural producers is one of the most important tasks of all bodies, which determines the possibility and effectiveness of adaptation of both enterprises and government and non-government agencies to the international competitive environment. The need to ensure the international competitiveness of agricultural producers is especially relevant given the intensification of Ukraine's participation in international economic relations. Thus, international globalization processes necessitate the substantiation of new strategies and mechanisms to ensure the competitiveness of domestic producers through the realization of their competitive advantages, both in domestic and foreign markets of agricultural products, which would be consistent with the need to integrate the national economy into the world economy.

Since the recognition of strategic management at the enterprise as the main driver of its sustainable development different countries around the world have developed their own approaches to strategy development tools. Unsuccessful management experience, the wrong set of tools affects the enterprise's activities, so the need to build a strategy, the formation of mechanisms is due to modernity in the dynamic economic development. Preventive and corrective measures, formed in the process of strategy development, have become the main tool in adapting to changing environmental conditions and in overcoming the crisis of most successful enterprises. This applies entirely to the strategies positioning of the products of agricultural enterprises, which in the system of their strategic priorities is a relatively new phenomenon, and therefore requires scientific development and methodological support.

Analysis of the recent research and publications. The scientific basis for solving this problem is the research of specialists in the strategic field and crisis management. Among the numerous publications, we have singled out the following works of domestic and foreign scientists: D. Aaker [1], I. Ansoff, L. Artemenko, V. Vasylenko [3], L. Dovgan [4], P. Doyle, Y. Karakay, A. Chandler [2], B. Mizyuk [5], L. Strashinskaya, A. J. Strickland, T. Tkachenko, Z. Shershneva [7]. The issues are sufficiently developed

in the scientific literature, but the applied aspects of the strategies formation for positioning agricultural enterprises, which adapted to the peculiarities of their operation, are not numerous and do not sufficiently disclose methodological approaches to their development, which led to the content and directions of this study.

The purpose of the article is to substantiate the organizational and methodological approaches to the formation of a strategic vision and goals of the positioning agricultural products, taking into account the peculiarities of their operation.

Presentation of the main research material. Given the dialectical versatility of the category "strategy", there are some differences in the interpretation of this term by scholars (Table 1). The most common is the definition of A. Chandler, according to which the strategy is "the definition of the main long-term goals and objectives of the enterprise, the adoption of a course activity and the allocation of the resources necessary to achieve these goals" [2].

Table 1 – Scientists' points of views on the definition "Strategy"

№	Author	Definition
1	B. Karloff	A generalized model of actions that are necessary for the coordination and distribution the enterprise resources.
2	J. B. Quinn	A way of behaving or a plan that integrates the main goals of the organization, norms, and actions into a single whole, helps to direct and allocate resources in a unique way, based on relative internal strengths and weaknesses of the organization, expected changes in the environment and related actions of competitors.
3	M. Porter	The way to respond to external opportunities and threats, internal strengths and weaknesses.
4	G. Steiner and J. Mayer	Formulation of the organization's mission, its intentions, goals, and policies, programs, and methods of achieving it.
5	K. Andrews	A series of the targeted solutions that define and disclose the company's goals; lead to the development of basic plans and policies of the organization aimed at achieving goals; determine the scope of business activity at the company and the type of human and economic organization; determine the nature of the economic and non-economic contribution that the company seeks to make for its owners, employees, customers, and the public.
6	H. Mintzberg [6]	The principle of behavior or following a behavior certain pattern. He defines strategy as a combination of five "P" (strategy-plan; strategy-principle; strategy-position; strategy-perspective; strategy-process).
7	Z. Y. Shershneva [7]	Long-term course of the enterprise development, a way of achievement of the purposes which it defines for itself from alternative variants, being guided by own considerations within the limits of the policy.
8	A. Mescon [8]	A comprehensive plan formed to carry out the mission of the organization and achieve its goals.

References: summarized by the authors

In management theory, the term "strategy" is interpreted as a model of action, a set of rules and techniques by which to achieve the long-term goals of the organization. The term "strategy" (from the Greek – strategy) literally means "art of the general", i.e. by origin it is a military term. But at present, it is difficult to imagine the modern world, economy, and development processes of any sphere without a strategy, which, in our opinion, includes the processes of diagnosing the real situation, planning, forecasting, and analysis of the final desired result.

Strategies are developed, for determining in which direction the company will develop, and make informed decisions when choosing a course of action. The choice of a specific strategy by managers means that from all possible ways of development and ways of action open to enterprises, it is decided to choose one direction in which it will develop. Without a strategy, a leader does not have a well-thought-out action plan, does not have a guide for business, does not have a single program to achieve the desired results [3]. In

our opinion, it is necessary to distinguish between approaches to the interpretation of the essence of "strategy" – it is a process, system, and functionality.

The current stage of the development of market relations in Ukraine requires domestic agricultural enterprises to take active steps to improve the efficiency of their operation, international competition, which is implemented through a set of management functions aimed at producing and selling competitive goods, forming competitive advantages and constantly updating them, long-term operation of an agricultural enterprise. Since the beginning of economic science development, the problem of the effective and efficient functioning of the agricultural sector has come to the fore and remains relevant today. In general, the process of evaluating the efficiency of the production activities, management decisions, the cost of economic resources, as well as specific technologies and tools to ensure the effective functioning at enterprises are of particular interest to scientists and economists, which certainly raises the issues of our study [4].

The segment of the market of agricultural products is large and provides an opportunity to provide jobs for the population of Ukraine. People are both consumers and producers of products at the same time, but studying the quantitative agricultural activities of Ukrainian enterprises, we can observe productivity in the regional context (Table 2).

Table 2 – Labor productivity in enterprises engaged in agricultural activities

	2018			2019			2019 in % to 2018		
	Agri-culture	plant growing	stock breeding	Agri-culture	plant growing	stock breeding	Agri-culture	plant growing	stock breeding
Ukraine	867,7	900,1	730,4	928,6	954,4	815,2	107,0	106,0	111,6
Vinnitsia	1053,9	963,6	1480,0	1179,3	936,7	2719,3	111,9	97,2	183,7
Volyn	1024,2	1081,1	916,6	1029,6	1068,2	952,7	100,5	98,8	103,9
Dnipropetrovsk	793,4	705,1	1199,9	934,8	865,5	1256,8	117,8	122,7	104,7
Donetsk	604,5	561,9	743,4	777,7	790,8	738,4	128,7	140,7	99,3
Zhytomyr	1046,9	1223,3	339,9	1077,3	1253,2	350,4	102,9	102,4	103,1
Transcarpathian	375,6	394,2	235,6	356,1	363,4	301,8	94,8	92,2	128,1
Zaporozhye	538,2	543,6	498,8	805,3	842,6	519,6	149,6	155,0	104,2
Ivano-Frankivsk	950,4	939,8	974,2	834,7	733,2	1097,6	87,8	78,0	112,7
Kyiv	842,7	806,1	931,7	848,7	812,0	951,4	100,7	100,7	102,1
Kirovograd	788,8	829,3	347,1	870,1	911,9	406,9	110,3	110,0	117,2
Luhansk	733,1	802,8	184,7	829,0	904,7	182,8	113,1	112,7	99,0
Lviv	1098,9	1132,0	1007,0	1095,6	1176,1	894,6	99,7	103,9	88,8
Mykolayiv	687,3	708,7	364,3	773,1	796,4	419,1	112,5	112,4	115,0
Odessa	687,7	717,0	255,7	649,5	673,2	283,6	94,4	93,9	110,9
Poltava	827,6	975,5	395,8	830,9	972,3	418,5	100,4	99,7	105,7
Rivne	1010,6	1172,1	601,8	1017,9	1136,8	658,1	100,7	97,0	109,4
Sumy	1197,2	1488,1	306,0	1225,8	1510,8	315,9	102,4	101,5	103,2
Ternopil	1181,3	1250,6	775,1	1150,4	1210,7	808,9	97,4	96,8	104,4
Kharkiv	849,2	937,1	477,7	937,7	1034,8	539,2	110,4	110,4	112,9
Kherson	711,9	702,4	804,2	841,6	847,2	781,6	118,2	120,6	97,2
Khmelnysky	1121,5	1280,0	564,7	1107,8	1250,5	590,0	98,8	97,7	104,5
Cherkasy	939,1	893,1	1061,1	969,2	897,9	1155,4	103,2	100,5	108,9
Chernivtsi	710,4	731,5	639,5	673,9	699,0	609,4	94,9	95,6	95,3
Chernihiv	957,5	1132,6	314,6	967,0	1121,4	352,5	101,0	99,0	112,0

* (for 1 employee in agricultural production at constant prices in 2016, thousands UAH)

References: [9]

According to the State Statistics Service of Ukraine in 2019, we observe, that labor productivity at enterprises engaged in agricultural activities, compared to 2018 increases: agriculture – by 107%, crop production – by 106%, and livestock – by 111.6%. That is, the sales dynamics and production does not fall, which is a positive moment for the development of Ukraine's economy. Accordingly, development strategies are selected and work properly, there are also active indicators for Cherkasy region, as the most fertile on soils, which has a favorable geographical location with a temperate-continental climate. Of the total area of the region (2091.6 thousand hectares), agricultural land is 1,486.9 thousand hectares. The formed soil cover of Cherkasy region is dominated by typical black soil and highly degraded black soil, which occupy 53.7%, so the region has the most prerequisites for the development of organic agriculture [9]. The possibility of implementing strategies for positioning agricultural products is influenced by various factors:

- hard: natural resources (water and land), labor resources (health, accessibility, quality), innovation and investment potential, geographical location, consumer segment, business segment, infrastructure;
- soft: rules and procedures (efficiency of state bodies, administrative procedures, observance of the property rights, corruption, taxes, and fees), business climate, open government, business optimism, successful experience.

The strategy is built on the basis of quantitative and qualitative data, using such management tools as economic, organizational, administrative, and technological. Also, levers in the construction of agricultural production and product selection are price, quality, affordability, awareness, image and efficiency.

Figure 1 shows the indices of agricultural production of Ukraine, which over the years shows unstable dynamics under the influence of economic, political, and natural processes.

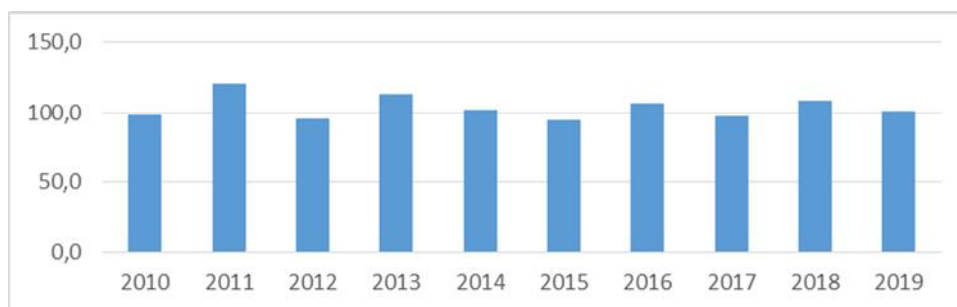


Figure 1 – Indices of Ukraine agricultural production, in%

Data for 2014–2019 are given without taking into account the temporarily occupied territory of the Autonomous Republic of Crimea, the city of Sevastopol, and part of the temporarily occupied territories in Donetsk and Luhansk regions.

References: [10]

For example, the total area of the agricultural land in Cherkasy region, agricultural land is 1,450.8 thousand hectares (69.4% of the total area) [9]. According to the State Statistics Committee [9-11], the structure of crops in Cherkasy region is dominated by grain crops (50%) and industrial crops (29%), potatoes and vegetables account for 6%, fodder crops – 9%. Analyzing the vegetable and potato industry, there is a stable production at 329- 350 thousand tons and 750-800 thousand tons, respectively. There are 32 grain-receiving enterprises with a total capacity of about 1.8 million tons and grain warehouses of the agricultural enterprises with a total capacity of 1.3 million tons for harvesting grain crops in the region. At the same time, the level of infrastructure development of the agricultural sector is insufficient – vegetable and fruit storages, wholesale trade infrastructure, etc. [10].

In Ukraine, the volume of sown areas of agricultural crops is growing in volume (Figure 2) and should increase in the number of units grow.

The instability and impossibility of forecasting the grown agricultural products for the next year is a factor of influence in the construction of the positioning strategy. The main purpose of such a strategy is to develop consumer commitment to agricultural products of Ukrainian producers on the basis of positive differences between this product and the products of competitors. If segmentation gives the characteristics that a product should have in terms of consumer desires and preferences, then positioning convinces consumers that they are offered exactly the product they would like to buy. Thus, when building any strategy, use estimates based on statistics.

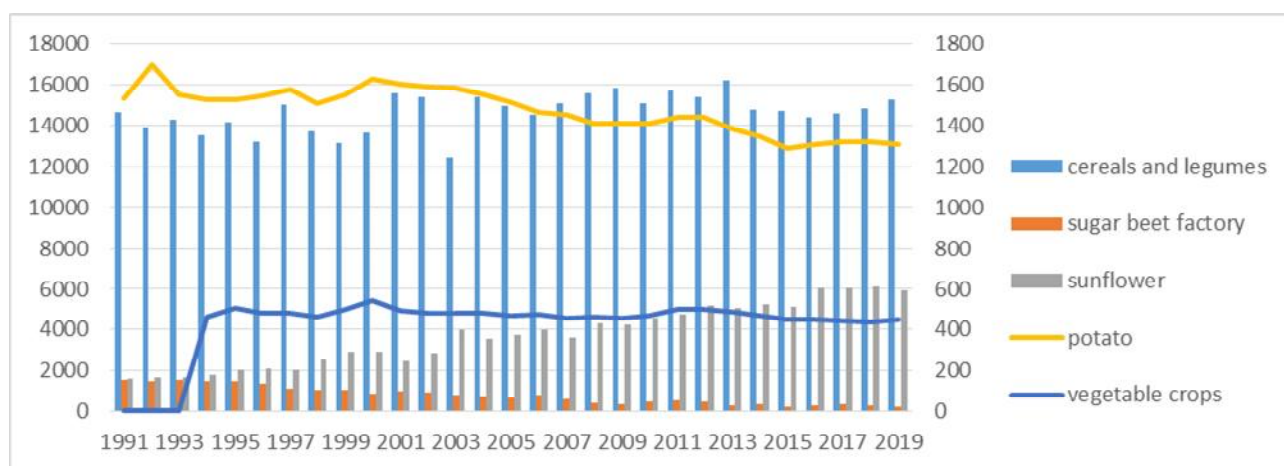


Figure 2 – The revised sown area of crops, thousand hectares

Data for 2014–2019 are given without taking into account the temporarily occupied territory of the Autonomous Republic of Crimea, the city of Sevastopol, and part of the temporarily occupied territories in Donetsk and Luhansk regions.

The Ministry of Agrarian Policy and Food of Ukraine has developed a draft of a unified comprehensive strategy and action plan for the development of agriculture and rural areas in Ukraine for 2015–2020, which includes ten strategic priorities:

1. Business climate and anti-corruption, creation of a stable legal system that meets international and European standards, in particular through the implementation of the Association Agreement between Ukraine and the EU;
2. Land reform;
3. Institutional reform of the Ministry of Agrarian Policy, state enterprises, institutions, organizations belonging to its sphere of management;
4. Food security;
5. Taxation;
6. Development of agri-food value chains;
7. Rural development – the revival of the Ukrainian countryside;
8. Access to international markets, trade policy and export promotion;
9. Agricultural science, education, innovation and advisory services;
10. Environmental protection and management of natural resources, in particular forestry and fisheries [12].

The project never came into force, however determined long-term conception of the development of agriculture and rural territories, gave a base for the stable, predictable and transparent legal system, sent to the improvement of business climate, counteraction to the corruption and stimulation of investments for modernization to the agricultural sector. Also it gave soil for realization of institutional reform necessary for effective control and realization. The strategy of agriculture and rural territories offered the balanced strengthening of competitiveness to the agricultural sector and increase of export, trying at the same time to provide even distribution taken advantage, in particular, due to an assistance to the development of rural territories and improvement of quality of life in the poorest regions, and maintenance of natural resources and environment [12].

The modern economic system offers a diverse classification of strategies for positioning agricultural products, taking into account quantitative and qualitative indicators. Among the most used are: positioning by quality indicators, positioning by the ratio of "price-quality", positioning based on the comparison of the company's product with the products of competitors; positioning by the type of product offered for sale, as well as positioning at a low price and on the positive features of the technology. But social life and social movements, in relation to which positioning can be ensured, remain unaccounted for. In our opinion, the strategy of the positioning agricultural products of Cherkasy region should be based on the producer and products based on the image, history of creation and developments, taking into account the complex. The long existence on the market of agricultural products of Cherkasy region speaks of the uniqueness of production in this area, the formation and maintenance of cultural values, and mass use.

The agro-industrial complex of the region has the potential to increase the volume of the gross agricultural output, providing the population with quality food products. Agricultural production is carried

out by 835 agricultural enterprises, which cultivate 65% of the total arable land, 1,208 farms, which use more than 139 thousand hectares of arable land. Over the past five years, Cherkasy agriculture has been profitable. In terms of per capita agricultural production, Cherkasy region ranks the 1st in Ukraine [11].

Table 3 developed by the authors summarizes the most important strengths and weaknesses, opportunities, and threats of the agri-food sector of Cherkasy region and provides new visions of the strategy of positioning agricultural products.

Table 3 – SWOT-analysis of the agri-food sector of Cherkasy region

STRONG PARTIES	WEAK PARTIES
<p>Production potential: favorable agro-climatic conditions, the presence of significant minerals reserves (brown coal, peat, bentonite and kaolin clays, building materials). Geographical location: location between the large markets of east and west.</p> <p>Modern agricultural sector: use of the latest technologies by large agricultural holdings (zero tillage, global positioning system, remote sensing).</p> <p>Export orientation: one of the global exporters of agricultural products (mainly cereals and sunflower oil); well-established export infrastructure and partners.</p> <p>Infrastructure: the developed system of highways, air and river ports, T. Shevchenko railway junction in close proximity to each other.</p> <p>Some favorable conditions for the development the animal husbandry and food industry: for the development of both industries, the availability of domestically produced grain and cheap labor is beneficial.</p> <p>Stable development of the agro-industrial complex: availability of local energy facilities with development prospects; availability of research institutions in the agriculture field; developed sector of agricultural products processing; a significant number of the objects of historical and cultural heritage and objects of nature reserve fund; mono-ethnic composition of the population, which significantly reduces the possibility of social instability.</p>	<p>Unfavorable business-climate: corruption; high regulator and administrative loading.</p> <p>Lack of affordable credit, especially for small agricultural producers: underdeveloped infrastructure of the agricultural financing; lack of investment opportunities and availability of credit resources (in particular, this is important for the animal husbandry development), too high interest rates.</p> <p>Underdeveloped rural infrastructure: underdeveloped rural markets and other rural infrastructure; worn-out utility infrastructure and high transaction costs.</p> <p>Low productivity: relatively low productivity in agriculture and industrial processing of agricultural products.</p> <p>Inadequate requirements: high degree of the wear of the material and technical base at the enterprises; high energy dependence on production; the existing energy supply scheme has limited opportunities to connect new energy-intensive consumers.</p> <p>Lack of effective policy: unpredictable and opportunistic agricultural policy of the state; lack of the long-term strategy; lack of equal conditions for all producers and sectors; intervention system that distorts the balance in the market; limited and unbalanced distribution of budget support.</p> <p>Inflexible land market: the moratorium on the purchase and sale of agricultural land; inability to use the land as collateral; unprotected property rights.</p> <p>Structure of the exports: exports are dominated by raw materials; sensitivity to adverse weather and market conditions or political events; non-development of the food industry and the export of high value-added products.</p> <p>Characteristics of agricultural producers: high share of households in production; prevailing conservative sentiments among farmers.</p> <p>Low qualification: reduction of the share of youth, aging of the population (leads to a burden on the wage fund), outflow of youth; low level of education in rural areas, lack of qualified staff (especially highly qualified), lack of skills in the use of modern technologies and modern management practices.</p> <p>Ineffective environmental conditions: storage on the territory of the region of the unknown, unusable, and prohibited for use chemical plant protection products (waste, pesticides) that require urgent disposal; unsatisfactory condition of treatment facilities in the settlements of the region; a large number of water bodies that need to improve the hydrological regime and sanitation.</p> <p>Quality of life in rural areas: low incomes and lack of prospects for rural residents.</p>

End of Table 3

POSSIBILITIES	THREATS
<p>World market development: development of alternative energy and production of alternative fuels (bioethanol, pellets, etc.); improving the availability of the resources for energy modernization; popularization of tourism in Ukraine and the world; growing global demand for food; use of unused production sites in Cherkasy region; integration with the EU will stimulate producers to improve the quality and volume of products.</p> <p>Productivity growth: significant opportunities to increase productivity, for example, by increasing yields in the south by intensifying irrigation use.</p> <p>Investment opportunities: high return on capital has been recorded in some agricultural sectors, despite the current unfavorable business environment.</p> <p>Foreign trade: The Association Agreement between Ukraine and the EU provides access to EU external markets; the incentive to comply with international standards and technology transfer from the EU (in the context of modernization of the national quality infrastructure related to the harmonization of sanitary and phytosanitary measures) also provide access to other external markets.</p> <p>Human capital, education, and research potential: Ongoing reforms in education, existing research, and advice lead to higher skill levels.</p> <p>The attractiveness of farming as a profession: An increasing number of people in rural areas are willing to engage in farming as it becomes more profitable.</p> <p>Thinking reform: significant internal and external pressure on reforms; development of IT in the world; decentralization of power in Ukraine; increasing the number of objects of the nature reserve fund.</p>	<p>which can be eliminated through agricultural policy reform.</p> <p>Inability of some farmers to adapt: very small farms and possibly larger enterprises may not have enough information and will not be able to adapt to the requirements of the EU-Ukraine Association Agreement, in particular on hygiene, sanitation, and phytosanitary.</p> <p>Deterioration of the agricultural infrastructure: lack of investment in agricultural infrastructure (equipment, storage, etc.), maintenance, and development.</p> <p>Loss of export opportunities: new export markets are occupied by more flexible and productive competitors.</p> <p>Deterioration of the environment: the negative impact of the intensification of the agricultural production on nature (reduction of nutrients in soils, erosion, wear of reclamation systems) and climate.</p> <p>The precarious situation in rural areas: the aging of the rural population; rural depopulation; lack of skilled labor for agriculture; lack of the development of non-agricultural economic activities; development of the shadow sector of the economy; lack of effective steps to combat corruption.</p> <p>Resistance to change: counteracting the changes of stakeholders who benefit from the current situation and who have a strong interest in delaying and sabotaging many reforms that are beyond the direct influence of the agricultural policy.</p> <p>Political instability: continuation of aggression in the East and annexation of the Autonomous Republic of Crimea; change of political course in the country.</p> <p>Economic conditions: deteriorating economic situation and unfavorable exchange rate dynamics lead to budget constraints and lack of liquidity.</p> <p>Energy prices: high energy prices lead to higher production and transportation.</p> <p>Deterioration of the logistics and infrastructure: in particular deterioration of roads and wear of railways; the insufficient level of the investment in modernization.</p>

Developed by the authors.

Our analysis defines a long-term concept for the development of agricultural and rural areas of Cherkasy region and provides a basis for developing a stable, predictable, and transparent strategy for positioning agricultural products, which should be aimed at improving the business climate, combating corruption, and stimulating investment to modernize the agricultural sector. The developed SWOT-analysis is the basis for the institutional reform necessary for effective control and implementation. It also proposes a balanced approach to strengthening the competitiveness of the agricultural sector and increasing exports, while trying to evenly distribute existing benefits, in particular by promoting rural development and improving the quality of life in the poorest areas of Cherkasy region, and preserving natural resources and the environment.

Conclusions. Currently, there is a large number of scientific papers, recommendations, and strategies for the development of the economic growth, which are based on strategies for positioning agricultural products in the national market, but a low number of priorities is implemented. Ukraine, as a country focused on the export of agricultural products and quality, has almost incomparable agricultural production potential, the projected changes in the world market are very optimistic.

Demand and exports are projected to grow both for products for which Cherkasy region is already a strong player and can achieve additional significant benefits by increasing efficiency, and for high value-added processing products for which the country's potential is not fully used.

Due to the fact that Cherkasy region has been a major exporter of agricultural products for many years, it already has most of the necessary infrastructure, business relations, contacts, and experience in export activities and can rely on them in further development.

However, the competitiveness of the agriculture and industrial processing of agricultural products in Ukraine is much lower than it could and should be. For example, wheat yields are about 2 times lower than, for example, in Germany or France, while sunflower yields in Ukraine are corresponding to those in the EU. To create modern, efficient agriculture and industrial processing of the agricultural products, there is a lack of strategies for positioning agricultural products and investments.

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СТРАТЕГІЯ ПОЗИЦІОНУВАННЯ СІЛЬСЬКОГОСПОДАРСЬКОЇ ПРОДУКЦІЇ

Статтю присвячено стратегії позиціонування сільськогосподарської продукції підприємств України за період її незалежності. Метою статті стало дослідження ключових чинників, механізмів позиціонування сільськогосподарської продукції за період незалежності України та факторів, що спричинили конкурентоспроможність сільського господарства і промислової переробки. Новизна дослідження полягає у комплексному та системному аналізі означеної проблематики з урахуванням галузевих особливостей аграрного сектора Черкаської області.

Визначено складові елементи механізму формування стратегічного бачення, обґрунтовано систему показників, які відображають результативність позиціонування й обумовлюють місце та роль певного товару на ринку і водночас у господарському портфелі підприємства. Результатом проведеного дослідження є обґрунтований авторами висновок, що економічні умови функціонування аграрних підприємств суттєво впливають на механізм формування їх стратегічних пріоритетів. Запропоновані методичні підходи можуть бути використані аграрними підприємствами при формуванні ринкових стратегій позиціонування власної продукції, що зумовлює їх практичну цінність.

Обґрунтовано доцільність дослідження факторів, що безпосереднім чином впливають на стратегію позиціонування сільськогосподарської продукції на регіональному та національному рівнях. Встановлено залежність між кількістю сільськогосподарської продукції українського виробника та індексами сільськогосподарської продукції України.

Конкретизовано посівну площу сільськогосподарських культур за 1991–2019 рр. Проаналізовано в динаміці обсяги посівних площ сільськогосподарських культур, що здійснювалися в Україні протягом періоду її незалежності. SWOT-аналіз агропродовольчого сектора Черкаської області та сільських територій підсумовує найважливіші сильні та слабкі сторони, можливості та загрози, визначає довгострокову концепцію розвитку сільського господарства України та сільських територій на основі оцінювання. Обґрунтовано ключові аспекти стратегії позиціонування сільськогосподарської продукції в Україні, в основу яких мають бути покладені виробничий потенціал, експортна орієнтація, інфраструктура та інвестиції.

***Ключові слова:** стратегії, стратегії позиціонування, стратегічне бачення, стратегічні цілі, показники ефективності позиціонування.*

Стаття надійшла до редакції 02.03.2021

Прийнято 12.03.2021

DOI 0.24025/2306-4420.1.60.2021.229188

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