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**CONCEPTUAL MANAGEMENT FRAMEWORK TO ENHANCE THE DEVELOPMENT
OF INNOVATION ACTIVE AGRIBUSINESS ENTERPRISES**

The article presents the research findings on managing the development of innovation active agribusiness enterprises along with providing a well-reasoned approach to managing agricultural innovations. An in-depth analysis of fundamental conceptual premises revealed the presence of a strong correlation between scientific and technological progress and economic innovation process putting special emphasis on the dominant role of science and technology advances, the core of which is innovation. Innovations being a separate segment of the investment market and its object, both at a time, are closely intertwined with investment since investment beyond innovation often does not make sense, as far as it is hardly possible to keep effectively reproducing the same capital equipment, technology or organizational structure. Moreover, innovations are doomed to fail without attracting investment. Given the crucial significance of innovations for the agribusiness development, the need to build an innovation strategy that ensures the overall alignment of business innovation goals and investment objectives is considered paramount. Apart from the above, the study also offers a detailed overview on the best practices of implementing effective incentive mechanisms to encourage new forms of interaction and cooperation in science and technology between research institutions and industry which operate as integrated structures of different types. Such organizational paradigm of agribusiness innovative activities contributes to tackle the issues of fundamentally new innovative development associated with building new technological modes that spur the emergence of new management patterns for the “science – technology – industry” cycle. It is argued that the ultimate assessment of management effectiveness of innovative agribusiness development could be performed only after the completion of the final phase of innovation implementation since only after bringing a novelty to market one can evaluate the market demand satisfaction rate.

Keywords: *innovations; innovation potential; innovation active businesses; technological capacity; updating the resource and technical capability framework; strategic management; agricultural sector; management mechanisms.*

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**КОНЦЕПТУАЛЬНІ ПРИНЦИПИ УПРАВЛІННЯ РОЗВИТКОМ ІННОВАЦІЙНО
АКТИВНИХ ПІДПРИЄМСТВ АГРАРНОЇ СФЕРИ**

У статті викладено результати досліджень у сфері управління розвитком інноваційно активних підприємств аграрного сектору, обґрунтовано та запропоновано концептуальний підхід щодо управління розвитком інноваційно активних підприємств аграрної сфери. Дослідження й аналіз теоретичних основ дозволили визначити взаємозв'язок науково-технічного прогресу та інноваційних процесів в економіці. Доведено, що домінуючу роль в економічному розвитку відіграє науково-технічний прогрес, стрижнем якого виступає інновація. Інновації, як окремий сегмент інвестиційного ринку і водночас його об'єкт, нерозривно пов'язані з інвестиціями, адже капіталовкладення без інновацій не мають сенсу, оскільки неможливо постійно ефективно відтворювати одні й ті самі засоби виробництва, технології, організаційну структуру. До того ж, інновації без інвестиційних вкладань неможливі. З огляду на надзвичайну важливість складової інноваційного процесу для аграрної сфери, обґрунтовано доцільність формування інноваційної стратегії, яка

забезпечує узгодження цілей інноваційної та інвестиційної діяльності підприємств досліджуваної сфери. Докладно розглянуто механізм стимулювання розвитку нових форм взаємодії та науково-технічного співробітництва наукових установ та промислових комплексів, які діють як інтегровані структури різних видів. Такі організаційні форми інноваційної діяльності підприємств аграрної сфери вирішують проблеми принципово нового інноваційного розвитку, пов'язаного з формуванням нових технологічних укладів, що породжують нові форми управління циклом «наука – техніка – виробництво». Ефективність управління інноваційним розвитком підприємств аграрної сфери можливо визначити тільки після його впровадження, оскільки лише з появою новели на ринку можливо визначити рівень задоволення ринкових потреб.

Ключові слова: інновації; інноваційний потенціал; інноваційно активні підприємства; технологічна спроможність; оновлення матеріально-технічної бази; стратегічне управління; аграрна сфера; механізми управління.

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КОНЦЕПТУАЛЬНЫЕ ПРИНЦИПЫ УПРАВЛЕНИЯ РАЗВИТИЕМ ИННОВАЦИОННО АКТИВНЫХ ПРЕДПРИЯТИЙ АГРАРНОЙ СФЕРЫ

В статье изложены результаты исследований в области управления развитием инновационно активных предприятий аграрного сектора, обоснован и предложен концептуальный подход к управлению развитием инновационно активных предприятий аграрной сферы. Исследование и анализ теоретических основ позволили определить взаимосвязь научно-технического прогресса и инновационных процессов в экономике. Доказано, что доминирующую роль в экономическом развитии играет научно-технический прогресс, стержнем которого выступает инновация. Инновации, составляя отдельный сегмент инвестиционного рынка и являясь его объектом, неразрывно связаны с инвестициями, потому что капиталовложения без инноваций не имеют смысла, поскольку невозможно постоянно эффективно воспроизводить одни и те же средства производства, технологии, организационную структуру. К тому же инновации невозможны без инвестиционных вложений. Учитывая чрезвычайную важность составляющей инновационного процесса для аграрной сферы, обоснована целесообразность формирования инновационной стратегии, обеспечивающей согласование целей инновационной и инвестиционной деятельности предприятий исследуемой сферы. Детально изучен механизм стимулирования развития новых форм взаимодействия и научно-технического сотрудничества научных и промышленных комплексов, которые действуют как интегрированные структуры различных видов. Такие организационные формы инновационной деятельности предприятий аграрной сферы решают проблемы принципиально нового инновационного развития, связанного с формированием новых технологических укладов, которые порождают новые формы управления циклом «наука – техника – производство». Эффективность управления инновационным развитием предприятий аграрной сферы можно определить только после его внедрения, поскольку лишь после появления новеллы на рынке можно определить, насколько она удовлетворяет потребности рынка.

Ключевые слова: инновации; инновационный потенциал; инновационно активные предприятия; технологическая способность; обновление материально-технической базы; стратегическое управление; аграрная сфера; механизмы управления.

Statement of the problem. The need for new theoretical and practical approaches to managing the development of innovative enterprises, as well as the formation and development of technological competitiveness of domestic agricultural enterprises has increased interest in improving experience in the field of innovation management. The relevance and importance of innovative development of agricultural enterprises in the system of corporate and strategic management is due to the increasing impact of new technologies on economic growth. Identifying the features of innovative developments and the implementation of new technologies, as well as analysis of the essence and content of strategic management allow to reveal the content of the concept of managing the development of innovation-active agricultural enterprises in the market.

Analysis of recent publications on the problem. Issues of innovative development of agricultural enterprises, based on the complementarity of potentials, have been studied in a number of works by foreign authors: D. Garner, J.D. Daniels, P. Dusage, R. Owen, M. Porter, R. Speckman, A.J. Strickland, A.A. Thompson and others. A significant contribution to solving the problems of creation and functioning of clusters was made by domestic theorists and practitioners – I.M. Gryshchenko, L.M. Hanushchak-Yefimenko, M.M. Yermoshenko, S.A. Yerokhin, O.V. Kendyukhov, E.V. Lensky, V.D. Markova, O.V. Mikhailov, S.E. Pivovarov, M.D. Prokopenko, O.M. Nifatova, M.S. Shkoda, V.G. Shcherbak etc.

The purpose of the study is a study of the development development of innovative active enterprises of the agricultural sphere.

The main results and their justification Given the current trends in the world economy, it is becoming increasingly clear that, based mainly on the innovative path of development, the national economy can take its rightful place in the global market environment. Creating appropriate incentives for the dissemination of innovative models of economic behavior of Ukrainian business becomes a priority of economic policy.

The desire of economic entities for economic development is always faced with the need to solve innovative problems. And it is quite obvious that in the near and long term the maximization of the innovation factor will be a crucial condition for the sustainable development of the country's agricultural economy. The basis for the development of conceptual foundations for managing the development of innovatively active enterprises in the agricultural sector is, first of all, the general state of development of industrial sectors of Ukraine as a whole and the advanced technological base of economic growth. It should be noted that the concept of development of knowledge-intensive enterprises is based on a system of state support measures, based on such areas as:

1. Selection of the most important areas of scientific and industrial policy, which consists in the separation of agricultural enterprises with maximum concentration of production.
2. Complex, systemic and operational development of the legal framework.
3. Consistent implementation of structural transformations, involves active structural adjustment based on the creation and integration of high-tech areas of activity based on the requirements of diversification of development and production and, consequently, their stability in the event of abrupt changes in structural policy or market conditions. This breaks the vicious circle of inertia of the use of obsolete technologies.
4. Optimal diversification of developments and production.
5. Development of international cooperation. The creation of many knowledge-intensive industries is considered a difficult task for domestic enterprises in our country. sectors of the economy of the United States, Western Europe and Asia, may soon leave the domestic industry a chance to produce competitive products.
6. Creation of an effective state mechanism for the dissemination and implementation of innovations and a mechanism for the protection and defense of copyright in relation to intellectual property for scientific and technical achievements. Agro-industrial enterprises serve as an indicator

of the strategic level of economic power of the country, its national status. Adapting science and industry to the conditions of economic reform requires targeted state support for the agricultural sector.

Based on the study of the current state of management of the development of innovative enterprises in the agricultural sector and the analysis of existing methods, we formulate the basic principles of management of this process.

The principle of balance – the need to maintain a stable balance between current and strategic goals of agricultural enterprises; equilibrium between lagging and outpacing market indicators.

The principle of target formation – the priority of setting goals before the implementation of any actions in the agricultural sector.

The principle of measurability – the specification of the goals of the organization, both strategic and tactical, assessment of their quantitative and qualitative parameters.

The principle of hierarchy – the establishment of a certain subordination of goals, indicators, objectives in the implementation of strategic management of the development of innovative enterprises in the agricultural sector.

The principle of cascading – the need for a consistent and interconnected transition from one component of the strategy to another in the process of its development and implementation.

The principle of valuation of innovation – the possibility of valuation of each innovation as a result of managing the development of innovative enterprises in the agricultural sector.

The principle of temporal ordering – the distribution over time of the components of the enterprises: the financial component reflects the results of past activities, personnel and innovation - the innovative potential of agricultural enterprises.

Each principle requires the development of appropriate mechanisms for their implementation.

One of the most important problems of strategic management is related to ensuring the relationship of strategy as a long-term concept of development of agricultural enterprises and short-term decisions. Studies show that solving this problem increases the efficiency of the organization. In addition, the innovative activities of agricultural enterprises should be aimed at achieving the strategic goals of the enterprise through the implementation of current tasks.

The key competencies of innovation-active enterprises in the agricultural sector include: the ability to generate original ideas and ensure the development and commercialization of innovations, ie scientific and creative skills, which are mostly little formalized. However, to achieve the required financial results, innovation requires clear regulation, management and control by senior management. Thus, a balanced state in which a balance is maintained between the innovation strategy and current business processes, can be called a strategic compliance of agricultural enterprises. For effective management of development of innovatively active enterprises of the agrarian sphere creation of the corresponding mechanism at which development it is necessary to be guided by the following initial preconditions is required:

- the existence of a causal link between the strategy of agricultural enterprises and the results of its current activities, ie the effectiveness of strategic efforts is expressed in financial achievements;
- the existence of a link between the overall strategic goals and objectives of the operational level, for the growth of effective activities in general;
- the tool for translating the strategy to the operational level is the development of strategic maps and a system of indicators for different levels of government;

- a balanced system should take into account both current priorities and areas of long-term development, which is expressed in the development of a system of strategic directions for building the innovative potential of agricultural enterprises;

- the main tool for ensuring the long-term development of innovative enterprises in the agricultural sector are innovations in the form of projects, the ultimate goal of which is to increase the efficiency of the enterprise;

- the general purpose of agricultural enterprises is to ensure the growth of its value or capitalization.

The most important stage of managing the development of innovative enterprises in the agricultural sector is the development of strategic goals. The main requirement here is their consistency, which would eliminate inefficient use of resources. If one of the goals hinders the achievement of others, the overall efficiency of agricultural enterprises is reduced.

In accordance with the selected goals, the strategic directions of building innovation potential are determined. For innovation-active enterprises, an important area of building innovation potential is to establish cooperation and establish partnerships with other innovation-active enterprises in the agricultural sector, as well as to establish stable links with universities and research centers for joint research in a particular field. In general, the strategic directions of activity reflect the management's idea of what needs to be done to achieve success and increase the existing innovative potential of agricultural enterprises.

Usually these areas are related to the internal processes of the enterprise, namely:

1) operational excellence – strategic areas that bring current profits to agricultural enterprises. This area is more characterized by innovations called supportive. The task of this area is to strengthen its competitive position and fully unleash the potential of current areas of agribusiness;

2) positional advantage – new promising areas that can bring profit only in the near future. First of all, these are venture areas with their characteristic and active concept formation, as well as the possibility of increasing turnover, a significant amount of investment. This direction corresponds to the innovations called strategic. The main task in this area is to create mechanisms for growth in new areas;

3) promising options for development – emerging areas of agribusiness, the real economic benefits of which can be seen only in the distant future. The task of this area is to identify and prepare promising options for development.

The proposed conceptual approach is based on the concept of short-, medium- and long-term planning, but the main feature of the separation of strategic goals is not time, but the degree of uncertainty inherent in the management decisions of each area. In the theory of innovation management it is accepted to allocate two kinds of uncertainties which need to be considered. Market uncertainty is the possibility of changing the parameters of demand, their incorrect assessment, while technological uncertainty is associated with the possibility of aging of the technologies used, the emergence of new solutions and so on. The relationship between the strategic directions that were identified and the types of uncertainty in strategic innovation management are presented in table 1

Table 1

The relationship between the selected strategic areas and the types of uncertainty of innovation management

Direction	Market uncertainty	Technological uncertainty
Operational excellence	-	-
Positional advantage	+	-
Promising development options	+	+

M. Porter describes strategy as the organization's activities to achieve excellence: "As a result, differences between companies in value or price arise from many activities that are aimed at creating, producing, selling a product or service. Differentiation occurs during the choice of activity and its results " [6]. The meaning of the strategy is to find a way to stand out from the competitive environment and offer the consumer the unique value of a product or service. A stable strategic position, according to M. Porter, is the result of a system of actions, each of which complements and reinforces each other.

Despite the success of the classical theory of strategic management based on the concept MOS (Mission, Objectives, Strategy), it has a number of disadvantages. One of them is the gap between the long-term vision of the firm and the current actions of employees, ie the lack of a mechanism to ensure the operational connection of the results of current activities with the long-term strategy of the firm. This shortcoming is especially strong in the process of managing the development of innovative enterprises, which are characterized by a significant degree of uncertainty. This shortcoming can be overcome with this conceptual approach, which is based on modern elements of strategic management, adapted to the conditions of knowledge-intensive industries.

Conclusions. The proposed conceptual methodology for managing the development of innovative enterprises in the agricultural sector is based on modern concepts of strategic management – Balanced Scorecard, Success Dimensions, Tableau de bord. Many basic assumptions of such models are similar, but the general principle is the same – the use of several dimensions (projections) to assess the effectiveness of activities and management of strategy implementation. The implementation of this methodology requires the allocation of four dimensions (projections) – finance, marketing, internal processes, personnel, which is consistent with the innovative model Balanced Scorecard. However, an additional component is needed in the form of an innovative projection, which reflects the specifics of the activities of innovative enterprises. The level of technology development, as well as technological equipment are the foundation on which depends not only the ability of the enterprise to generate innovations, but also its readiness to develop innovations in production. At the same time, the innovative projection reflects both the level of use of technologies typical for this industry and the degree of competence of the enterprise in them, progress in the use of IT (ie the level of information excellence of enterprises). One of the main advantages of a balanced management system for the development of innovative enterprises in the agricultural sector as a management tool is the ability to design and track causal links both vertically through all five levels and horizontally – the connection of workflows through the parameters inputs and outputs (the principles are somewhat similar to the vertical and horizontal analysis of the balance sheet). Thus, for each company you can identify and evaluate the appropriate settings that allow you to design and create an optimal business model.

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