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Organizational-economic mechanism of the use of benchmarking in the activities of agricultural enterprises

The purpose of the article is the formation of the theoretical and methodological foundations of the organizational-economic mechanism of the use of benchmarking for further implementation in the practical activities of domestic agricultural enterprises.

Research methods. Based on the analysis of the current development trends of the world agricultural leaders regarding the use of benchmarking at foreign enterprises, the theoretical foundations of understanding the definition of “agricultural benchmarking” and its main elements are identified. Using the expert method of research, it was determined that, agricultural enterprises, in addition to large agricultural holdings, do not use benchmarking. It was also found that the significant potential of agriculture in Ukraine, the growth of export volumes of products of the industry determine the importance of attracting proven foreign technologies to increase the level of innovation of agricultural enterprises and their management quality.

Research results. The author's understanding of benchmarking processes of the theoretical and practical point of view is disclosed. The organizational and economic mechanism of the use of benchmarking in the activities of agricultural enterprises is built. It's emphasized that the functioning of organizational-economic mechanism of benchmarking in the management of agricultural enterprises is directly related with the need to increase the level of agrarian enterprises competitiveness, in particular certain types of their products.

Scientific novelty. The author's position on the formation of the organizational and economic mechanism of the use of benchmarking of agricultural enterprises is proposed, which will improve the management decision-making processes, to activate the tools of the effective realization of economic potential and renovation of potentially profitable directions of the development, and to find latent opportunities to increase the efficiency of agricultural enterprises.

Practical significance. The proposed methods, levers and tools of the organizational and economic benchmarking mechanism are planned to be implemented at agricultural enterprises of Odessa region of livestock industry, where it is expected to increase the profitability and competitiveness of agricultural products. Figs.:1. Refs.: 14.

Keywords: agricultural benchmarking; organizational and economic mechanism; activity of agrarian enterprises; competitiveness; innovative tools.

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Scientific problem. The implementation of the benchmarking system by domestic agricultural enterprises is directly related to the deepening of the theoretical foundations of the implementation of this concept in the management system under the influence of globalization processes. The justification of such provisions is also associated with the description and detailing of the organizational and economic mechanism of the use of benchmarking in the work of domestic agricultural enterprises, based on certain theoretical and methodological principles, functions, levers, using innovative methods taking into account the specifics of the development of priority areas of

the industry. Based on this, the essence of the category of “organizational and economic benchmarking mechanism” can be justified as follows: an open, dynamic system of organizational, economic, regulatory, institutional, management methods, tools and levers, the use of which makes it possible to adopt the best experience of business entities and use it in the work of other enterprises, institutions, and organizations. So, the development of methods, principles, and methodological tools for ensuring the implementation of the organizational and economic benchmarking mechanism at the enterprises of the agricultural sector of Ukraine is gaining relevance,

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which will help to improve management methods and increase the profitability of priority sectors of the agricultural sector. The functioning of the organizational and economic mechanism of benchmarking in the management of agricultural enterprises is directly related to the need to increase the competitiveness of agricultural enterprises, certain types of their products and the high requirements of world agri-food markets.

Analysis of recent research and publications. Theoretical and methodological foundations of the implementation of benchmarking in agricultural enterprises are reflected in the scientific work of N.P. Vorobiova [4], I.Yu. Gryshova [6, 12], T.S. Shabatura [9, 13], O.V. Nikoliuk [8], T.M. Gnatieva [5], I.B. Yatsiv [10] and others. Foreign experience demonstrates to the effectiveness and flexibility of benchmarking tools in the agricultural sector in implementing strategic decisions on economic expansion in the European and Asian agri-food markets, so the transfer of technology that can be adapted to domestic agricultural enterprises requires more and more practical needs [2, 14].

The purpose of the article is the formation of the theoretical and methodological foundations of the organizational-economic mechanism of the use of benchmarking for further implementation in the practical activities of domestic agricultural enterprises.

Research results. The research of the trends in the use of benchmarking in the field of agriculture in Ukraine and the expert assessment of specialists of the agri-food market made it possible to identify the following problems of using this method by agrarians: insolvency of agricultural enterprises; low competitiveness of production and lack of financial, material and other resources; active development of intermediary and commercial structures; absence of specialists in agrarian benchmarking; deep problem of formation of open information space about various aspects of functioning of agrarian enterprises; [6] underdeveloped benchmarking infrastructure in Ukraine, lack of "clubs" to find benchmarking partners; low level of interaction of heads of agricultural enterprises with their foreign counterparts; - functioning of conservative management system of agricultural enterprises; - the perception of benchmarking as a method of commercial espionage and a reluctance to share their knowledge with other enterprises; - significant amount of false and distorted information about the work of individual

agricultural enterprises; - high level of shadow economy, which hinders the desire of managers to fully provide all information about the functioning of their own business; - the difficulty of selecting a benchmark enterprise to conduct a study of its activity, since not all specialists in agrarian enterprises have the competencies to collect, systematize and analyze them. Accordingly, considering the essence of the indicated definition, it should be understood that the organizational and economic benchmarking mechanism is a universal concept, and this mechanism can be used in the work of many business entities of various specifics, however, the main features of the use of such mechanisms are also characteristic of the work of domestic agricultural enterprises.

To the features of its application by agricultural enterprises should include the following:

- the importance of using the experience of foreign companies to improve the competitiveness of domestic agricultural products;
- the need to regulate work with open data, economic and financial activities about agricultural enterprises;
- the existence of an effective system of legislative support competition among agricultural enterprises;
- no discriminatory measures by public authorities to regulate the activities of certain groups of agricultural enterprises and others.

The formation and work of the organizational and economic benchmarking mechanism in the management of agricultural enterprises should be based on a set of certain principles. The principle is called the initial rule, the regulations, the compliance with which allows you to use the existing mechanisms, algorithms and implement the corresponding processes correctly in accordance with their nature and tasks. So, to the principles of forming the organizational and economic mechanism of benchmarking in the management of agricultural enterprises, in our opinion, should include the following.

Scientific - the essence of this principle is the use of scientific knowledge in the field of benchmarking by agricultural enterprises, the analysis of foreign experience in implementing the results of relevant research. Compliance with this principle also allows considering more thoroughly all aspects of this method, to analyze its basic components, types, prerequisites of use, which makes it possible to determine the expediency of its implementation in the enterprise management system.

Consistency - this principle consists in considering the organizational and economic mechanism of benchmarking as a holistic system, within which its basic links interact in order to ensure the achievement of a common goal. Compliance with this principle contributes to the formation of a clear algorithm for the application of this method, the components of its implementation, analysis of the results. The use of benchmarking allows, by applying the methodology of the system approach, to clearly build a schedule for the relevant research, to identify those responsible for the individual stages of its implementation. This, in turn, simplifies the entire process of using benchmarking in the work of agricultural enterprises, allows systematizing the information received, to distribute it into separate blocks and gradually, comprehensively describe the results with clear recommendations for the further development of the agricultural enterprise.

Feasibility - compliance with this principle is objectively determined, first of all, by analyzing the necessity of using the benchmarking method to increase the efficiency of functioning of the agricultural enterprise. In particular, the application of this method should be accompanied by the formulation of a clear goal, which must be achieved during the study. It should be understood that the use of benchmarking is advisable in cases where explicit, well-known ways to increase the competitiveness of agricultural enterprise have already been used.

Commitment - the essence of this principle is the need to identify the global goal of using the organizational and economic benchmarking mechanism for the development of agricultural enterprises. Such a goal should be unified, but its content is revealed through a system of interconnected individual goals. Using this principle allows the leadership of agricultural enterprises clearly identify those areas in the improvement of which they require additional ideas and experience. These include the following: production, sales, management, marketing, etc. In each of the indicated components of the functioning of any enterprise, may be a need to introduce innovative technologies to increase the efficiency of their functioning. Determining the specific purpose of using benchmarking is a condition for obtaining the information that will be really important and useful for the management of an agricultural enterprise.

Resource support - the essence of this principle is to assess the available resources of various types to ensure the process of building the

organizational and economic benchmarking mechanism at the enterprise and the possibilities to use them during research. A preliminary analysis of the resources available to the management of the agricultural enterprise is an important component of the use of benchmarking. Its application is fully determined by the available financial and human resources. A special role in conducting relevant research is played by skilled workers who have the tools to implement this method; know the features of its use in the agricultural sector.

The method of expert evaluation conducted a survey of specialists at agricultural enterprises of the Odessa region, which testifies to the misunderstanding of the leaders of agricultural enterprises advantages of using benchmarking methods in the conditions of high competition and access to global markets for agricultural products of domestic producers, weak monitoring by agricultural enterprises of current performance and competitive environment, and the lack of opportunities neutralize agricultural risks due to weak state -governmental support and a low level of maintenance of agricultural insurance in Ukraine etc.

Figure shows the compositional scheme of the organizational and economic benchmarking mechanism in the management of the agricultural enterprises. Therefore, the functioning of the organizational and economic benchmarking mechanism in the management of agricultural enterprises is directly related to the need to increase the level of competitiveness of the agricultural enterprises, certain types of their products. The outlined mechanism allows us to use benchmarking to achieve the targets in a strategic perspective.

Thus, the use of the organizational and economic benchmarking mechanism in the development of agricultural enterprises allows to adjust the target indicators of the strategic activity of the enterprise, taking into account the identified reserves as a result of updating staff or acquiring new management competencies, renovating current business areas, which in the future may become a priority on the market, intensify monitoring risks accompanying the development of the agricultural economy. In general, this mechanism should perform the following functions in the framework of the agricultural enterprise.

1. Information - the essence of this function is that the organizational and economic mech-

anism contributes to the processes of accumulation and processing of information in the process of using benchmarking by agricultural enterprises. The application of this method is based on a detailed review of information on various aspects of the functioning of analogous enterprises in this field. As a result, an appropriate report is prepared and experts develop further measures based on the results obtained to increase the level of competitiveness of individual agricultural enterprises.

2. *Analytical* - the essence of this function is that in order to build an effective organizational and economic benchmarking mechanism, it is necessary to carry out serious ana-

lytical work of the information that was obtained during the study. The outlined may require the use of special tools for analysis.

3. *Motivation* - organizational and economic benchmarking mechanism allows taking advantage of this method to increase the efficiency of agricultural enterprises. It is the justification of such a mechanism and the peculiarities of its use that makes it possible to form a scientific concept of its application and in the future more adequately and correctly use the advantages of this method. This will in the future allow creating a set of stimulating measures for transformation of work of agricultural enterprises and accelerate their development.

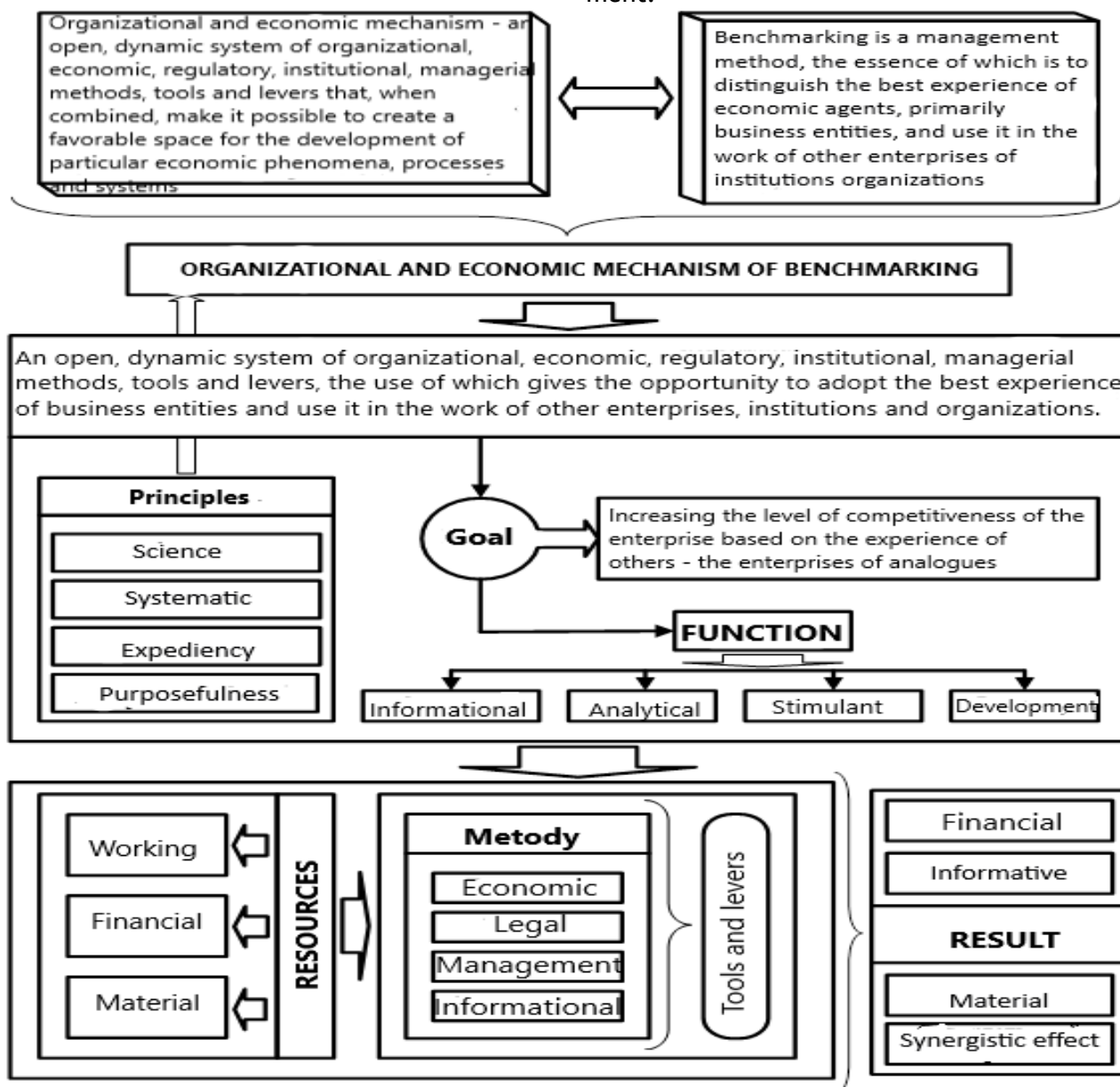


Figure. Composite scheme of organizational and economic benchmarking mechanism in management of agricultural enterprises.

Source: Compiled by the author on the basis of [1-4, 6-7, 9, 12-14].

4. *Development* - the use of benchmarking as one of the methods of management is conditioned by the awareness of the management of agricultural enterprises the need for further development. However, there are no specific ideas or rational ways to implement existing ideas in the management of the enterprise. In this case, it is necessary to use benchmarking and it is advisable to apply to other business experience. The organizational and economic benchmarking mechanism in its use helps to create conditions for the further effective development of the business entity, allows searching for new ideas and translating them into the activities of individual agricultural enterprises.

The purpose of this mechanism can be achieved only through the use of a variety of different methods, the appropriate tools, and their effective combination for maximum results. Accordingly, the main groups of methods can be distinguished as follows.

1. *Economic* - a set of measures to stimulate increasing competitiveness of agricultural enterprises, which must be done well by using a potential of the benchmarking method. In this case, the use of such a method will be dictated by the need to increase the sales of goods, increase the level of innovative development, expand the product range, diversify production, etc.

2. *Legal* - formation of the necessary legislative basis for the use of benchmarking as a method of management, in particular, clear regulatory regulation of work with insider information, providing specific rules for the use of corporate data by external users; regulation of work of specialists in the field of benchmarking, formation of preconditions for creation of self-regulatory and professional associations in this field.

3. *Information* - a set of tools for accumulation and processing of information about the work of other enterprises, features of their use, algorithms for obtaining the necessary data. Increase at the legislative level the requirements for disclosure of general, non-corporate inside information on the work of agricultural enterprises.

4. *Management* - a system of methods for building an effective benchmarking system in the work of agricultural enterprises, building appropriate relationships between individual units, the formation of mechanisms for accumulation, processing and analysis of input information about the work of other analog companies.

The use of the outlined methods will be accompanied by the use of the instruments of organizational and economic benchmarking mechanism in the management of agricultural enterprises that are congruent with them. As a result, the use of the outlined enterprise should contribute to obtaining a number of results of different types of management of agricultural enterprises, in particular:

1) financial - increase of production volume and profit from sale of products, it is possible to receive dividends from investment activity or sale of securities;

2) information - the emergence of new, important for the further development of the enterprise information on the work of other similar entities, which may be of strategic importance for the continued functioning of the agricultural enterprise;

3) material - getting new designs, technologies of new products. Such samples need not be the result of fraudulent actions against other businesses, but may be purchased by management of the entity for its own work, following the example of similar businesses that have already done this and have shown a positive effect;

4) synergistic effect - the cumulative positive effect of the introduction and use of organizational and economic benchmarking mechanism in the enterprise, which can be manifested not only in improving the quality of products, the emergence of new technologies and increased financial results, but also lead to changes in the efficiency of employees, increase their level qualification, improvement of business reputation of the enterprise, expansion of its partners and establishment of new business relations with them. This result, by its essence, is a consequence of the positive impact of the use of the benchmarking method in the development of agricultural enterprises, which is evident in all areas of activity of such entities.

Conclusions. Therefore, the effectiveness of the organizational and economic benchmarking mechanism is achieved by the functional use of the system of the above methods, principles, levers and tools of agricultural benchmarking based on their scientific substantiation and constant monitoring of external influences on world agri-food markets. The use of methodological benchmarking tools in practical activity will improve the processes of managerial decision-making; activate the tools for the effective realization of economic potential and renovation of potentially profitable directions of development, to explore

latent opportunities to increase the efficiency of agricultural enterprises, which in the aggregate will enhance the competitiveness of agricultural enterprises in the agri-food markets. It is expected that further researches on the applica-

tion of the organizational and economic mechanism of agricultural benchmarking for certain types of activities of agricultural enterprises will allow us to consider the effectiveness of its use in innovation management.

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Бобровник Д.О. Організаційно-економічний механізм використання бенчмаркінгу в діяльності аграрних підприємств

Мета статті - сформувані теоретичні й методичні основи організаційно-економічного механізму використання бенчмаркінгу для подальшого впровадження в практичну діяльність вітчизняних аграрних підприємств.

Методика дослідження. На основі аналізу сучасних тенденцій розвитку світових лідерів аграрної сфери щодо застосування бенчмаркінгу на зарубіжних підприємствах окреслено теоретичні засади розуміння дефініції «аграрний бенчмаркінг» та визначено основні його елементи. За допомогою експертного методу оцінки дослідження виявлено, що аграрні підприємства фактично, окрім великих агрохолдингів, не використовують бенчмаркінг у власній роботі. Встановлено, що значний потенціал сільського господарства в Україні, зростання обсягів експорту продукції відповідної галузі зумовлюють важливість залучення перевірених іноземних технологій для підвищення рівня інноваційності аграрних підприємств та якості управління ними.

Результати дослідження. Розкрито авторське розуміння процесів бенчмаркінгу з теоретичної і практичної точок зору. Побудовано організаційно-економічний механізм використання бенчмаркінгу в діяльності аграрних підприємств. Зазначено, що функціонування організаційно-економічного механізму бенчмаркінгу в управлінні аграрними підприємствами безпосередньо пов'язане з необхідністю підвищення рівня конкурентоспроможності аграрних підприємств, зокрема окремих видів їх продукції.

Елементи наукової новизни. Запропоновано авторську позицію стосовно формування організаційно-економічного механізму використання бенчмаркінгу аграрних підприємств, що дозволить удосконалити процеси прийняття управлінських рішень, активізувати інструменти дієвої реалізації економічного потенціалу та реновації потенційно рентабельних напрямів розвитку, вишукати латентні можливості підвищення ефективності діяльності аграрних підприємств.

Практична значущість. Запропоновано авторську позицію стосовно формування організаційно-економічного механізму бенчмаркінгу плануються до впровадження в аграрних підприємствах Одеської області в галузі тваринництва, де очікується підвищення прибутковості та рівня конкурентоспроможності аграрної продукції. Рис.: 1. Бібліогр.: 14.

Ключові слова: аграрний бенчмаркінг; організаційно-економічний механізм; діяльність аграрних підприємств; конкурентоспроможність; інноваційний інструментарій.

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Бобровник Д.А. Организационно-экономический механизм использования бенчмаркинга в деятельности аграрных предприятий

Цель статьи - сформировать теоретические и методические основы организационно-экономического механизма использования бенчмаркинга для дальнейшего внедрения в практическую деятельность отечественных аграрных предприятий.

Методика исследования. На основе анализа современных тенденций развития мировых лидеров аграрной сферы по применению бенчмаркинга на зарубежных предприятиях обозначены теоретические основы понимания дефиниции «аграрный бенчмаркинг» и определены основные его элементы. С помощью экспертного метода оценки исследования выявлено, что аграрные предприятия фактически, кроме крупных агрохолдингов, не используют бенчмаркинг в собственной работе. Установлено, что значительный потенциал сельского хозяйства в Украине, рост объемов экспорта продукции соответствующей отрасли обуславливают важность привлечения проверенных иностранных технологий для повышения уровня инновационности аграрных предприятий и качества управления ими.

Результаты исследования. Раскрыто авторское понимание процессов бенчмаркинга с теоретической и практической точек зрения. Построено организационно-экономический механизм использования бенчмаркинга в деятельности аграрных предприятий. Отмечено, что функционирование организационно-экономического механизма бенчмаркинга в управлении аграрными предприятиями непосредственно связано с необходимостью повышения уровня конкурентоспособности аграрных предприятий, в частности отдельных видов их продукции

Элементы научной новизны. Предложена авторская позиция по формированию организационно-экономического механизма использования бенчмаркинга аграрных предприятий, что позволит усовершенствовать процессы принятия управленческих решений, активизировать инструменты действенной реализации экономического потенциала и реновации потенциально рентабельных направлений развития, изыскать латентные возможности повышения эффективности деятельности аграрных предприятий.

Практическая значимость. Предложенные методы, рычаги и инструментарий организационно-экономического механизма бенчмаркинга планируются к внедрению в аграрных предприятиях Одесской области в отрасли животноводства, где ожидается повышение прибыльности и уровня конкурентоспособности аграрной продукции. Илл.: 1. Библиогр.: 14.

Ключевые слова: аграрный бенчмаркинг; организационно-экономический механизм; деятельность аграрных предприятий; конкурентоспособность; инновационный инструментарий.

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