

4.8 Development of cluster adaptability of agricultural business entities

Effective integration of the domestic economy into the world economy can occur only if the highest level of adaptability of the economic mechanism of the functioning of agricultural business entities, the overall competitiveness of agricultural products and services is achieved. The main objective of the economic policy of Ukraine is to intensify the processes of adaptation of the economic mechanism of functioning of agricultural business entities to market conditions, increase the competitiveness of enterprises on an innovative basis and create adequate conditions for this. The aggravation of international competition and the expansion of the world economic space are accompanied by the formation and development of modified forms of competition. In the world economic system, the place of Ukraine and its stable economic prosperity are determined by the effectiveness of entrepreneurship and the state in solving the problems of adapting the economic mechanism of the functioning of agricultural business entities, combining integration, coordination and agricultural cooperation, increasing the competitiveness of the national economy, ensuring food security of the country.

Identifying the features of the development of cluster adaptability of agricultural business entities in the context of the global financial crisis, attention was paid to developments Busniuk S.V. [266], Butkevych O.V. [267], Barannik V.O. [268], Dubovyk V.S. [269], Kvasovskyi O., Karapetian E. [270], Kuzmin O.Ye., Maslak O.O., Udovychenko T.Ye. [271], Kropyvko M.F. [272], Lupenko Yu.O. [272, 273, 274], Malik M.Y. [272], Nosenko Yu. M., Nechyporenko O. M., Sinelnik L. M. [275], Odintsov O.M. [276], Voinarenko M.P. [277], Zakharchuk O.V. [274], Zhurba I.O. [278] and others. The main provisions of research developments reveal theoretical approaches to the study of centralization processes in the cluster system, the conditions for an active state economic policy; the impact of economic globalization on the mechanism of functioning of clusters in the context of international economic relations; use of market mechanisms and instruments of state regulation in the system of functioning of domestic and international clusters; the essence of clusters as a factor in

structuring the economy and foreign economic policy of the state, and as a form of implementation of market centralization; the specifics of the influence of the economic environment of the Central and Eastern region of Europe on the formation and development of clusters; practical mechanisms for the formation of clusters in Ukraine; features of cluster adaptability of the global economy; conditions for clustering the Ukrainian economy and increasing its competitiveness, among others.

Clustering as an objective trend of meso-integration covers more than 50% of the relations of the socio-economic system in the leading countries of the world. For example, Norwegian and Finnish industry is fully clustered. More than half of U.S. enterprises use cluster interaction schemes. Germany's clusters combine the engineering and chemical industries. Clustering processes have been activated in Italy and Scotland. Nevertheless, the policy of cluster structuring of economic relations between agricultural business entities in Ukraine is poorly implemented. If the initial transformational transformations of the Ukrainian economy would take into account the principles of cluster adaptability of agricultural business entities, then the socio-economic level of development of Ukraine would be distinguished by a higher potential for competitive advantages.

Cluster structuring of economic relations is a condition for ensuring stability, sustainability and integrity of the functioning of the socio-economic and national system of the country. The practical experience of improving cluster projects has not been sufficiently studied and the theoretical and applied tools for implementing the cluster methodology regarding the development of enterprises of the domestic agro-industrial complex in order to design agro-industrial clusters have not been thoroughly disclosed. Features of cluster adaptability of agricultural business entities are practically not taken into account in the passive policy of cluster structuring of the Ukrainian economy. But it is the subjects of agrarian business that belong to the enterprises of life-supporting industries that determine the food security of the country.

The purpose of this article is to determine the main features of the development of cluster adaptability of agricultural business entities in conditions of market instability. The achievement of the goal was facilitated by general scientific methods:

methods of empirical research (measurement, comparison and observation), methods of theoretical research (analysis and synthesis).

The socially-oriented open market economy of Ukraine cannot but experience the impact of the global crisis of the financial system, which is manifested in cardinal transformations of the environment, the implementation of the exchange rate, monetary and general economic policy. The overall economically fragile state of domestic agricultural production has been exacerbated by the severity of the effects and factors of the global financial crisis. The state is trying to compensate for the lack of trust in the authorities, however, the capital security and technical and technological equipment of production are even more reduced, the social infrastructure is degraded, and the material and technical base is wearing out. The production of most of the subjects of agricultural business is characterized by a negative or low level of profitability.

The existing human, technical, technological and resource-production potential is being depleted. The agricultural sector of Ukraine needs a systemic inflow of financial resources and investments. "Attracting foreign investment" is one of the market games of the state, the basis of which is the information imperfections of the foreign investment market and the desire to solve economic problems in the country. Only the concentration of national capital can create conditions for the structural transformation of agricultural production. The combination of the capital of the state and monopolists is provided by an integral functional economic mechanism. In the United States, the role of such a mechanism is performed by the Federal Contract System. The absence of a contract system in Ukraine can replace the formation of a state corporate system.

Agricultural business entities in order to survive in the conditions of their own and the global financial crisis must constantly and systematically develop. If an agricultural business entity is trying only to stay on the market niche occupied by it, it will sooner or later be absorbed by other enterprises. The processes of mutual takeovers or mergers in the environment of market functioning are inevitable. The irreversibility and inevitability of the processes of mutual mergers of agricultural business entities are actualized not only at the regional or national level, but also at the level of global

development. The impact of the World Trade Organization and the reduction of trade barriers are intensifying the trend towards sectoral globalization. The dynamics of the development of euro-regional cooperation convincingly testifies to its significant intensification, due to the implementation of the goal of pan-European importance - "blurring" the borders between the EU member states and leveling the disproportions of the development of the central and peripheral regions in each of the countries.

The mechanism of competitive and cooperative interactions, together with the processes of absorption and concentration of agricultural production, is being transformed into a combined mechanism of cooperation, integration and coordination of agricultural business entities. In order to pool the limited financial resources of enterprises, strengthen interaction between enterprises and strengthen their adaptive status, it is necessary to develop a network form of cooperation. The combination of integration and cooperation relations of agricultural business entities is based on the network organization of cooperation. The intensification of the spread of network structures is directly and directly related to the development of information technologies. Virtual capital (providing conditions for using the capabilities of information technology) is interested in self-growth and maximum freedom of the trajectory of movement. The main types of network organization of interactions between enterprises are financial and industrial groups (agricultural business entities are united on the basis of capital) and clusters (agricultural business entities are united according to the territorial principle).

The classical method of cluster formation (based on local breakdowns, the developer is M. Porter) actualizes five stages of their formation, namely, the following: 1) determination of the constituent parts of the cluster and enterprise members; 2) identification of existing vertical links between enterprises; 3) establishment of existing horizontal links between enterprises, taking into account suppliers and factors of specialization of production; 4) identification of infrastructure enterprises and other institutions as likely participants in the cluster; 5) search for governmental or non-governmental mechanisms, organizations or structures of influence on cluster members. From a dialectical standpoint, the genesis of cluster formation can be

represented by a theoretical scheme-model for the implementation of the following stages:

Stage 1 – information and advisory preparatory stage: determination: 1) general economic characteristics of the enterprise, personnel potential, the need for operational credit, investment and innovation changes, etc.; 2) sustainability of demand for products at the local, regional and international levels; 3) the level of development of competitive and cooperative interactions; 4) the level of development of the quality of functioning of the organizational and economic system of adaptation of enterprises; 5) the level of adaptation of the economic mechanism of the enterprise's functioning to market conditions; 6) the level of market capitalization of the enterprise, etc.; 7) the level of assistance of government structures and state bodies to the formation and development of clusters, etc.;

Stage 2 – stage of direct formation of the cluster: thorough accounting: expenses; dynamics of supply and demand of products; specialization of production; capital concentration; combinations of integration, coordination and cooperation; possible inflow of investments; business plans; legal, economic and organizational-managerial measures, etc.;

Stage 3 – the stage of actualization of the concentration of production in the cluster: factor analysis of the production process; increasing competitive advantages; strengthening adaptation status; minimization of expenses; analysis of customer satisfaction in the medium and long term; assessment of the structural and functional concentration of production; assessment of the dynamics of changes in the capitalization of enterprises, etc.;

Stage 4 - the stage of conglomeration of production: the formation of supranational and international levels of economic relations; additional inflow of foreign investment; deepening the specialization of production; expansion of competitive and commercial relations abroad and more.

In the period of transformational transformations and market instability, clusters are the most optimal option for effective relations between agricultural business entities. Socio-economic efficiency is maximized by minimizing costs. Clusters are a

competitive organizational form of the territorial-hierarchical model of production with different levels of localization; an additional way to implement state policy and organize the development of the socio-economic system; a source of disclosure of the internal socio-economic potential of the region.

The formation and development of clusters makes it possible to intensify investment and innovation activities; to combine the production of a particular type of agricultural products into a technological chain; develop new trajectories in business; ensure the formation of new subjects of agricultural business in integrity with research organizations, universities and state institutions; integrate manufacturing and service enterprises with their suppliers, brokers, consultants; to unite engineering enterprises, consumers, know-how developers and more. Clusters not only preserve the advantages of agricultural specialization, but also allow to reflect the impact of the market environment as flexibly and quickly as possible, and hence to adapt agricultural business entities to market instability and manifestations of crises.

The cluster approach changes the principles of implementation of the state agro-economic policy. The competitiveness of the Ukrainian economy is low, because the state does not pursue a policy of cluster structuring of economic relations. Traditional models of development (based on the use of investments and factors of agricultural production) are not very effective, and the implementation of the cluster-competitive and innovative model of socio-economic development fundamentally changes the situation in the country.

Cluster structuring of economic relations is a form of market centralization, which creates conditions for accelerating the pace of attracting investment in the development of agricultural production; strengthening the system of adaptation of the economic mechanism of functioning of agricultural business entities to market conditions; increasing market capitalization; increasing the payment, credit and competitiveness of agricultural products (services) and the enterprise as a whole; prompt civilized integration into the world system of economic relations. In the global socio-economic space, it is the clusters that preserve the national integrity of the country. Clustering is the antithesis between national and international economic

systems; this is not a neoplasm, but convergence (adaptation of different socio-economic structures to the same conditions of existence); this, like transnationalization, is a particularly important area of economic globalization.

The assessment of the institutional, social, technological and economic criteria for joining into clusters states, on the one hand, the fact of degradation of clustering conditions in Ukraine, on the other hand, the functioning of proto-clusters (for example, cooperation in the field of defense engineering). Therefore, the main direction of the regional policy of the state in relation to the development of cluster relations should be the development of legislative and organizational and regulatory acts, infrastructure, educational and economic approaches that fully correspond to the international experience of cluster education.

Features of the development of cluster structuring of economic relations are manifested in Khmelnytsky region (pioneer of clustering in Ukraine), Kharkiv, Mykolaiv, Sumy, Odessa, Poltava, Kherson, Rivne, Ivano-Frankivsk regions. The implementation of the economic development program "Podillya Pershiy" is a concrete example of unlocking the potential of cluster structuring of economic relations in Ukraine. In 1998, the initiators of the program were the American economist V. Preis and the Khmelnytsky Regional State Administration. Until 1990, enterprises of the agro-industrial complex, building materials and textile industry functioned in the region. But the competitiveness of enterprises was weak, the range of products is narrow, the production potential is low. There was no possibility of attracting capital investments in the development of production. With the assistance of the regional administration, financial and banking, educational and research institutions, agro-industrial, fish, clothing and construction clusters have been created. Medium and small enterprises of different forms of ownership are combined. The cluster management structure in "Podillya Pershiy" complies with the norms of cluster education. The non-governmental civil organization "Podillya Pershiy" included enterprises of Khmelnytsky, Vinnytsia, Ternopil and Ivano-Frankivsk regions.

The main objectives of the "Podillya Pershiy" program were the following: practical implementation of the cluster management concept; stimulating the

development of the potential of private entrepreneurship in the production of building materials and ready-made clothes, and the processing of agricultural products; development of competitive and cooperative relations; improving the quality of products; provision of technical assistance to partner enterprises; leveraging the resources of the UNIDO-SME programmer (United Nations Small and Medium-Sized Enterprises); strengthening the adaptive status of enterprises and increasing their competitiveness, activating the formation of new enterprises; mobilization of public and private resources; system monitoring of cluster development processes; the use of technical expertise of donor countries to modernize the production process; staff training and others.

Despite the imperfection of the legislative framework of Ukraine and the lack of a centralized strategic state program to promote the formation and development of clusters, enterprises gained access to information resources, experts, investments, legal advice; opportunities for constant contacts with foreign enterprises, joint purchases, sales, etc. In the Dnipropetrovsk region and in Kiev, research was conducted on the development of projects for the formation and development of regional clusters, taking into account the innovation policy.

In order to support and stimulate the development of domestic clusters, it is necessary to make changes in the relations of budget financing; preferential taxation; information support system; systems of organization, administration and regulation of activities; customs preferences; effectiveness of depreciation policy and others. In particular, one of the main sources of financing the functioning of cluster projects can be government investments, loans from commercial banks, resources of international institutions, share participation in financing local authorities, funds and resources of direct participants in the implementation of cluster projects, resources of the Ukrainian State Innovation Company, resources of World Bank projects and other sources. In the case of the implementation of national programs to support the functioning of cluster projects for the development of agro-industrial interactions, it will be possible to develop ways to form a single integrative "network-movement of cluster development" of Ukraine.

Thus, in the course of the study, it has been established that the cluster adaptability of agricultural business entities is the ability of enterprises to survive in conditions of market instability, changing the structural and functional organization of socio-economic relations. The implementation of the centralization of market relations in the combined mechanism of integration, coordination and agricultural cooperation is a form of reflection by the existing enterprise and its network structures of the mechanisms of influence of the market environment, which seeks to establish an equilibrium in relations and relations of the market. It has been substantiated that cluster structuring of economic relations is one of the forms of adaptation of the economic mechanism of functioning of agrarian business entities to the conditions of competition; ensuring the integrity of the formation of on-farm, economic and market mechanisms of functioning; strengthening the adaptive status of agricultural business entities; increasing the market capitalization of enterprises; increasing the competitiveness of agricultural products (services), enterprises and the country as a whole. Clustering of economic relations in Ukraine is at the initial stage of development.