

1. The main levers of the mechanism for realizing the potential of the region's resource base

1.1 Organizational and economic mechanism for reforming and restructuring the region's resource potential

Disclosure of the essence, identification of types of resources, study of the composition and structure of the resource potential of the territory using a systematic approach allowed to generalize and clarify the term "resource potential" as a set of resource components, which in turn can be called the corresponding sub-potentials, to quantify the composition of the latter and directions of use, which depend on the degree of detail and peculiarities of the territory development, as well as to outline the appropriate mechanisms and time of their involvement in economic turnover in order to increase the level of s

The resource potential of a region includes all the components of the regional resource base, taking into account not only their current use, but also the possibilities of intensification in the future, focused on identifying resource reserves of the territories and including them as qualitative factors of economic growth.

The further development and activation of the aggregate resource potential of the region are directly dependent on the development and implementation of an organizational and economic mechanism to ensure these processes.

As the study has shown, the decisive role in the development of regions based on the use of resource potential belongs to organizational and economic regulation through managerial, organizational, financial, economic, technical, technological and legislative levers. Each of these levers has its own characteristics and is an integral part of the mechanism for improving the use of the resource potential of a region.

The mechanism for improving the use of resource potential is a set of targeted actions that ensure the achievement and improvement of the relationship between its elements as a single process consisting of relatively separate processes of use (consumption, use), protection and reproduction of the constituent elements of the

resource potential of the territory in order to implement a program to meet the needs of social production and population and achieve an appropriate level of development of the region while preserving its natural resources.

Legislative levers ensure compliance with the current legislation and regulations at the regional level, given the available resource potential of the region. They regulate the legal relations of business entities in the region and ensure the responsibility of executive authorities and local governments for the social and economic development of the region. When analyzing these levers, one should consider agreements on tariffs and trade rules between countries, customs policy, regulations of local authorities and the government, legislation, credit and tax policy.

Financial and economic levers to improve the efficiency of resource potential use are implemented through financial and credit policies, the tax system, market price mechanisms, and elements of government regulation of prices and taxes. They combine economic and financial processes and relationships. When analyzing financial and economic levers, it is necessary to take into account inflation (deflation) rates, tax rates, employment in economic sectors, and the region's solvency.

Technical and technological levers are a proportional combination of individual technical means variety of different types of equipment. For example, in socio-economic systems, they express the production capacity of an enterprise, organization, or industry, with the help of which people are able to produce products of the appropriate quality in a certain quantity in the process of material production. The elements of technological levers are labor items, individual operations and procedures. This system is a set of rules and regulations that determine the sequence of operations in the process of material production and their management.

Organizational levers, through the development and structure of management, relevant regional programs, regulations and instructions, allow for the rational use of available regional resources. Organizational levers are most often used when the production process follows the path of implementing promising business plans that require the allocation of different parts into independent units, when there is a massive marketing intelligence of the market, and the production structure is adjusted to the

market conditions and the behavior of competitors. The tools of organizational mechanisms include economic restructuring, positioning of markets and consumers, market-based management and business planning, operational regulation of production activities, certification and licensing, development and implementation of information technology and marketing components.

All levers in their unity form an integral organism. At the same time, technical, technological and organizational levers together provide and characterize the organizational and technical side of management, while financial, economic and legislative levers provide and characterize the socio-economic side.

The transformation of organizational and economic levers to increase the efficiency of resource potential use in market conditions requires taking into account a number of circumstances:

- determining the optimal proportions and structural and parametric characteristics of the region's resource potential;
- the need to overcome the consequences of the transformational decline in production and utilize the resource base;
- ensuring food security in the region and fulfilling a similar task at the macroeconomic level of the national economy;
- Focusing the development of the region's market-oriented industries on the needs of the interregional market.

At the same time, in general terms, the priority areas for the development of the region's resource potential are implemented through:

- introduction of new principles of state regulation of the economy;
- formation of large economic zones with highly developed resource potential;
- creation of large industrial associations;
- development of a mechanism to ensure the production of interregional products with a high level of production cooperation and achievements of science and technology;
- establishing a system for monitoring the development of resource potential;
- flexible regulation of pricing policy;

- financing of investment and innovation projects;
- introduction of new production technologies;
- strategic planning of the region's development.

Today, financial and credit institutions in the region play an important role in shaping the organizational and economic mechanism for the efficient use of resource potential by offering original technologies and schemes for credit and financial support for the agricultural and industrial sectors.

The analysis of the development of socio-economic processes has shown that when creating large economic zones with great resource potential based on the principles of positive influence of regions on each other and eliminating unhealthy competition among economic , the most effective is the formation of large economic associations with high technologies capable of creating an interregional or transnational competitive product. The study proves that the competitiveness of the region is based on the productive use of regional resources and, above all, on the development of production potential. In assessing the competitiveness of a region, it is necessary to base it on a sustainable and equilibrium growth of the quality of life of the population, since the quality of life formed by the resource potential of the region is one of the main indicators of the 's competitiveness.

In our opinion, this approach to the development of the regional economy is the basis for sustainable growth, which ensures a balanced development of social phenomena. And the process of developing the resource potential on the basis of organizational and economic levers to improve the efficiency of the resource base is aimed at achieving a high quality of life (Fig. 1). The proposed organizational and economic levers will ensure the efficient use of the available resources of the region and eliminate the mismanagement of natural resources.

An important factor of economic growth is the strategic management of the effective use of this potential, which is impossible without a modern adapted mechanism for regulating its development and managing the use of the region's resource base. The mechanism for managing the resource potential of a region is the involvement in the present or future of the totality of the resource sub-potentials of the

territory in economic activity using an appropriate system of interacting effective elements (forms, methods, directions, tools) combined in achieving certain development goals. Regulation of the effective use of the resource potential of the region through the introduction of an organizational and economic mechanism should be based on the development of a strategy for the implementation of this process, be evolutionary, long-term, equilibrium, natural and sustainable, and necessarily take into account the existing experience of resource use.

The main lever for increasing the level of resource potential utilization is regulation and management of this process. The main feature of the strategic management of the use of the resource potential of the region is that it is aimed at the future and requires taking into account a large number of interrelated factors of the natural environment and society in the process of implementation. In this regard, the peculiarities of strategic management of the use of the resource potential of the region are due to the fact that it is a complex system, since:

- contains a wide variety of elements in the strategic management system itself;
- studies and takes into account a huge number of interconnections and dependencies;
- is a complex process of cognition of the properties of material and human potentials, properties and qualities of natural potential and the process of their involvement in economic turnover, i.e. in the process of practical use;
- Both man and nature are involved in the action and use of resource potential, but it is obvious that the main problem in managing the use of resource potential is the element of human action on the natural environment, although man is also part of the resource potential, but the most conscious part and the most separated from natural processes.

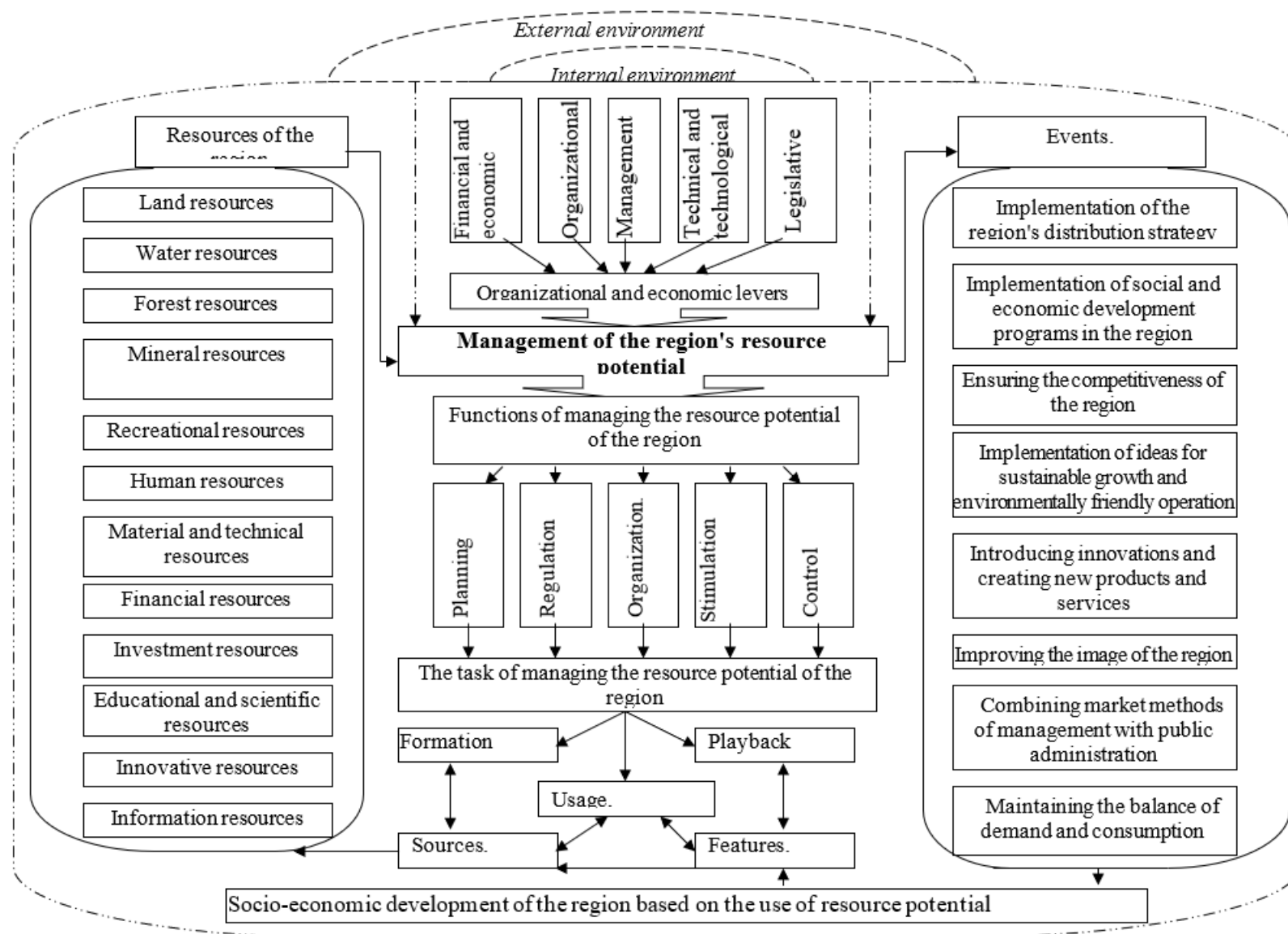


Fig. 1. Scheme of the economic and organizational mechanism for managing the effective development and use of resource potential

Since a strategic decision on the use of the region's resource potential always has to be made under the existing constraints and within the framework of strategic development priorities, the main goal of strategic management of the use of the region's resource potential is to determine the optimal proportions, including between the required and possible volume of resource use, as close as possible to more fully meet the needs for resources and achieve the strategic goals of the region's development.

The specifics and complexity of strategic management of the use of the region's resource potential primarily determine the specifics and complexity of the strategic management of the use of the region's resource potential:

- the need to assess the accounting and forecasting of two separate factors: laws of nature and society and their interconnection;
- the need to take into account the unique properties of the resources used and their changes over time;
- the need to preserve natural resource potential for its future use;
- the need to calculate the achievement of proportions and correspondences between the pace and scale of resource potential use, their protection and reproduction;
- the need to maintain proportions and correspondence between the scope of work and the resources required for their implementation (resource consumption).

Optimal strategic management of the use of the region's resource potential, i.e. maximum compliance with the achieved level of development of society, the amount of knowledge and skills about the natural environment and human capabilities, should be carried out in strict accordance with the principles of efficient resource use:

1. Strategic management of the use of resource potential is an integral, mandatory element in social development;
2. Strategic management of the use of resource potential should be continuous in time and space, taking into account the interconnection and interdependence of individual components of the aggregate resource potential, individual resource potentials, individual properties and qualities of the resources themselves;
3. Resource potentials and objects (especially natural ones) do not coincide with historically isolated administrative and economic territories and do not coincide with

their boundaries;

4. 4. Natural resource potential, unlike some other potentials (e.g., production potential), is not created by human labor and cannot be fully considered someone's property; it is the property, the wealth of all mankind;

5. Systematic accounting, control, and supervision of the dynamics of quantitative and qualitative characteristics and indicators of resource potential use in time and space;

6. Interest and mandatory responsibility for the implementation of the legislative framework for resource use at all levels of management.

All of the above suggests that the complex nature of the region's resource potential should be matched by adequate forms of organizing its use and management.

Thus, the organization and rational strategic management of the use of resource potential should be a complex action and a system of interrelations between the aggregate resource potential of the region in order to streamline the organization of meeting the needs for resources while preserving and possibly increasing and building up the aggregate resource potential of the region.

The performance of functions to ensure socio-ecological and economic development is now increasingly moving from the state level to the level of local self-government. In such conditions, the organization of rational use of resource potential and strategic management within the framework of the concept of socio-economic development of the region becomes an objective necessity.

Considering this task from the point of view of scientific validity, we have come to the conclusion that one of the most important, but, unfortunately, poorly developed stages of organizing strategic management of the use of the region's resource potential is the development of an appropriate organizational and economic model.

The following rules (principles developed by the society itself) should form the basis for the formation of a model of strategic management of the use of the region's resource potential:

1) Strategic management is clearly focused, i.e. aimed at achieving a specific goal;

2) the degree of achievement of the goal should be recorded and analyzed based on the results obtained (i.e., feedback should be taken into account);

3) strategic management of the use of resource potential is carried out taking into account limitations (natural resource potential, economic, scientific and other potentials);

4) strategic management should be organized in a hierarchical system, but the number of levels should be minimized;

5) information and strategic decisions made on its basis should be timely, accurate and objective, taking into account the prospect of expected consequences and forecast situations;

6) strategic management should be organized with due regard for the possibility of adaptation to the specifics of the situation.

The basis for developing a strategy and forming strategic management of the use of the region's resource potential are the main provisions of the strategy of socio-economic development of the region as a whole, in accordance with which the directions of attracting and using the resource potential are developed and formed. Based on this data, the goals and objectives of strategic management are determined. The provisions presented in the model are the most common and theoretically recognized as the goals of strategic management of resource potential use. However, only those that are characterized by limiting the negative impact on the environment usually receive a more or less acceptable degree of implementation in practice.

In addition, it should be noted that within the framework of the organization of strategic management of the use of resource potential, a mechanism for its implementation is formed, i.e. the process of involving all components of the region's potential in economic activity on the basis of certain forms and methods for a specific purpose. The main methods of involving the resource potential of the region in economic activity are the following:

1. Implementation of regional development programs;
2. Attracting potential investors;
3. Self-development of the region's economy.

In our view, the legal framework should also be a harmonious, balanced, multi-level system of laws and regulations.

First, this system of legislative acts should be coordinated, interconnected with state legislation (vertically), complement it, and be specified in the conditions of specific regions.

Secondly, regional acts should be coordinated with each other, being a self-sufficient system covering the spheres of economy, ecology, culture, social and regional state policy, and regional governance.

Thirdly, the system of regional legislation should take into account the requirements of international investment and financial institutions in order to accredit regions for participation in international projects and programs.

Fourth, a regional regulatory framework should be created on the basis of the basic legislative acts and to ensure their functioning.

In terms of organizing the involvement of resource potential in practical circulation, unused regional sources of financial resources are of interest, in particular: dead capital at enterprises (production facilities and areas); land plots unsuitable for agricultural use; shares of regional enterprises owned by the state; expansion of the service sector based on inefficiently used property.

In the external investment and financial markets, the organizers of the region's socio-economic development program, based on the restructuring of their resource base, are conducting:

- working with large international investors (not only in the area of project financing on the stock market, but also through the system of municipal loans);
- presenting the region's investment potential in the form of open information resources on the Internet;
- coordinating measures to ensure the information transparency of investment objects, increasing the confidence of international investment institutions in regional guarantees and investment instruments;
- development and implementation of new investment technologies (including in the Internet environment), creation of their infrastructure support;

- development of new forms of cooperation with other regions of Ukraine;
- optimal use of existing technical assistance mechanisms of bilateral and multilateral intergovernmental agreements;
- a program of international interregional cooperation in the use of resource opportunities.

Based on natural and social features, each regional system develops its own vector of development and use of resource potential, so the development scenario of Vinnytsia region envisages giving preference to the development of the agro-industrial sector and attracting new technologies to this sector, which are necessary to improve human working conditions, reduce the technogenic load on nature, create environmentally friendly products, and restore ecological balance in the biosphere of the region. To prevent the region from becoming economically dependent as a raw material appendage to industrialized regions, investment attraction should be based on priorities that include the introduction of new organizational forms of cooperation in agribusiness.

The suboptimal production structure of the region and the imbalance in certain areas of activity make it necessary to optimize the mechanism for using the resources available in the region. Thus, Vinnytsia region has significant imbalances in the energy sector. Energy generating capacities are utilized by 15-20%, and the capacity of distilleries by 60%. In Vinnytsia region, the energy intensity of production is slightly higher than the average for Ukraine and amounts to 0.8 tons of equivalent fuel per 1000 UAH. GDP against 0.7 in Ukraine [11].

First of all, the region has excessive power generating capacity, which is 4 times higher than the region's needs. However, the cost of electricity produced by the thermal power plant (Ladyzhyn TPP) is the highest in Ukraine. At the same time, the energy intensity of production in basic industries and agriculture is higher than the average for Ukraine. In order to reduce the energy intensity of production, the industrial and agricultural sectors of the region should switch to cheaper types of electricity and ensure minimization of electricity losses in the region's networks. Given the agricultural orientation of the region, such types of generation can be based on

biotechnology and waste utilization. The energy potential is determined by the following technological areas: anaerobic digestion of manure, incineration of waste from agriculture and other industries, use of agricultural crops to produce alcohol fuel through fermentation, conversion of biomass into gaseous or liquid fuels using thermochemical technologies, production of oils and diesel fuel substitutes from plant crops.

The amount of plant biomass waste in Vinnytsia region is up to 2 million tons annually, and the use of this waste can save 0.23 million tons of conventional fuel. Annual livestock and poultry waste in Ukraine amounts to 1 million tons of dry and 0.5 billion m⁽³⁾ of gases, which is equivalent to the production of 128.5 million m⁽³⁾ of gas per year. In addition, the use of methyl, rapeseed oil as biodiesel will reduce the dependence of agriculture on fuels and lubricants by 20% [11].

All of this makes it possible to set a new strategic goal for the region, create conditions for the transition to the latest biotechnologies in the production of fuel and electricity, and promote environmentally friendly organic waste disposal and energy production, including biogas.

Bioenergy plants for biogas production make it possible to produce high-quality fertilizers at the same time. The fertilizers produced by the biotechnology are used in greenhouse farming. One ton of processed poultry manure yields an economic profit of 60 UAH from the use of fuel produced, 300 UAH from fertilizer, and 600 UAH from feed additives. [11].

Biogas plants produce fertilizers purified from hazardous microorganisms and seeds of harmful plants, improving the environmental situation.

The Strategy for Social and Economic Development of Ukraine (2013-2023) envisages a 40-fold increase in rapeseed acreage in 2023 compared to 2013. The main application of rapeseed will be biodiesel production. Given the achievements of Vinnytsia-based Helio scientists in creating new specialized rapeseed varieties (Maxim), it is advisable to prove the technology of using these varieties for biofuel production. By mixing rapeseed oil, methyl, or high-octane oxygen-containing additives and alkalis, diesel fuel and glycerin are produced. One hectare can yield up

to three tons of rapeseed, which can be used to press a ton of industrial oil to produce environmentally friendly fuel.

Rational use of the main levers to activate the attraction and use of the main components of the aggregate resource potential of the region, implementation of the organizational and economic mechanism for restructuring the resource base, will ensure an increase in production efficiency and welfare of the population.

1.2 Improvement of investment and innovation activities in the development and use of resources of the regional system

Dynamic and efficient development of investment and innovation activities is a prerequisite for the stable functioning and development of the regional economy. The scale, structure and efficiency of investment use largely determine the results of economic activity at different levels of the economic system, the state and prospects of development and competitiveness of the regional economy.

Attracting investment into regional economies is a key task in the current economic environment. To achieve the effectiveness of solving this task, it is necessary to increase the investment attractiveness of the region for potential investors.

The best way to solve this problem is to increase the investment attractiveness of the region for potential investors, i.e. the main task is to optimize the necessary conditions for investment, which determine the investor's choice of a specific investment object, which can be a separate project, an enterprise as a whole, a corporation, a city, a region, a country.

The decision of potential investors to invest in the development of a region depends on many factors that characterize the state of affairs in the economy of a territorial entity and its social stability. The form and availability of information on the effectiveness and riskiness of investing in the economy of a region plays an important role.

Investment attractiveness is understood as the reliable and timely achievement of the investor's goals based on the economic performance of the production in which

the investment is made. Investment attractiveness is determined by a set of various factors, the list and impact of which may vary and change depending on the composition of investors pursuing different goals and the production and technical characteristics of the invested production.

According to the research, the main attractive factors of the regional market for investors are recognized:

- A large market in terms of infrastructure development and consumer goods production;
- availability of inexpensive scientific and technical personnel with a high level of qualification and experience;
- A well-developed financial system and strengthened political stability;
- rich natural resources, which will contribute to the overall improvement of the economic situation at a time of insufficient diversification of the domestic economy, etc.
- the region's convenient location in relation to the most important interregional and international transportation routes in terms of logistics.
- serious support from regional authorities at all levels aimed at stimulating foreign investment and providing assistance to foreign investors.

Creating the most favorable conditions for starting and developing business and investment, and increasing the region's competitiveness is one of the main objectives of regional economic policy.

When assessing the level of investment attractiveness in general, let's identify its main components. These are investment potential and investment risk. There is also a third component - investment activity (Figure 2).

Investment potential is a set of factors of production and areas of capital application available in a region.

This characteristic is quantitative, taking into account the main macroeconomic indicators, the saturation of the territory with production factors (natural resources, labor force, fixed assets, infrastructure, etc.), and consumer demand. Its calculation is based on absolute statistical indicators.

Investment risk is a set of variable investment risk factors. The scientific literature identifies many criteria for assessing investment risk. It characterizes the probability of losing investments and income from them, and shows why you should not (or should) invest in a given object, enterprise, industry, region or country. The degree of investment risk may depend on a number of factors: political, social, legislative, economic, financial, environmental and criminal situation in the region.

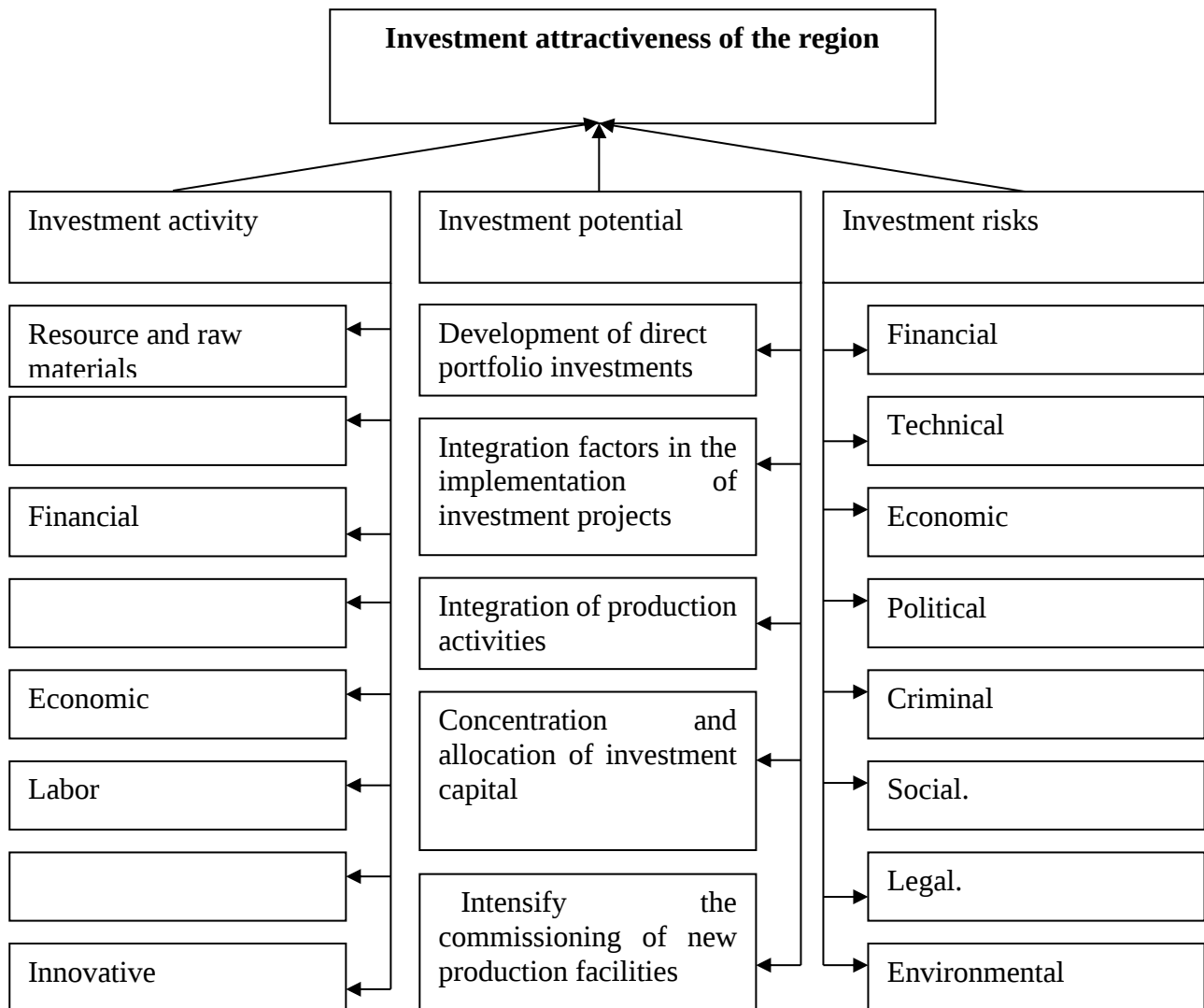


Fig. 2. Investment attractiveness of the region

Investment activity is a set of investment flows resulting from investment activities. Investment flow is the movement of investment resources in a certain period of time in a certain direction in order to obtain the expected result.

The volume and growth rate of investments in fixed assets are indicators of a region's investment attractiveness. Increasing investment attractiveness contributes to additional capital inflows and economic growth. When choosing a region to invest in, an investor is guided by certain characteristics: investment potential and the level of investment risk, the interrelation of which determines the investment attractiveness of a region.

In terms of foreign investment, the Podillia region ranks 16th among 27 regions of Ukraine, followed by Vinnytsia, 24th by Ternopil, and 20th by Khmelnytskyi.

The total volume of investments tends to grow steadily. Thus, in the period 2017-2021, investments in the country increased by 70.9%, in the Podillia region by 29%, including 35.4% in Vinnytsia region, 17.7% in Ternopil region, and 27.4% in Khmelnytskyi region. Agriculture (23.2%) is the main area of investment activity expansion. Industry (29.1%) and transportation (8.8%). However, the need for investment is characteristic of most regional systems in the country.

One of the main reasons for the low level of foreign direct investment in the region and in Ukraine is still the unfavorable investment climate compared to other countries. The factors that reduce the investment climate include:

- Low purchasing power of the population;
- Imperfect tax, commercial and civil codes;
- Insufficient enforcement of the rule of law, which necessitates the improvement of measures to reduce corruption and legislative measures to prevent raiding;
- Instability of the existing regulatory framework;
- Unregulated corporate relations;
- The presence of a shadow economy that makes the products of the official economy uncompetitive;
- Lack of a clear and consistent priority state and regional policy; low capitalization of Ukrainian banks, which makes it impossible to lend to risky projects and hinders the implementation of venture capital projects;

- A huge gap in profitability between sectors of the economy, i.e. a significant difference between sectors of the national economy that produce goods for the domestic market and those that are export-oriented;

- Poor development of corporate culture. This factor indicates a part of the management's dishonest attitude towards the company's shareholders, which also reflects the low transparency of their financial statements, etc.

In view of this, we propose the following to improve the investment policy in the field of investment attraction:

- 1) to minimize barriers and obstacles that impede the formation of a favorable investment climate in the country and hinder the flow of foreign investment.

- 2) conditions should be created to attract international companies producing high-tech products. In developed countries, these companies are the individual core that ensures the growth of the welfare of industrial society and determines the statics and dynamics of economic processes.

- 3) Foreign investment should not lead to environmental disasters in the regions. To this end, it is important to develop a competent legal framework for regulating the environmental impact of foreign companies.

The investment attractiveness of a region plays a crucial role in the system of an integrated approach to assessing the efficiency of the regional economy and is a key factor in increasing the region's competitiveness and ensuring high and sustainable rates of socio-economic growth. Measures to increase investment attractiveness are one of the main sections of the implementation of strategies and programs for the socio-economic development of the region, the end result of which should certainly be an improvement in the quality and growth of living standards.

Investment and innovation activities and the development of an investment strategy play an important role in improving the process of formation and use of the aggregate resource potential. In the generally accepted sense, an investment strategy is a strategic investment portfolio formed in a region. The investment portfolio determines the areas of investment and methods of implementing the development of certain sectors of the economy, including the resource sector. At the same time, the

investment strategy provides for the selection of industries and business entities for investment with a feasibility study, search and formation of investment resources, development of an investment mechanism to ensure the reproduction of investment resources, implementation of investment projects with the organization of continuous or periodic flows of financial and other investment assets with mandatory monitoring and control. The choice of investment sectors is based on the multiplier effect, when investments in one sector lead to economic growth in other sectors.

One of the final and most important stages of an investment strategy is to ensure an effective return on investment. This should be done not only at the feasibility study stage, but also, and most importantly, during the operation of the invested capital. The effectiveness of investment projects is usually ensured if investment activity is associated with innovations in various sectors of the economy: in organizing the development of mineral resources in order to better meet the social needs of the region and the country as a whole or in case of refusal to import natural resources; in conducting research and development in order to create a scientific foundation in various fields of science and technology; in developing new technologies and their implementation, in particular in the resource potential, in creating organizational structures and their modernization

The region's investment strategy should ultimately ensure economic and social efficiency, environmental safety, development of the region's supporting infrastructure, and be within the framework of the region's basic development strategy.

The influence of regional peculiarities on the innovative development of a region is manifested in the specifics of its directions and content. The resource, innovation, scientific and technical potential, as well as the sectoral structure, resource base, standard of living, educational complex and natural, historical, ethnic, economic and social conditions in each region have their own characteristics.

Implementation of the innovation model of development involves both a change in the technological structure and a change in the organizational structure of the region's farms and the use of resource potential. Since advanced development implies the predominant development of basic industries due to the endogenous nature of

innovations of available resources, it should be noted that the nature of attracting funds for innovation will be significantly different from the current one, when new technologies are mainly exogenous. Given this nature of the processes, it should be understood that their effectiveness will be achieved through massive introduction of innovations and stimulation of human resource development.

Organizational forms of business will vary to some extent depending on the sources of investment.

The implementation of investment projects for industrial and commercial purposes by business entities will allow them to attract financial resources and, as a result, to increase production volumes, produce a new range of products and goods, increase budget revenues and create new jobs.

The practical formation and implementation of the provisions of the innovation model requires the development of a package of regional and sectoral regulations on strategic planning of regional development, increasing the institutional capacity of local executive authorities and local governments, introducing a new mechanism for state regulation of regional development and stimulation of territorial communities, ensuring more complete use of regional resources, and ensuring the full use of regional

Since the infrastructure to support the innovative development of most regional economic systems has not been formed, the task is to achieve rapid progress in solving this problem through the energy effect by uniting consulting, legal, information, patent, marketing organizations and exhibition enterprises of various forms of ownership into one network and creating a common system of information exchange, coordination and management for them. Such concentration will create a critical mass of innovative regional proposals and possible management solutions for the development of regional economies based on their resource potential and the system of regional innovation development management.

The network may include independent enterprises and separate management structures [11]:

- 1) Analytical center for regional innovation issues,
- 2) a technology transfer center,

- 3) a news agency,
- 4) a database of regional resources,
- 5) a business rating agency,
- 6) an exhibition complex to demonstrate areas of growth and success,
- 7) a bank of scientific and technical information of general use,
- 8) consulting center,
- 9) Center of public entrepreneurial organizations,
- 10) Regional Industrial Policy Department.

The network of innovation development centers should focus its activities on fulfilling the tasks of the innovation model of development; create conditions for creating economic growth zones based on innovations and attracting resource potential; help develop knowledge-intensive production on the basis of regional enterprises and overcome the resource-intensive nature of energy; create conditions for technological upgrading of the processing and sugar industries, increase the competitiveness of industrial engineering products for agriculture

An analytical center will provide the network with information about the regions. It should concentrate and process information on regional development problems, conduct special analytical and statistical studies based on indicators developed for the regions, and perform comparative analysis of regional development. This information, which will be provided to all network structures, will complement official statistics and data on the implementation of regional development programs, including programs for the use of resource potential.

Information on possible solutions to the problems identified by the think tank will be generated by the technology transfer center based on the study of scientific and technical information and experience of other regions.

The Technology Transfer Center will help to develop mechanisms for managing the region's science and technology policy. The structure of the technology transfer center may include: a reference and information bureau, an analytical department, a marketing department, a labor exchange, an advertising department, a pilot production facility, and a central hall. Such a structure will make it possible to help visitors quickly

contact experts, marketers, patent specialists, managers, and possible strategic partners, present developments, products, and technologies, and hold seminars and conferences.

The Technology Transfer Center should commercialize the innovations of scientists and inventors. It will help study the resource market, the economics of innovation, the culture of production, its technological capabilities, and the environmental aspect of innovation.

The center's information may also be of independent value and will be used by the consulting center to prepare business plans for specific enterprises or projects. The main task will be to carry out specific economic projects, in particular, the use of resource potential, of regional importance.

The necessary information for business planning regarding the region's mineral, industrial, land, and human resources will be available in the region's resource database.

The information agency will be responsible for actively informing about the center's activities, the activities of regional issuers, markets (including the resource market), and for creating information databases on potential investment projects and potential investors.

To demonstrate successes, it is necessary to organize an innovation exhibition, which can be created with the help of regional branches of the Ukrainian League of Industrialists and Entrepreneurs. Structural adjustment of the economy should be accompanied by demonstration of real enterprises and implementation of special social programs. The state authorities should take care to demonstrate the success of their economic policy on a special program or individual enterprises. Information about such enterprises should be open and not refer to commercial and technological secrets.

Identification of sustainable, efficiently operating agricultural and processing enterprises and annual compilation and publication of their investment attractiveness rating will provide potential investors with information on where to invest with profit and minimal risk, and will provide enterprises with an opportunity to attract investment.

The innovative development of regional systems is characterized by a variety of regional, sectoral, functional, technological and organizational features. Therefore, the rational use of the potential of regions by activating their own scientific and technical resources is one of the most versatile levers for improving the efficiency of innovation activities of regional enterprises.

In many cases, the region's enterprises continue to use obsolete means of production, which in turn implies the use of simplified technologies both in agriculture itself and in the related sectors of processing, storage and sale of agricultural products, which inevitably leads to a significant decrease in labor productivity compared to the best global counterparts. Innovations in human capital, despite the obvious importance of this area, are extremely slow, which naturally complicates the overall growth of the region's production.

Innovative development of regional systems is a constant flow of transformation of research and development into new or improved products, materials, new technologies, new forms of organization and management and bringing them to use in production to obtain an effect.

When analyzing the conditions and factors that influence the innovative development of regional systems, they can be divided into negative ones that hinder innovative development and positive ones that accelerate innovation processes.

The conditions and factors that contribute to the innovative development of regional systems are the availability of natural resources, significant scientific and educational potential, a large domestic food market, and the ability to produce environmentally safe, natural food.

Negative conditions and factors include the following

- weak management of the STP, lack of close cooperation between the state and private business,
- a sharp decline in spending on science,
- lack of training of personnel,
- poor marketing work,
- low level of effective demand for innovative products,

- a sharp decline in funding for measures to implement scientific and technological advances in production and related innovation programs,
- mechanisms that stimulate the development of the innovation process of regional have not yet been developed
- departmental disunity and weakening of the scientific potential of agricultural science.

Domestic agricultural science is characterized by a high degree of organizational complexity and departmental disunity, a variety of forms of scientific, technical and innovative activities, a significant share of problems of regional, sectoral and inter-sectoral nature in scientific research, and a long duration of research on some problems related to the reproduction process. This specificity creates certain difficulties in the management of agricultural research and agricultural science in general.

In developed countries, the continuously progressive increase in social and economic development based on scientific and technological innovations is ensured by the state innovation policy based on mechanisms to support and stimulate innovation. Innovative development aimed at introducing high technologies, new forms of labor and management organization, advanced inventions and achievements of scientific and technological progress is becoming a crucial condition for dynamic socio-economic development.

To overcome the backwardness of innovative development of regional systems, a state innovation policy is needed based on a thorough analysis of the world experience of innovative development, features and trends of socio-economic, scientific and technical development of the economy, its innovative potential, and identification of opportunities for interaction between participants in the innovation process. It is also necessary to search for and create such organizational forms of innovation activity that would ensure effective interaction of its participants, continuity and unity of the process of creating and commercializing an innovative product.

Therefore, the main priority of scientific, technical and innovative development in regional systems should be state support for basic and applied science with a focus on the implementation of scientific developments in industry and agriculture.

To increase the innovation activity of various business entities, administrative and regulatory measures are taken at the state and regional levels of government. Today, given the limited financial support from the state, enterprises themselves are forced to look for their own solutions to improve the efficiency of their development areas. In this context, the introduction of innovations is increasingly seen as one of the only methods to increase competitiveness, achieve and maintain the appropriate level of economic performance. However, the low level of innovation development, ineffective management, lack of necessary experience in carrying out innovation activities in market conditions slow down the processes of forming an effective mechanism for managing innovation activities.

Thus, we can formulate the problems that impede the innovative development of regional systems:

- imperfection of legal and regulatory framework;
- Lack of coherence in management decision-making at both the state and regional levels of government in the area of innovation development management and the development of measures to improve innovation development indicators;
- orientation of research organizations to fulfill government orders;
- inefficient integration of science and industry.

State incentives and support for the innovative development of regional systems should be provided in the presence of institutional mechanisms for regionalization of state regulation aimed at overcoming the most important barriers to innovative development and based on methods of direct and indirect incentives in accordance with Figure 3.

Innovative marketing, which is related to market research, management and regulation of production and sales of an innovative product, plays an important role in enhancing innovation development. The company's pricing policy for innovative products is built in accordance with a specific marketing strategy. And its pricing is influenced by numerous factors (market type, company strategy, supply and demand, buyer's income, government levers, etc.).

The main directions of innovative development of regional systems should be considered: increasing the amount of funding for science, forming and implementing programs of basic and applied scientific research, their investment support, and cooperation with the international scientific community.

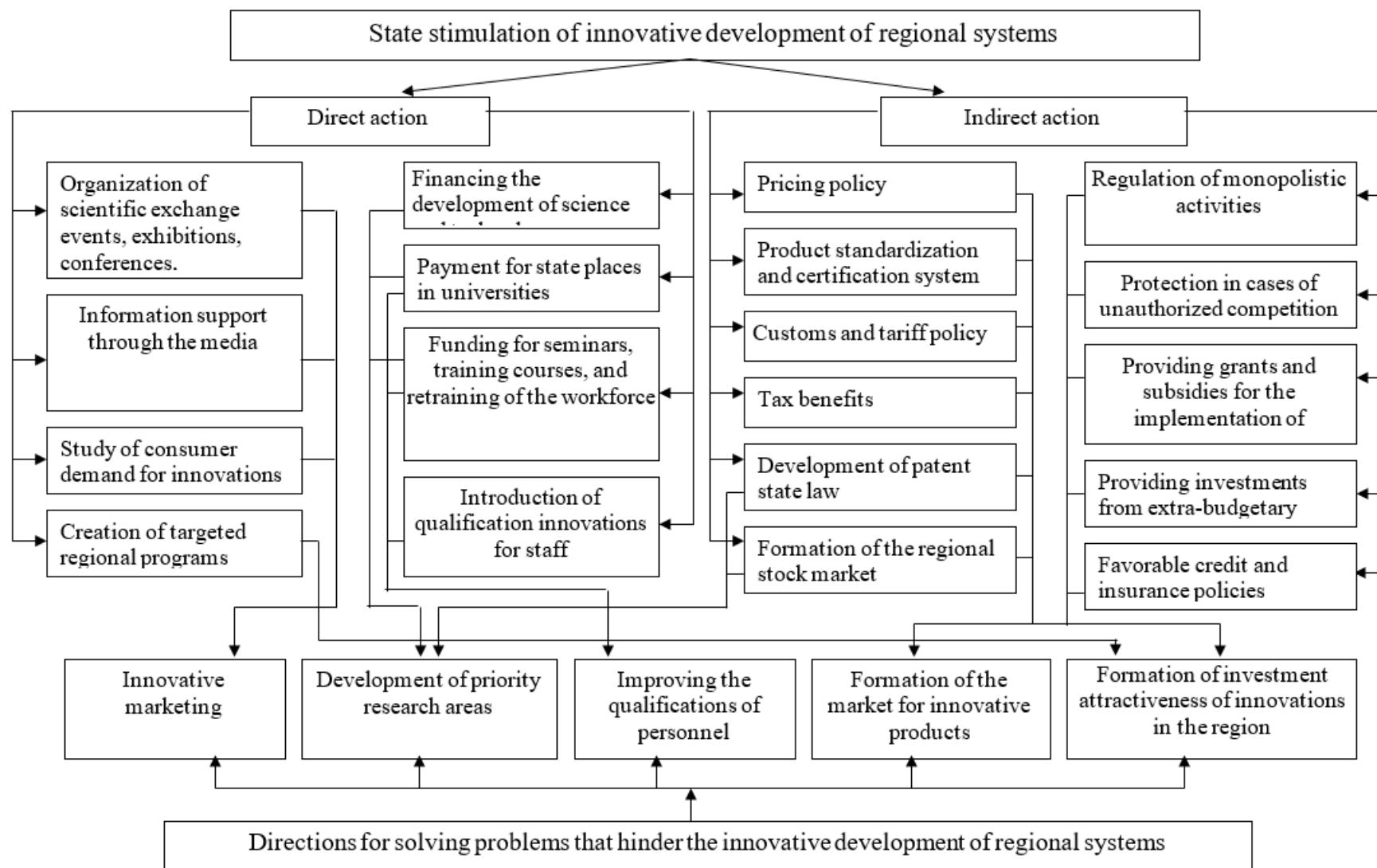


Fig. 3. State incentives and support for innovative development of regional systems

As global practice shows, research organizations and higher education institutions should function in an integrated manner, linking personnel training with basic and applied research. In addition, the intensive development of market relations leads to closer contact scientific institutions and enterprises and the country's universities that train the relevant specialists.

The top priority should be state support for fundamental research and key applied developments focused on quick returns.

The main problems of modern science are low levels of funding, lack of material and technical resources and equipment, weak innovation activity of scientific institutions, underdevelopment of information and service sectors of scientific services, and the outflow of young qualified personnel to other industries.

To improve the management of innovation processes, it is necessary to train specialists in innovation and information technology; reorganize the innovation structure of higher education institutions to improve intellectual property management; and create a unit to coordinate innovation processes.

A weak link in the development of innovation is the underdevelopment of the market for innovative products and the lack of an effective organizational and economic mechanism for managing innovation processes. Scientific and technical developments are not always a product ready for effective implementation in agricultural production. There are no special organizations that study the demand for innovations. When selecting innovative projects, there is no economic evaluation of them, no consideration of the efficiency of their development, and no schemes for promoting the results obtained in production.

The main task of the innovation market is to promote innovative products to meet the needs of the region's enterprises, which can provide and obtain additional economic, technological, social and environmental effects.

The main sources of investment in innovations in the region may be the following:

- Own financial resources of enterprises;
- Funds from the state budget, regional and municipal budgets;

- Funds from special extra-budgetary funds;
- Loans (from banks, government on a repayable basis);
- Funds from the leasing fund;
- Funds of financial institutions (investment and insurance companies, etc.), free funds of the population;
- Foreign investments.

The problem with financing innovations can be solved by venture capital funds, which are commercial organizations engaged in so-called risk financing. They select promising innovative projects and provide them with money for development. When the company begins to make a profit, the fund receives a portion of the proceeds. Such venture capital funds have been operating successfully all over the world for a long time. Capital inflows can launch many potentially profitable projects.

The limitations of market mechanisms in the field of creation and development of scientific and technological developments, high-risk and unattractive for investment activities of enterprises, especially in the agro-industrial complex, necessitate active support of innovation processes by the state. Of course, government intervention cannot and should not be comprehensive and should not replace market relations. State support should be concentrated on financing targeted innovation programs, research and production facilities, where the practical application of scientific and technical developments in specific conditions is tested. Budgetary funds should also be provided to those regional enterprises that produce competitive products that are in steady demand.

The state policy on innovative development of regional systems is based on creating conditions for the development of production and, on this basis, ensuring food security, maximum employment and improvement of the population's welfare. The goals of supporting the innovative development of regional systems are reflected in the following diagram (Fig. 4).

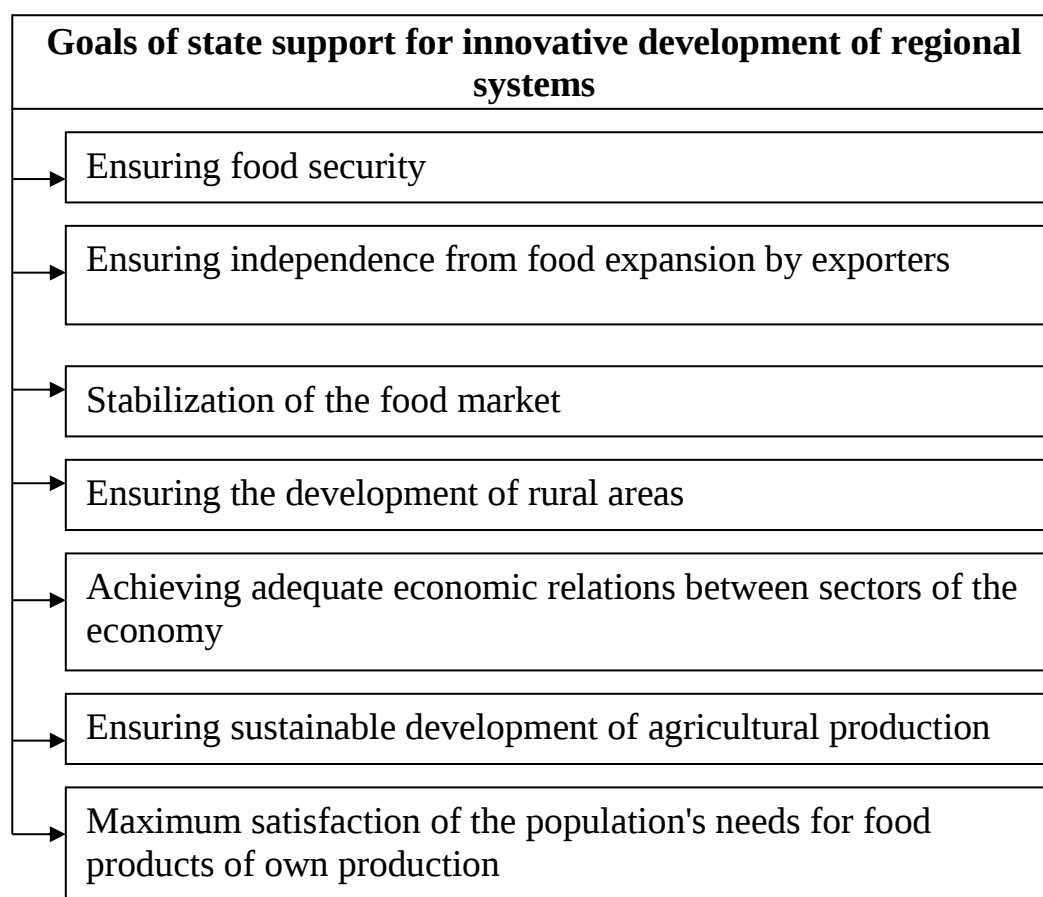


Fig. 4 Goals of state support for innovative development of regional systems

State regulation of innovation development includes the following functions and corresponding forms of state innovation policy: determination of development directions, forecasting and planning of the innovation sphere; accumulation and distribution of funds for innovation, development and implementation of regional innovation policy; regulation of international relations, scientific and technical cooperation, technology transfer; integration of science with production and education; tax, credit, legislative stimulation of innovation development; formation of legislative

In order to remedy the situation in the field of scientific and technical information in accordance with the Law of Ukraine "On Scientific and Technical Information", it is necessary to:

- to introduce a unified system for the formation of a regional STI fund (in the form of a STI data bank) on the most important issues of socio-economic development of the region,

- to determine the mechanisms for using the fund's resources on the basis of market-based forms of interaction between owners of information products and producers of information services.

The issues of regional business structures and their interaction with local executive authorities should be considered at the center of business associations. Considerable attention will be paid to creating a system of knowledge dissemination. There is a need to move from subject-based training to problem-based training.

Focusing on European values, the future of the regions is seen in the establishment of norms, values of life and its standard of living that will be in line with the closest western neighbors of the EU countries.

The agrarian orientation of Podillia's industry and the predominance of rural over urban population are the defining features of the region. These factors should be the main elements of the advantage over other regions of Ukraine and should be decisive for creating a favorable innovation and investment climate by increasing the activity and efficiency of these industries through a more complete use of their resource potential. Thus, the investment sphere of Podillia's regional oblast systems is a system of internal and external information relations and connections. These relations are formed in the process of interaction between management structures, state regulation, market, production and technological ties of many legal entities located in the region, interregional and international relations. The activation of the innovation sector will ensure an increase in the equality and degree of use of the aggregate resource potential for the growth and enhancement of the economy's efficiency.

1.3 Marketing activities to improve the structure and directions of resource potential use

The basis of marketing activities of regional systems is a systematic and systematic study of the state and development trends of the region's territory in order to make rational decisions (on market segmentation, selection of the target market,

justification of the marketing strategy for entering the market, development of a complex

According to modern approaches, marketing of regional systems can be defined as a way of establishing, creating, and maintaining relationships with various market actors that would ensure the region's favorable position in relation to resources and target markets, as well as allow it to achieve the goals of the participants in these relationships. Thus, the marketing of regional systems is aimed at identifying the needs of the region's counterparties, aligning these interests with the interests of the region, and achieving competitive success and socio-economic goals of the region on this basis.

Marketing is a universal form of adapting the economic system to new business conditions based on market principles of management, which makes it possible to better study the process of goods' life in the market, as well as to analyze supply and demand in the market from the perspective of the product seller. Marketing has a wider range of methods and techniques for effective assessment of market relations than planning, although it is not an independent method of planning.

Marketing is a type of production activity related to the sale of goods and services on the market based on the information obtained about the market, customer demand, the presence of competitors, etc. The task of marketing is to maximize the satisfaction of customer demand in the market, focusing on the interests of consumers. The purpose of marketing is to research the market with an assessment of the supply and demand ratio and to develop measures to maintain the balance. The increasing involvement of resources in the relevant markets makes it expedient to study marketing in the field of using the resource potential of the country and its regions.

The main goal of marketing is to influence consumers and producers of goods and services to achieve mutual agreement, create and stimulate demand for goods and services, expand sales, market share and profit.

The basic principles of marketing in the resource sector, as in general, should include the following:

- focusing the production of goods and services on consumer tastes;

- orientation of the company's activities towards the final result, i.e. profit;
- constant updating of products and improvement of their quality based on a more complete use of the region's resource potential and achievements of scientific and technological progress;
- flexible response of production and sales to market needs, its maximum adaptation to the structure of demand based on the long-term perspective;
- informing potential consumers and acting on them through advertising and other means of sales promotion.

It is important to take into account that regional resource marketing includes two main types: regional resource marketing (RRM) and marketing within the region, the content of which, with some clarifications, can be correlated with the interpretations of marketing of regional entities in the broad and narrow sense proposed by A. Blinov [3]. Thus, in a broad sense, marketing of regional entities is the process of identifying, creating and implementing the prerequisites for the formation of environmentally and socially oriented regional policy in order to create the most favorable environment for production and life activities carried out both in the region and beyond. A narrower interpretation defines the marketing of regional resources as an element of local economic policy related to creating the image of the region and attracting investments directly to its territory. Thus, regional marketing includes all the previously existing policy directions of regional and local authorities, supplementing it with the following elements and characteristics: creation and advertising of the region's image, consistent focus on the interests of target markets, environmental and social orientation, partnership between the government and private business. Accordingly, the regional marketing policy should be aimed at creating favorable conditions for improving the quality of the region's product, finding its potential consumers and bringing the territory to a leading position in the interregional division of labor in order to improve the quality of life of the population. Regional and municipal authorities play a leading role in the implementation of the regional marketing policy, as they promote the resources, goods and services of the territory as regional marketing entities. Their activities are aimed at creating, maintaining or changing certain intentions and behavior

of consumer entities regarding the territory, its capabilities, as well as the capabilities of these entities themselves in the territory [3]. Therefore, they need to know how to analyze market opportunities, select appropriate target markets, develop an effective marketing mix, and successfully manage the implementation of marketing tasks. All this is the process of marketing management, the content of which in relation to solving the problem of increasing the efficiency of cooperation can be defined as follows:

- analysis of the region's opportunities: a system of market research; collection of information in general; study of competitive markets in the region; analysis of needs in the region; analysis of goods produced in the region; assessment of market capacity;
- selection of markets for goods: determination of strategies for operating in the region's markets; selection of international markets for sales;
- development of a marketing complex: organization of production of goods in accordance with the needs of target markets; setting up logistics systems; setting up a system of goods movement; creation of infrastructure in the region, taking into account market volumes; organization of a system of demand generation and sales promotion; implementation of product and pricing policy;
- control over the functioning of the regional marketing complex: strategic and operational planning; collection of operational information; advertising, exhibitions, fairs.

An analysis of the region's market opportunities should identify unsatisfied or incompletely satisfied needs. It is important to note that the search for ways and mechanisms for the effective use of the region's resource potential, in particular in domestic and foreign resource markets, has been repeatedly carried out in practice and studied in the scientific literature. However, in the context of globalization and regionalization processes, there is a need for a comprehensive analysis of export opportunities, for regional enterprises and organizations to choose the right marketing strategy for entering regional and foreign markets and to develop tactical methods for its implementation. This is all the more important because an assessment of the resource potential of the region may be necessary when developing measures to strengthen regional policy and gradual marketing restructuring of the economic space

of Ukraine [10, p. 6-11]. However, it is from this point of view that the study of market opportunities of the region and its needs only on the basis of natural resource potential and the state of the economy significantly reduces the competitive advantages of the region. The conditions of the modern information age make it necessary to take into account the resource potential of the regions, which is an opportunity to ensure the strategic directions of socio-economic development of the region, the prospective development of new types of products, entrepreneurship, taking into account scientific and technical ideas.

The modern concept of marketing is to study and analyze the market, taking into account its possible changes in the future. For a more complete picture of the state of affairs, the market and all its elements - demand, supply, market capacity - are analyzed, which involves a comprehensive study of the market structure. Based on the research, a specific action program is developed. Particular attention is paid to analyzing own resources and planning the production of a range of products and services in accordance with the marketing program - strategy. In order to operate effectively in the market and guarantee the expected profit, it is necessary to assess the competitive environment.

Competition, as an economic phenomenon, is an important factor in market development and acts as a kind of impetus for market participants to take active action. Competition is a necessary process that guides and encourages market participants to produce high-quality and competitive products.

In the market of goods and services, competition is not only an economic competition for the presence of a large number of buyers and sellers, but also a struggle that results in the achievement of better results among producers for more favorable conditions for the production and sale of goods.

Analyzing the mechanism of marketing application in the field of resource base, it is possible to draw up an algorithm of its actions, which includes environmental analysis, market research, planning the range of resources and services and their sale, cost analysis and pricing, and marketing management techniques. The set of all methods, principles and tools used in research constitute the modern concept of marketing, which can be defined as a consumer-oriented system of scientifically

based ideas about managing the sales activities of objects in a market economy. This concept involves the stages of planning and analysis of the phenomenon and ways of implementing research results in practice in the system of socio-economic development of the country in the field of formation and use of resource potential.

The resource market is an integral part of the socio-economic structure of society that responds to changes in the management of the country's economy, a system of economic and technical relations that exist between resources and its consumers, where the law of supply and demand is maintained, and activities are aimed at selling their products for profit. The transition to market conditions requires all components that form the resource market to use market methods of management and research the market, its conditions and laws of existence. For these reasons, the introduction of marketing in the resource market is relevant today.

We believe that the process of market research in the resource market should include the following stages that determine the research algorithm:

- drawing up a program and setting goals in accordance with the clients' wishes;
- analysis of information about the economic environment of the region under study;
- analysis of competitive types of resources and the feasibility of using each of them;
- determining the sample size of the clientele research;
- choosing a market for resources depending on the client's goal and production capabilities;
- forming a strategy of advantages in the sale of goods;
- coordination of the stages of the marketing research process with the client and the management of the manufacturing enterprises (Fig. 5).

The functioning of a regulated market is possible on the basis of the relationship between social production and the natural environment and is aimed at determining and establishing an optimal match between supply and demand in the natural resources market, which leads to the formation of an adequate economic price for natural

resources, which, in our opinion, is a prerequisite for the effective operation of the market in of natural resources and stimulates economic growth of the social product.

Any entity operating in the natural resources market operates in a certain environment, and the more complex this environment is, the more profound and frequent changes it undergoes, the more flexible the entity's activities should be. If the market pursues a unified, coordinated policy towards the consumer, and the goods are natural resources and environmentally friendly products, then marketing, in our opinion, plays a coordinating and integrating role in the microenvironment, and the consumer (producer) performs a controlling function in relation to the quality of the goods he consumes and the state of the environment; and in the macroenvironment - the main role in terms of public administration measures. The combination of the microenvironment and the macroenvironment forms the marketing environment of the natural resources market, which directly affects the relationship of market participants and the quality of natural resources.



Fig. 5. Algorithm of the resource market research process

Marketing is an effective mechanism for achieving an equilibrium level of satisfaction of needs and preserving the quality of natural resources. It is the use of marketing tools that makes it possible to take into account the needs, state and dynamics of demand of the natural resources market in the process of natural resources management, as well as to create conditions for minimizing damage to the environment. To ensure the rational use of the resource potential, a resource strategy based on the main marketing tools is required.

The development of a resource strategy for the development of the resource market should be preceded by an analysis of the current state of resource quality and an assessment of the effectiveness of interaction between market participants.

Development of a resource-based marketing strategy for the region includes:

- analysis of the internal environment - analysis of opportunities and threats to the region in terms of the prospects for budget revenues, development of large, small and medium-sized businesses, investments, employment and profits, analysis of the social environment and social capital in terms of the possibilities of creating a "learning region;
- Analysis of the external environment - studying the needs and preferences of the region's target markets: investors, entrepreneurs, tourists, and visitors (including analysis of the reasons why the region is attractive to criminal elements);
- analysis of the region's competitive position compared to others;
- Developing ways to improve the region's competitive position.

On the basis of the information obtained, methodological foundations for the implementation of the socio-economic mechanism of resource market management are being developed. This methodological framework includes the preparation of comprehensive regional plans and programs aimed at preserving the potential of the resource market and rationalizing resource use. The development of regional integrated schemes allows for more rational and targeted use of resource potential and shaping the environmental situation and take measures to improve resource use in a particular region. In our opinion, the marketing program should be based on the support of the public movement, link economic, social and environmental goals, and be aimed at

integrating all sectors of the economy. The marketing program includes a number of economic projects:

1. Balanced development of the mineral resource base;
2. Meeting the needs of the region's economy in natural resources;
3. Development of a network of protected natural areas;
4. Implementation of state environmental monitoring.

After the development of the marketing program, its implementation follows. Implementation requires a vision of the future, as well as the interest and political will to implement the strategies developed, a focus on the needs of customers and target groups, and the creation of competitive opportunities that are better than those in other regions for the benefit of the region's potential customers.

Implementation of marketing strategies requires approval of priorities in measures and goals for a long term, ensuring coordination and responsibility, monitoring implementation, and marketing audit of the strategy and tactics of the region's development. The following methods can be used to implement a resource strategy:

1. The method of industrial and innovation parks. Its essence is to create production and information infrastructure in a specially selected location to attract investors. Budget funds from the relevant authorities, phantom or borrowed funds can be used. This should be a site prepared for the selected purposes: buildings, communications, treatment facilities, etc., which will serve as an industrial or innovation park. This complex is then put up for sale, usually in parts, to ensure that enterprises are concentrated on this base, or the right to a long-term lease is offered. This method solves several problems: for firms, it provides savings on overhead costs for creating infrastructure, creating opportunities for establishing production and knowledge exchange networks, and for the region, business development, employment and income growth.

2. Differentiated regional privileges. This method is simpler, and on the other hand, it is universal, as it allows solving the problem of not only attracting production, but also pushing it out (demarketing). It is usually used by central authorities throughout the country. To do this, the country's regions are carefully divided into areas

and zones, for which typical directions of regional policy are determined: development or revival of certain industries, closure of industrial facilities, and so on. According to this, it is announced that enterprises that have made appropriate investments will receive a certain bonus, loan, tax or credit benefits, etc.

3. Cluster method. The most complex method; its prototype is the creation of industrial complexes. The essence of the industrial complexes method was to develop and implement a plan for the integrated location of enterprises in a certain territory, taking into account the resource capabilities of the territory. The difference between the cluster method is the market approach based on the development of competition in the constituent elements of the cluster. The cluster includes the following parts necessary for the creation of competitive products: 1) the sector of resource suppliers; 2) the sector of product consumers; 3) related supporting industries; 4) the presence of competitors in the industry itself that makes these products. The higher the competition in each of the sectors, the more incentives there are for firms in each sector to improve their performance.

4. Stimulating the attraction of tourists to the region. This is facilitated by large projects, organization of international political, sporting or cultural events, which are the prerogative of local authorities in cooperation with organizations in the region.

5. Environmental marketing. Its essence is to emphasize approaches aimed at preserving the natural environment of the region due to the uniqueness of the natural environment.

6. Regional benchmarking is a method of searching for the best examples of government work and ways of cooperation between the authorities and the population in other regions of the country and abroad. Its implementation can promote cooperation within and between regions.

7. Method of involving cooperating organizations. This is the involvement of various organizations to solve regional problems. One of the possible options (not yet practically used) is the use of educational institutions of the region to develop practical problems in academic works - diploma papers, which will serve to use the potential of

young people and academic staff to solve the problems of the region, as well as to contribute to the creation of social capital.

Access to global markets for products and scientific and technical information is a prerequisite for full-fledged economic growth. Moreover, global connections are of the utmost importance for the growth of the modern economy, including industrial and agricultural sectors, basic and applied science, information infrastructure, and the financial system. Without connectivity to these global networks, the development of the entire national economy is hampered. However, integration into a single economic system can be carried out under different conditions, which are largely determined by the level of resource potential and the structure of competitive advantages of both the country as a whole and its individual regions.

In this context, the need to develop a modern paradigm for the formation and use of resource potential in the context of a new paradigm of regional development, to substantiate the mechanism for the formation and development of the resource potential of regions, which contributes to the growth of international competitiveness and competitive positioning of the region in the structure of world relations, is actualized.

The achievement by the region of the desired level of solving its tasks is primarily determined by the use of integrated marketing tools [3]:

1. Product, or the competitive advantages and disadvantages inherent in a given region.
2. Place, or the geographical location of a region.
3. Price, or the costs of purchasers of goods and services in the region related to business in its territory (for example, investors' costs of placing and operating investments in the region's economy), as well as consumers' costs of purchasing products manufactured by regional exporting companies.
4. Promotion, or a set of actions aimed at promoting positive information about the region in order to create a favorable attitude towards the region both in the internal and external environment.

The region's successful entry into the global market, which is characterized by growing risk and uncertainty, is largely determined by how flexibly regional enterprises can use resources and these tools to achieve their market goals. A significant role should be assigned to the marketing mechanism for the formation of the region's resource potential.

Under the marketing mechanism for the formation of the region's resource potential, we understand the entire set of marketing techniques and tools that contribute to the competitive positioning of the region in the country's economy.

In its most general form, the mechanism of formation of the region's resource potential can be characterized as a set of a number of basic elements that create an interconnected system in which they are closely intertwined and actively interact.

It seems that the most important of them are:

- organizational forms of regional enterprises that allow them to actively integrate into the global economy;
- foreign economic relations of the region, their structure and development principles;
- legal forms and methods of regulating foreign economic activity in the region; foreign investment regime;
- international marketing as an integrating function of managing export and joint ventures;
- planning as an important link in the process of building export potential: a system of indicators for planning activities and assessing the effectiveness of export and joint venture production;
- financial and economic support for regional exports;
- forms of participation of labor collectives in production management as the most striking manifestation of democratic transformations in the region;
- formation of a new style of consumer behavior;
- creating a positive image of the region.

The effectiveness of marketing activities is to reduce supply and sales costs, provide production with the necessary material and technical resources on time at the

lowest possible prices, increase sales of resources, goods and other economic parameters, which ultimately contributes to the successful operation of the enterprise as a whole.

The specifics of management at different levels - region, district, enterprise - determine the peculiarities of marketing development and are an indispensable condition for the successful functioning of marketing in the region.

Strictly adhering to the marketing methodology of analysis, without denying the importance of each component of the mechanism of formation of the region's resource potential, we believe that the most important factor influencing the repositioning of the region in the minds of market consumers is the creation of its favorable image for potential business partners. It is the formation of an image that can have a positive impact on the region's marketing environment that should be considered as one of the main conditions for achieving sustainable market positions.

In modern Ukraine, there are still few examples of regional authorities actively promoting information and maintaining a favorable image of the territory. At the same time, research shows that the promotion of the territory's resources has a very significant impact on the inflow of foreign investment into the country's regions. In particular, publications in the media, at international fairs and presentations emphasize that Podillia is a reliable region for international cooperation and attractive for financial investments. The resource potential of the economic region and its oblasts is powerful as a basic basis for the development of economic sectors. Along with resources, the region has a strong scientific and technical potential due to the presence of a diversified economy, a significant concentration of machine-building enterprises, and cooperation of scientists with scientific centers in Kyiv and neighboring regions of Ukraine that are highly developed in terms of science and industry.

Expanding and deepening marketing activities in the area of management and use of the aggregate resource potential will ensure the intensification of this process and Ukraine's access to global resource markets.

1.4 New organizational and production forms of integration nature in the development of resource potential and possible directions of their activities

Objective changes in social economic development that occur under the influence of technical and technological transformations initiate transformations in the economic organization of society, its main spheres of activity, including the resource sector, and contribute to the emergence of new types and forms, elements in the system of economic structures. These are, first of all, such territorial and production structures as technopolises, clusters, industrial and financial groups, strategic alliances, technology parks, investment and financial associations, industrial investment groups, holdings, etc.

Establishment of the institutional environment in the innovation sector and formation of the market for innovative products is the main way of economic development, including in Ukraine. As is well known, in developed countries the process of forming the market for innovative products takes place in research and production complexes, such as science parks in the United States or technopolises in Japan, with the assistance of innovation banks and non-profit organizations coordinating innovative projects and programs. While in the United States there are such forms of the latest technologies and introduction of innovations into production as "science parks", "research parks", "incubators", in Japan - "technopolises", in Russia - "business incubators", innovation and technology centers, in Ukraine the following types of innovative territorial production and scientific structures are widespread - scientific (technological) parks, technopolises, incubators, clusters.

Since the main object of study of the science of location is the phenomena of location, they include functionally separated forms of territorial location of industrial and investment production - territorial formations consisting of points, centers, bushes, nodes, districts, the distinctive features of which are: specialization in certain types of investment and financial services to meet the needs of the region and relatively stable established interrelations and interdependencies; individual characteristics of functional properties and the ability to perform

When revealing the essence of the concept of territorial entities, it is important to determine the characteristic properties of such entities in the regional structure in terms of economic indicators of their activity (duration, volume of resources, coverage of the service area - in spatial coordinates). For example, territorial formations of the investment and financial plan in regional spatial systems can be summarized as a set of investment and financial points, investment and financial centers, investment and financial nodes and investment and financial districts located in a certain territory and closely interacting with each other.

Investment and financial entities can be classified according to their structure and functions. The structure of territorial entities is based on the idea of complexity of investment production, relative completeness of its individual production operations within a territorially separated functional entity. Since investment-functional entities exist and function within the territorial production complexes of regions, depending on the sectors and regional specifics, we can distinguish transport, agro-industrial, telecommunication and other entities.

Taking into account the tasks of socio-economic development and the priority of knowledge and science, it is important to form and create new structures - technology parks, innovation centers, special scientific and technical zones, including those of an interstate nature, technopolises, etc. Expanding the creation of clusters in various fields of activity, including resources, and strategic alliances, as well as special free zones, is of great promise in improving the territorial structure of the economic space.

From the point of view of research and production, the most effective and progressive form of territorial and economic systemic integration of research and production activities is technopolises as a form of spatial integration of science, education and high-performance production.

Technopolises as integrated entities are classified differently in foreign and domestic science. While American economists identify territorial entities similar to science and technology zones as science parks and technology parks, Japanese and French economists identify them as technopolises, Chinese economists identify them as zones for the development of new and high technologies or their derivatives. As for

European countries, the concepts of "science park" and "research park" are widespread, and in Ukraine, among research and production entities, "technoparks" and "technopolises" are common.

Science and technology zones can be classified according to different criteria, scale, goals, composition of participants, etc. For example, A. Avdulov and A. Kulkina put the scale or size of the occupied territory as the main classification feature with the possible allocation of subgroups within the main formations. Given this, they believe that all scientific and technical zones can be consistently divided into four categories (in descending order): region of science, technopolis, technoparks (science park, research park) and incubator, where the central place is given to scientific and technological parks, and other formations are their varieties, which is not convincing [3, p.86].

We believe that in addition to the scale, the classification of science and technology zones should include a set of factors, and, above all, the organizational and functional structure, the territory of operation, and the volume of high-tech products produced in them, taking into account the natural and geographical features of the territory. On this basis, two main types of science and technology zones should be distinguished: enterprises (business incubators, innovation and technology centers, research parks, technology parks, science and industry parks) and territories (technopolises, regional zones for the development of new and high technologies). Science and technology zones use the existing resource base, which is their component, as the primary basis for their formation.

The most common type of science and technology zones are technopolises, which are territories with a special status and preferential taxation regime where innovations are developed and implemented, and where they are reproduced, tested and applied in practice.

A research and production complex, such as a technopolis, has a developed scientific, industrial and social infrastructure, as well as a service sector covering a certain territory. In the economy of a technopolis, the main role is played by research and technology centers, where new technologies and production facilities are

developed and used, and where projects of basic and applied research are carried out with the participation of the state and their subsequent industrial application. Their number in the world already exceeds 100, with a significant number in Germany and Japan [8, p.32]. Based on the experience of different countries, we can distinguish the main conditions for their creation and functioning: the presence of knowledge-intensive enterprises and firms willing to invest in a new business; the presence of universities, academic or research institutes that play a crucial role in the implementation and coordination of research and development, as well as in the training of qualified specialists; the availability of developed infrastructure, including transport networks.

Technopolises carry out research and industrial activities, and are also used for services based on the latest knowledge-intensive technologies. They are simultaneously included in local, regional, and global networks, and their emergence and development are based on existing potential (scientific, educational, and industrial), cultural traditions, and the ability to create new ideas.

The first technopolis in Ukraine to start operating in January 2000 is the Truskavets resortopolis. It is a scientific, recreational and medical complex with a developed infrastructure of scientific, industrial and social purposes, covering the city of Truskavets and the surrounding areas. Truskavets and its surrounding areas. The economic component is the research centers that develop new technologies for the treatment and rehabilitation of patients in accordance with the resort's specialization, and the medical centers that use these technologies. Its operation is effective with a vector for expansion, and the natural resource base of the territory is the basis for expanding its activities.

Clusters are an effective form of regional systems. In general terms, clusters are groups of companies interconnected by production and distribution processes that supply specialized products and services to consumers, as well as special organizations associated with them, including universities, information and resource centers, etc. As a rule, a cluster includes a large group of different entities, such as manufacturing companies, universities and research institutions, trade associations, standardization

bodies, financial institutions, firms in related industries, suppliers, state and local authorities, etc., whose joint activities allow for a higher result compared to their individual activities, creating a synergy effect. The cluster form of cooperation contributes to a more flexible response of economic systems to constantly changing conditions in production and other activities while preserving the benefits of specialization. Clusters use available capital more efficiently and rationally, spend resources more economically and ensure targeted and strategic use of attracted investments with appropriate control, deepen specialization, segment the market, promote production growth, improve product quality by expanding its range, accelerate the introduction of new technological processes, and optimally distribute profits and costs among cluster members. It is worth pointing out the advantages of this organizational form of the territorial production model of production with different levels of hierarchy, which ensure maximum effect by minimizing costs in the process of joint activities, while separately operating enterprises cannot withstand competition in local and national markets and are forced to wind down their activities. Participation in the cluster provides wide access to information on various aspects of the business, creates opportunities for increasing exports and entering global markets, and helps to attract capital investments to strengthen competitive advantages and improve product quality.

Clusters are based on mutual coordination, where entities with different functional characteristics work to achieve a common goal, while improving their efficiency. By introducing new technologies, they use new types of resources, form an optimal production structure, and prioritize development areas. This territorial-economic-organizational form is a new way of structuring production and realizing long-term opportunities for its development, which are better aligned with the nature of competition and ways to achieve competitive advantages than the industry-specific ones, covering the relationship between the areas of production resources, technology, information, marketing, and foreign economic relations.

The large-scale and diverse structure of clusters is related to the following types of economic activity: geographical, which is manifested through the spatial clustering

of economic activity; vertical, which is determined by supplier-consumer relations; horizontal, which is characterized by cooperative and other economic relations (common technologies, common consumers or distribution channels); technological, which is represented by clusters that use the same technology (such as biotechnology, biotechnology

The total number of functioning clusters in the world is more than 800, with more than 650 in 25 developed countries. In Ukraine, the most advanced cluster structure in terms of experience is the one in Khmelnytsky region, which has construction, clothing, tourism, and food clusters. Clusters have been launched in Ivano-Frankivsk and Rivne regions, and new associations are being created in the cities of Kyiv and Sevastopol, Poltava region, and other regions. Further formation and functioning of cluster formations will contribute to the formation of an effective structure of the territories' economy, the fullest use of resource potential, improvement of the territorial organization of the regions' productive forces, increase of their level of development and growth of competitive attractiveness.

The current development of the country's economic complex actualizes the process of creating flexible economic formations capable of ensuring a rapid inflow of capital and adapting production to market demands through the organic combination of enterprises, banks and other organizations, and the creation of industrial and financial groups. As complex multi-factor entities, they form new production and financial relations in the development of the entire market economy.

The expediency of combining industrial, commercial and banking capital is driven by the need to implement important scientific and technological projects. Industrial and financial groups integrate all the main stages of production into a single process - from research, design, development and testing to the introduction of new products into production.

Industrial-financial groups are created mainly in two ways: the first is that industrial and commercial capital intervenes in the financial and banking sector and subordinates its activities; the second is that banking capital, diversifying its investments, "overflows" into the production and trade sector.

The experience of many countries shows that those that have used the practice of creating industrial and financial groups have reached the forefront of economic development. It is well known that 600 transnational industrial and financial groups control about 25% of the world's knowledge-intensive production. Banks benefit from the participation of industrial and financial groups in the form of additional dividends from the increased efficiency of their member companies.

In our country, the activities of financial and industrial groups are regulated by the relevant laws. According to them, an industrial and financial group is an association that may include industrial and agricultural enterprises, banks, research and design institutions, and other institutions and organizations of all forms of ownership aimed at making a profit. Such a group unites the parent company and group members.

As for the formation and functioning of industrial and financial groups in our country, there are in fact associations of banks and business structures that meet the requirements of such associations. Examples of such groups include the Stirol Concern, Obolon Joint Stock Company, and Nord Association. Their efficient operation allows them to hold a worthy position in the domestic and foreign markets for their types of equipment and products.

It is safe to say that the creation of industrial and financial groups is capable of solving problems of national economic scale, with their activities directly coordinated with state and regional programs. Their activities can help to concentrate both financial and material resources of the members of such a group in priority sectors of the economy and to concentrate heterogeneous capital in one structure in order to ensure economic growth.

With the intensification of integration processes at the level of business entities and the progressive expansion of various organizational forms, the tendencies to intensify the use of flexible forms, such as strategic alliances, are changing. Their essence is revealed as a form of cooperation between business entities on the basis of a long-term agreement on mutually beneficial partnership of enterprises of any form of ownership. Strategic alliances retain legal autonomy and economic independence, and are aimed at achieving certain strategic goals while partially combining resources,

including specific assets, control rights within the agreement, sharing benefits derived from the interaction, as well as all types of risks. The advantages of their creation and operation are expressed in strengthening the competitive position of the alliance companies, acquiring targeted resources, maintaining specialization, shortening the adaptation period, and sharing risks.

Strategic alliances are widespread in different regions of the world, but the leading role in the development of cooperative relations of the strategic alliance type belongs to the United States, Western Europe, and Japan, where they are widely represented in the leading basic industries.

One third of the total number of strategic alliances is created in fast-growing industries, in the field of research and development, where they are established to boost innovation and gain specific competencies.

Strategic alliances are most actively and successfully used by large industrial enterprises, whose high sustainability is achieved through cooperation between equal partners - companies that act in a focused and coordinated manner.

Our country lags behind most foreign countries in terms of the scale of strategic alliances, has little experience and little knowledge of how to use their potential. Various forms of cooperation in the form of strategic alliances are used in Ukraine by enterprises of the machine-building, chemical and food industries, which reduces the uncertainty of the results of new technical and technological developments.

For our companies, a strategic alliance is a way to solve scientific and technical problems, utilize unclaimed resources, accelerate the development of innovations, renew and develop business ties with domestic and foreign manufacturers, and expand markets in the face of limited financial resources.

Under current conditions, there are certain difficulties in establishing and operating these structures due to the variety of their forms and the absence of special laws regulating their activities. Strategic alliances of enterprises are formed either on the basis of contractual agreements (functional agreements with the formation of a legal entity) or as agreements on participation in assets without the formation of a new enterprise. Therefore, strategic alliances as new forms of organizational entities have

not yet taken their proper place in the economy of the country and its regions. In the future, it is important to take advantage of the best practices of those countries where these entities operate successfully to achieve strategic economic development goals.

It is most appropriate to specify new territorial and production forms of production organization in the main sphere of production - industry, the current conditions of which have led to its significant transformation. Changes and structural shifts are reflected in the development of new forms of territorial organization of industrial enterprises, expansion of the network of relations in the areas of resource supply and sales, as well as in the search for ways to integrate into the world economy.

At present, the location of industrial facilities in settlements and regions largely depends on the corporate interests and goals of business entities, which have become a new influence in the formation of industrial complexes. An important role is played by the need to improve the technological level of production through the introduction of new equipment and technologies.

The main priorities for the development of the industrial sector of the economy are: updating the technological base of industrial enterprises through intensification of investment activity; improving the mechanisms for enterprises to use financial market instruments to attract the necessary investment funds; creating a favorable environment for simulating the activities of innovation-active enterprises through improving tax and customs legislation, simplifying the procedure for registration and licensing of enterprises, promoting the development of venture capital. To this end, it is necessary to increase the role of large territorial associations that include both industrial enterprises and institutions and organizations of other types of activity - financial, research, transport, trade, etc. - which allows for efficient provision of various resources and services to industrial enterprises and creates a positive socio-economic effect, such as increased employment, development of the transport and communication system, increased tax payments to local budgets, etc. Such complexes are the most stable economic systems.

Ukraine already has several types of such integration structures - association, corporation, consortium, concern, the number of which exceeds 4 thousand objects,

including more than 2.7 thousand associations, up to 1 thousand corporations, and up to 100 consortia (30). Such integration forms of activity organization, along with the advantages of territorial concentration of production, are flexible and can change their configuration in accordance with market requirements, influencing and modifying the territorial structure of industry and its regional organization.

The territorial organization of the economy, including industry, can be further developed through the formation of industrial zones of various sizes. Their centers, due to their significant research and development potential and the use of communication infrastructure, primarily computer equipment and the latest means of communication, can become focal points for the development and production of high-tech products and the provision of relevant services for the country's integration into the world economy. It is worth noting that under the influence of new economic conditions, the territorial organization of industry is being transformed, which is reflected in the formation of an updated structure of such components of the regional network as industrial hubs, agglomerations, centers, points, and regions with a high share of high-tech activities.

The main directions of modernization of the forms of territorial concentration of the Ukrainian industry are to expand the network of technology parks and create innovative research and production zones in regional centers. It is advisable to form large industrial and scientific and industrial centers, hubs, agglomerations, industrial clusters and network systems of industrial functioning, since outdated forms of territorial organization of industry will not be able to ensure the necessary dynamics of its development.

Market conditions and access to global markets for resources and goods have raised the issue of improving the regional and sectoral structure of the economy. Until now, the regional and sectoral structure of Ukraine's industry has been dominated by the traditional form of its organization. Its regional and sectoral varieties are represented by mining, manufacturing, and the production and distribution of electricity, gas, and water. Since the food industry and processing of agricultural products, as well as machine building, are the leading industries in most regions of

Ukraine in terms of sales, optimization of their regional and sectoral structure deserves special attention.

An important role in improving the regional and sectoral structure of industry should be played by increasing the efficiency of enterprises and creating new progressive territorial and production formations on an innovative basis. Adherence to the innovative vector of industrial development requires specialization of certain types of complexes in the future on the use of the latest high technologies and the formation of innovative industrial clusters on this basis.

In the future, the development of the territorial and sectoral organization of industry should be driven by knowledge-intensive high-tech industries and activities, and by an increase in the share of scientific and technical services, which will increase the role of the service sector in industrial activity and income generation. This applies, first of all, to the development of advanced software that improves the efficiency of computing, saturation of industry with new scientific and technical developments, information, communication, advanced management schemes, and growth of consulting and marketing services.

The priority areas for improving the forms of territorial concentration based on the use of the country's resource base and industrial structure are as follows:

- formation of industrial centers and centers of a renewed character based on an assessment of comparative advantages (economic, social, environmental, etc.), mineral resources for extractive industries;
- creation of mono-sectoral industrial centers of various types and activities, which will ensure the growth of the network of enterprises and more complete involvement of the territorial natural and labor resources in the economy;
- development of cooperative relations between enterprises and formation of territorial industrial clusters;
- Increase the share of high-tech industries in the structure of the region's industrial complex and production of high-tech products, and increase the share of innovative services in the structure of production costs;

- Increasing the role of regional and local governments in promoting the attraction of high-tech industrial enterprises to the regions, transforming the sectoral structure of the current industrial centers and hubs into new integration forms of industrial organization;

- Transition from a network of mono-profile autonomously functioning industrial enterprises to corporate and technologically integrated companies, taking advantage of the development of advanced technologies.

Given the production specialization of Podillia and its regional structures in the agricultural sector, it is advisable to consider new integration forms of production organization. The origins of the emergence of integration processes in the agro-industrial complex should be sought in the consequences of the financial difficulties of agricultural production. Thus, in the period 2016-2022, the share of enterprises with an area of agricultural land of more than 10 thousand hectares increased from 3.3 to 10.1%. This was due to the acquisition of enterprises with an area of 1000 to 4000 ra. Experts point out that agro-industrial integration makes it possible to: combine agricultural production and processing enterprises in a single integrated formation, while maintaining the necessary proportions in their development; ensure a high level of organization of agricultural and industrial production; deepen the specialization and concentration of production processes in the agro-industrial complex; make the most of the available resource potential; create powerful and advanced enterprises for processing agricultural products; and create a new and modern economy. The main organizational and production structures in the agro-industrial complex are agricultural firms, agricultural companies, agricultural cooperatives, agro-industrial associations, clusters, agro-industrial groups, and holdings.

In this regard, the research interest is to determine the possibilities and directions of integration processes based on existing organizational forms of agricultural production. According to the State Agency of Land Resources of Ukraine, as of January 1, 2021, 11.9 thousand non-state agricultural enterprises were reformed, on the basis of which 34.7 thousand new market-type economic entities were created, including: 7.9 thousand limited liability companies, 5.3 thousand private (private-

rental) enterprises, 0.7 joint-stock companies, 1.0 thousand agricultural cooperatives, 11.9 thousand farms and 7.8 thousand other business entities. Among these organizational forms, the most active are integration associations such as holding companies.

An agroholding is a set of parent companies and subsidiaries controlled by it that carry out economic activities in the field of production and processing of agricultural products. Their emergence should be attributed to the existence of unresolved economic and legal relations regarding the ownership and use of agricultural land [7]. Today, there are more than 50 agricultural holdings in Ukraine. In total, agriholdings control about 5 million hectares, or almost 15% of the arable land in Ukraine.

It should also be emphasized that agriholdings in Ukraine are primarily business projects whose main goal is to generate profits and increase the capital of their founders. Maintaining and developing rural infrastructure has never been a function of an agriholding, as the founders or owners of an agriholding usually do not live in the areas where they conduct agribusiness and have no need to use rural infrastructure.

The main form of establishing agricultural holdings is the lease of land plots. According to the State Land Committee, the owners of the right to a land share (unit) certified by a certificate of ownership or a state act of ownership of a land plot have already entered into 4,614 thousand lease agreements, which is 67% of the certificates and state acts received. The lease agreements were concluded for the following terms: 1-3 years - 490 thousand (10%); 4-5 years - 2258 thousand (48.9%); 6-10 years - 1414 thousand (30.6%); 10 years and more - 489 thousand (10.3%).

Thus, agriholdings are not interested in long-term capital investments in the development of agricultural infrastructure, even when such investments can significantly increase the efficiency of agricultural production, as the holding does not have sufficiently reliable guarantees of preserving the leased land plots in use.

The phenomenon of agricultural holdings in Ukraine is explained by the growth of their capital value due to the following factors:

- favorable market conditions in the global and domestic agricultural and food markets;

opportunities to increase profits from operations by obtaining cheap raw materials through the integration of agriculture and processing;

- access to cheap labor resources (the average salary in the agricultural sector of Ukraine is significantly lower compared to the same indicator in the economy as a whole);

- access to cheap land resources (rents for agricultural land in Ukraine are quite low - about 10 times lower than in the European Union).

- Minimizing tax payments (Ukrainian tax legislation provides agricultural enterprises with a tax burden that is about three times lower than in other sectors of the economy);

- the possibility of accumulating significant land masses (currently, lease provides cheap access to land without significant costs for its acquisition in ownership).

The activities of modern agriholdings require state regulation of their activities through redistribution of income in the public interest through changes in land taxation, increased financial support for local budgets, and creation of preconditions for improving the quality of life in rural areas.

Integration activities also affect small farms in the agrarian economy, such as peasant and farming enterprises. Regarding peasant farms, it should be noted that they usually do not compete with agroholdings in the market, but they are important for the agricultural sector of production, as they produce products that are not of interest to big business. For example, private households produce 97% of potatoes, 89% of outdoor vegetables, 90% of food melons, 84% of fruit and berry crops, 80% of milk, 73% of cattle meat, 55% of pig meat, 91% of wool and sheep meat [2].

Farms, which account for 41.5 thousand hectares of land in Ukraine, have not yet utilized their potential. The efficiency of their management is much lower (1.9 times) than in agricultural enterprises and (2.8 times) in private peasant farms. The integration direction in these forms of management is primarily in the formation of

horizontal inter-economic associations - business companies, multidisciplinary cooperatives, associations, etc. The specificity of economic relations in such associations is that they own property in the amount corresponding to the share of each of them in the jointly produced products and profits.

The state's interest in supporting and preserving these forms of management from the encroachment of big business is that they play a multifunctional role in agricultural production: economic, social and environmental. In other words, in addition to the production function, these forms of management produce public goods of a non-commodity nature, in particular: maintaining ecological balance in the territories, maintaining and caring for landscapes, preserving the cultural heritage, ethnicity, traditions and self-identity of the Ukrainian people.

As for market-type agricultural enterprises, their integration efforts are aimed at reorganizing agricultural firms or joining large vertically integrated structures of the sugar and oil and fat sub-sectors of the agricultural economy.

Along with the creation of closed integrated joint-stock companies, "soft" forms of agro-industrial integration, such as associations, unions, unions, and clusters, are also on the rise.

Most examples of non-profit partnerships are created by establishing and developing integration links on a diverse and national scale. Agrarian-industrial integration is a promising, though not the only, important direction for the development of the agricultural sector of the economy. This is one of the options for stimulating relations between efficiently operating entities in the market, regardless of their industry, size and ownership, which has been tested by countries with developed market economies. It ensures an increase in economic activity with the fullest use of resource potential.

Based on the above, it can be noted that investment attractiveness is determined by a complex of various factors, the list and impact of which may vary and change depending on the composition of investors and the production and technical characteristics of the invested production. According to the results of the study, the main attractive factors of the regional market for investors are as follows: a capacious

market in terms of infrastructure development and production of consumer goods; availability of inexpensive scientific and technical human resources with a high level of qualification and experience; developed financial system and strengthening of political stability; rich natural resources that will contribute to the overall improvement of the economic situation at the time of insufficient diversification of the domestic economy; convenient location of the

The paper characterizes the investment and innovation vector of improving the structure and directions of resource potential use, substantiates the basic principles of investment - the principle of grandiose efficiency of investment, the principle of comprehensive assessment of the efficiency of capital investments, the principle of initial freedom in choosing investment objects, the principle of adaptation costs, the principle of multiplier, the principle of concentration, the principle of progressive specialization, the principle of proportionality, the network principle of investment. The volumes and scales and structural dynamics of investments in the regional agro-industrial complex, the investment needs of the studied regions are determined, and the possibility of creating a technology transfer center is proved.

The article confirms the expediency of using marketing tools that can increase the region's visibility, increase the inflow of investment resources, improve the business environment and the quality of goods and services produced in the region, and ensure the creation of a positive image, improve the tourist and business attractiveness of the country as a whole.

The process of forming the resource potential of a region directly depends on regional financial and credit support, which should be aimed at creating conditions conducive to increasing the resource potential, which, through the growth of financial support, will contribute to the growth of the revenue base and budget revenues of the region.

The country maintains the principles of vertical integration in the formation of the state's financial resources. The specificity of economic relations in integration associations is that they own property in the amount corresponding to the share of each of them in the jointly produced products and profits. Integration activities also apply to

small forms of economic activity in the agricultural economy, such as peasant and farming enterprises. With regard to peasant farms, it should be noted that they usually do not compete with agroholdings in the market, but they are important for the agricultural sector because they produce products that are not of interest to big business.

Farms, which total 41.5 thousand hectares in Ukraine, have not yet fully utilized soybean opportunities. The integration direction in these forms of management is primarily in the formation of horizontal inter-farm associations - business companies, multidisciplinary cooperatives, associations, etc.

The integration direction of market-type agricultural enterprises is determined in the direction of reorganization of agricultural firms, unions, or entry into large vertically integrated structures of the sugar and oil and fat sub-sectors of the agrarian sector of the economy.