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**QUALIFICATION PAPER**  
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on the topic " ANALYSIS OF UKRAINE'S COMPETITIVENESS ON THE  
GLOBAL COMMODITY MARKET "

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Qualifying Bachelor's paper contains the results of own research. The use of the ideas, results and texts of other authors has a link to the corresponding source

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MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SUMY STATE UNIVERSITY  
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TASKS FOR BACHELOR'S DEGREE QUALIFICATION PAPER

(specialty 292 " International Economic Relations " )

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Tsimbal Andrey Volodimirovich

(student's full name )

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4. The object of the study is domestic agricultural holdings.
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Chapter 3 The third chapter defines the general state of the Ukrainian economy in the context of the war. The level of development of the agro-industrial sector is determined and the main prospects for Ukrainian agricultural holdings are outlined.

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## ABSTRACT

on bachelor's degree qualification paper on the topic  
« ANALYSIS OF UKRAINE'S COMPETITIVENESS ON THE GLOBAL  
COMMODITY MARKET »

student Tsimbal Andrey Volodimirovich  
(full name)

The main content of the bachelor's work is laid out on 43 pages, including the list of used sources from 54 titles, which is placed on 6 pages. The work contains 1 table, 26 figures.

To ensure effective management of the company's competitiveness, it is necessary first of all to determine its current state in the market compared to competitors. Competitiveness assessment is the calculation, interpretation and analysis of a set of indicators characterizing the competitiveness of products, marketing activities, and the enterprise as a whole.

The purpose of the study of the thesis is to assess the competitiveness of Ukraine in the agricultural market and study the export activities of domestic agricultural holdings and determine the prospects for their development

In the course of the study, a number of tasks were set:

- Define the essence of the concept of competitive advantages and competitiveness
- Select methods and criteria for assessing competitive advantages by analyzing the competitiveness of the enterprise's products
- Explore foreign experience in the process of increasing the competitiveness of enterprises
- Conduct an analysis of the Ukrainian economy during the 2022 war.
- Provide a description of the role and place of Ukraine in international trade in agricultural products
- Conduct an analysis of the state of Ukraine's foreign trade in agricultural products
- Study the export activities of Ukrainian agricultural holdings

- Provide a rationale for promising areas for the development of export activities of Ukrainian agricultural holdings.

The object of the study is domestic agricultural holdings.

The subject of the research is the analysis of the theory of competitiveness and export activity in a domestic enterprise in the agricultural sector.

In the thesis, scientific research methods were used: systemic, statistical, historical, comparative, scientific abstraction, induction, deduction, forecasting, analysis and synthesis.

According to the results of the study the following conclusions are formulated:

1. We came to the conclusion that the government of Ukraine did not sufficiently contribute to the development of agriculture and did not stimulate companies to export their products, and with imperfect regulation and management in the agricultural business, Ukrainian farmers have insufficient financial support, outdated equipment and a low level of innovation, which ultimately hinder effective development of the agro-industrial complex of Ukraine.

2. The Ukrainian agrarian business is one of the key in the structure of exports and accumulates a large amount of revenues to the state budget. Therefore, our economy depends to a certain extent on the development of agricultural production, which in recent years has suffered greatly from sharp fluctuations in the exchange rate, political instability, and today also from war.

3. The Ukrainian government has introduced a number of programs to stimulate agricultural production, realizing that it is necessary to fight the enemy not only with weapons, but also economically. The main task assigned to Ukrainian farmers is the restoration of the Ukrainian economy, and in 2022 it must be completed in full.

4. Today, Ukrainian agriculture is not only a key industry in our country, but also the only one that can somehow support the economy in such a difficult time, since the industry in our country is almost completely destroyed. It is agricultural enterprises that today are the main breadwinners of our country, and in

view of this, maximum efforts must be made so that they can work effectively and export their products.

The results developed in this work can serve as a basis for developing strategies and tactics aimed at strengthening the international presence of Ukrainian companies, attracting new markets, attracting foreign investments and ensuring competitiveness.

The results of the approval of the main provisions of the qualifying bachelor's thesis were considered for International economic relations and sustainable development: materials of the III International Scientific and Practical Conference, Sumy, May 19, 2023 / according to general ed. Yu.M. Petrushenko, M.D. Domashenko - Sumy: Sumy State University, 2023.

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## INTRODUCTION

To ensure effective management of the company's competitiveness, it is necessary first of all to determine its current state in the market compared to competitors. Competitiveness assessment is the calculation, interpretation and analysis of a set of indicators characterizing the competitiveness of products, marketing activities, and the enterprise as a whole.

The subject of this study is relevant, since measures to manage competitiveness are one of the most important activities of management in order to ensure a stable competitive position in the market of their activities. A strong competitiveness management system and a stable position in the market is an indicator confirming the expediency of investing in the project to improve the company's competitiveness management system.

The purpose of the study of the thesis is to assess the competitiveness of Ukraine in the agricultural market and study the export activities of domestic agricultural holdings and determine the prospects for their development

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The object of the study is domestic agricultural holdings.

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In the thesis, scientific research methods were used: systemic, statistical, historical, comparative, scientific abstraction, induction, deduction, forecasting, analysis and synthesis.

Materials used in writing the thesis on the topic: special and reference literature, dictionaries, information publications, data from the Internet, annual statistical reports of Ukraine, FAO data.

The thesis consists of an introduction, two parts, a conclusion and a proposal, and a list of sources used.

The results of the approval of the main provisions of the qualifying bachelor's thesis were considered for International economic relations and sustainable development: materials of the III International Scientific and Practical Conference, Sumy, May 19, 2023 / according to general ed. Yu.M. Petrushenko, M.D. Domashenko - Sumy: Sumy State University, 2023.

Keywords: competitive advantages, foreign trade, agricultural products, competitive advantages

## CHAPTER 1. THEORETICAL FOUNDATIONS OF COMPETITIVE ADVANTAGES AS KEY ELEMENTS OF COMPETITIVENESS

### 1.1. The essence of the concept of competitive advantages and competitiveness

With increased competition between business entities, the problem of ensuring their competitiveness arises, which is the main prerequisite for maintaining a stable position of enterprises in the domestic and international markets. In a competitive environment, an enterprise needs to constantly monitor the situation in the market, study the strengths and weaknesses of its own economic activity and competitors, and be able to adapt to changes in market situations in the future.

At the moment, competition is an economic process of interaction and struggle of business entities for buyers and an increase in market share or more favorable conditions for production and marketing.

Competition is a kind of objective economic law of the developed production of goods and services, the action of which acts as an external coercive force to increase labor productivity at enterprises, increase production volumes, accelerate scientific and technological progress, introduce new forms of organization of production, types and systems of wages, etc. Many economic laws operate in the form of coercive competitive forces.

In Ukraine, competition in the market is “controlled by such laws as the Law of Ukraine “On the Protection of Economic Competition” [1] and the Laws of Ukraine “On Restricting Monopolism and Preventing Unfair Competition in Business Activities” [2]. Control over their execution and compliance is carried out by the Antimonopoly Committee of Ukraine

It should be noted that many scientists have been interpreting this concept, their interpretation is shown in Figure 1.1.

Mocherny S.V.	<ul style="list-style-type: none"> <li>• "Struggle for sectors" with more added value. A country's real income can only grow if its labor and capital flows into businesses that give higher value in transfers per employee and hold a position in such businesses better than its international competitors.</li> </ul>
Rudnitskaya M.A.	<ul style="list-style-type: none"> <li>• "An integral feature of the market and one of the most important characteristics of the growing internationalization of economic activity"</li> </ul>
Adamik V.A.	<ul style="list-style-type: none"> <li>• "Rivalry in any field of activity between separate legal entities or individuals (competitors) interested in achieving the same goal.</li> </ul>
Panasenko D.A.	<ul style="list-style-type: none"> <li>• "Political and economic relations between states regarding obtaining better conditions in the markets for themselves and their producers"</li> </ul>
Gretskiy R.	<ul style="list-style-type: none"> <li>• "An economic category expressing production relations between commodity producers in the process of exchanging labor products"</li> </ul>

Figure 1.1 - Definition of the concept of "competition"

Source: [3, 4, 5, 6, 7]

Competition is the engine of economic progress. An enterprise can achieve competitive status only when it can promote its product to the maximum possible number of consumers, satisfying the existing demand. However, from another point of view, the competitiveness of products depends on the functioning of a competitive enterprise and its economic activity. [8].

The term "competition" in lat. concurrentia means rivalry. Research into the problem of competition and competitiveness in Ukraine was not necessary until the 1990s. The term "competition" was not used in the Soviet economy. In the "Dictionary of Political Economy" competition was defined as "an antagonistic struggle between private producers for the most favorable conditions for the production and sale of goods" [9].

Having studied many examples and classifications of the competitive advantages of an enterprise, it is possible to identify and summarize the most

important of them, which are two groups of advantages according to the sources of their formation (Fig. 1.3).

It should be noted that in addition to the division into internal and external competitive advantages, different researchers determine many more of their classifications according to various criteria. However, in order for an enterprise to function successfully, it should first of all pay attention to the two groups of competitive advantages described above, which, first of all, enable it to reveal its own potential and use the available external opportunities.

external	production - labor productivity, efficiency, rationality of the operation of fixed assets, provision of material and technical resources, absence of defects;
	technological - modernity, perfection, flexibility of technological processes using the achievements of scientific and technological progress
	qualification - professionalism, skill, activity, creativity of the staff, a penchant for innovation;
	organizational - modernity, progressiveness, flexibility, structuring of the existing organizational structure;
	managerial - the effectiveness of the current management system, the effectiveness of managing working capital, quality, production, procurement and marketing processes, the effectiveness of the personnel motivation system;
internal	informational - data collection and processing systems operating at the enterprise, the degree of awareness of the enterprise about the state and trends of market development, the influence of the forces and conditions of the business environment, the behavior of consumers, competitors and other business entities
	constructive - technical characteristics of the product, its design, packaging
	qualitative - the level of product quality as assessed by consumers;
	behavioral - the degree of distribution of marketing philosophy among the employees of the enterprise, the focus of its activities on meeting the needs of consumers of specific target markets
	opportunistic - market conditions of activity, competitive environment (number and behavior of competitors, stiffness of competition);

Figure 1.2. Groups and classification of competitive advantages by sources of their formation Source: [10]

Thus, having considered the main aspects of the competitiveness of goods, we can say that this phenomenon is quite capacious and multifaceted. It can be interpreted from different positions, viewed from different points of view, and each

of them will be different from the previous one. This is due to the subjectivity of the visions of different people of the same issue.

So, summarizing all the definitions of the concept under study, we can say that competitiveness is a certain generalized characteristic of a product that reflects its best differences compared to a competitor product and most satisfies the needs of consumers. Despite the fact that each scientist formulated the definition of this term in his own way, however, scientists agreed on one thing: competitiveness is generated only in comparison.

## 1.2. Methods and criteria for assessing competitive advantages by analyzing the competitiveness of an enterprise's products

An analysis of the methodological approaches to assessing the competitiveness of an enterprise presented in the scientific literature allowed us to classify them into the following groups: matrix, graphic, profile, descriptive, rating (scoring) and calculation methods

Let us consider in more detail the groups of methodological approaches to assessing the competitiveness of a company.

Among the most common matrix methods, it should be noted the BCG matrix, the GE / McKinsey matrix, the matrix of the consulting firm A. Nielsen”, SWOT-analysis, competitive response elasticity matrix J.-J. Lambena, the matrix (model) of M. Porter's basic strategies.

The GE/McKinsey matrix is a modified version of the BCG matrix. It involves assessing the competitive status of an enterprise according to two complex criteria: the position of a market agent in competition is plotted along the abscissa axis, and the long-term attractiveness of the industry is plotted along the ordinate axis. It should be noted that the above disadvantages of the BCG matrix are also characteristic of the GE/McKinsey matrix. However, the latter makes it possible to more accurately determine the competitiveness of an enterprise by

taking into account a wider range of factors of its competitiveness, as well as expanding the gradations along the vertical and horizontal axes of the matrix.

The matrix of the consulting company "A. Nielsen, as a rule, is used to determine the commercial success of a product (service), however, with certain assumptions, it can also be used to assess the level of competitiveness of an enterprise [11, p. 132]:

The main drawback of the matrix of the consulting company "A. Nielsen" is the lack of accuracy of the final assessment, due to the "Roughness" of the gradation of belonging of the object of assessment to a certain category.

SWOT analysis allows, based on an assessment of the strengths and weaknesses of the enterprise, as well as opportunities and threats from the external environment, to roughly determine its competitive position in the market.

The main disadvantage of SWOT analysis is its subjective nature, due to the use of exclusively expert judgment. In addition, the qualitative nature of the assessment results makes it possible to roughly determine the level of competitiveness of an enterprise, which makes it impossible to compare it with a similar indicator of competitors.

J.-J. Lambin considered one of the most important issues in assessing the competitiveness of an enterprise to analyze the reaction of competitors. He proposed to conduct an analysis on three factors: a decrease in the price of a product, an increase in advertising pressure, and an increase in the quality of a product (price, advertising, quality).

The main drawback of the researcher's method is that it does not take into account a sufficient number of factors that determine the competitiveness of an enterprise [12].

The most common descriptive methods for assessing the competitiveness of an enterprise include: competitiveness benchmarking, PIMS-model, LOTS-analysis, GAP-analysis.

Competitiveness benchmarking is one of the types of benchmarking and is an assessment of the characteristics of an enterprise according to a number of criteria and their comparison with the characteristics of competitors.

The PIMS-model (Profit Impact of Market Strategies) is based on the establishment of quantitative patterns of the influence of production factors and the market on the results of the enterprise, that is, on long-term profitability and profitability.

LOST analysis is a more recent counterpart to the PIMS model. LOST-analysis is based on the idea that any market agent should strive to adapt its activities to the requirements of consumers.

GAP-analysis is a guide for enterprise management aimed at bridging the gap between the desired and predicted state of the enterprise.

Rating (point) methods for assessing competitiveness are used in the target comparison of enterprises.

Calculation methods for assessing competitiveness, based on the determination of both an integral indicator of the competitiveness of an enterprise and a set of private indicators characterizing its competitive position, in our opinion, are more in line with modern business conditions.

In our opinion, the most famous and widespread methods and models for assessing the competitiveness of a company today can be divided into two groups: calculation methods (analysis based on the calculation of market share, rating assessment, assessment method based on consumer value, assessment method based on the theory of effective competition ) and theoretical (SWOT analysis, BCG matrix, PEST analysis, the “company competitiveness polygon” method, M. Porter’s competition matrix) [13, p. 117].

Next, we explore the main criteria for the competitiveness of an enterprise through the analysis of its products (see Fig. 1.3)

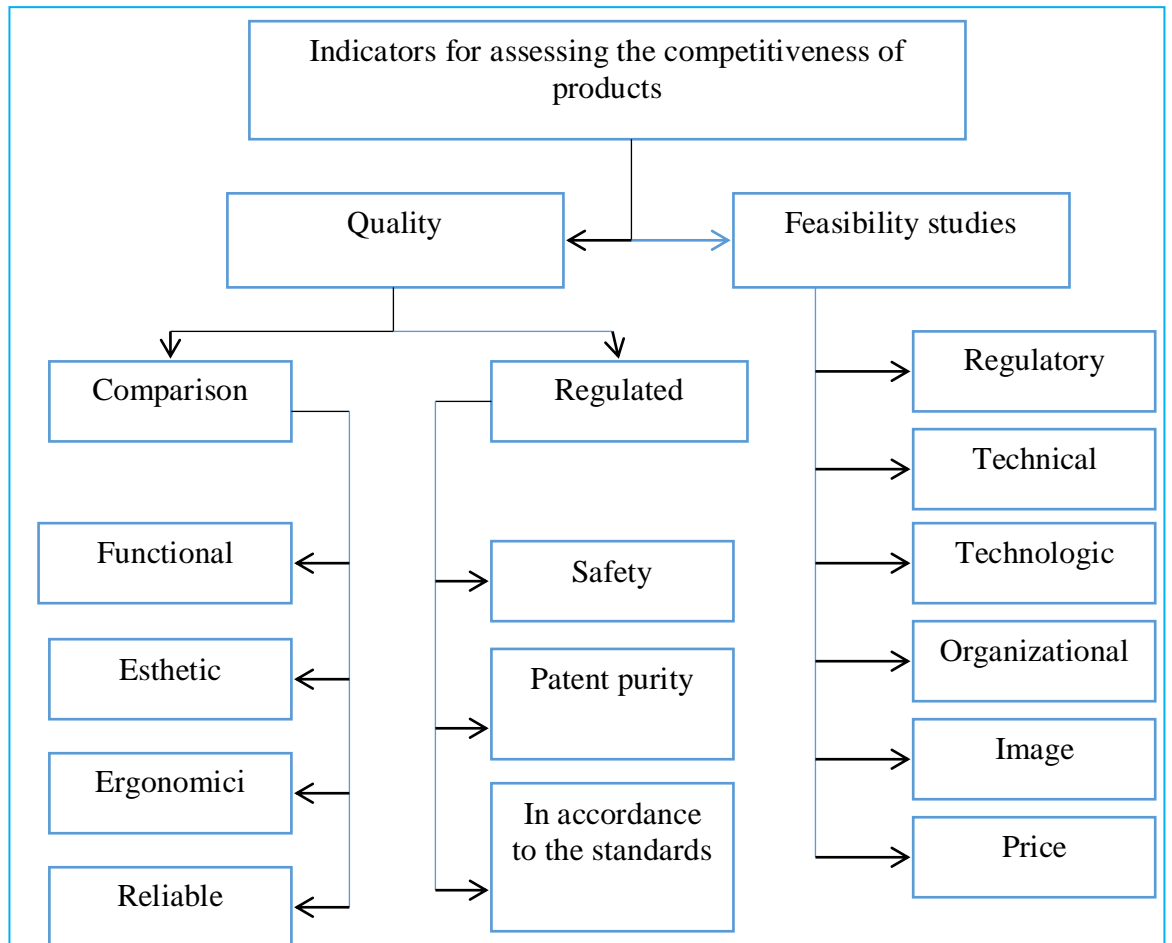


Figure 1.3 - Criteria for assessing the competitiveness of products

Source: [14]

The choice of a criterion for assessing the competitiveness of a product also depends on the conditions [15]:

1) on commercial terms - the price level; Estimated delivery time; terms of payment; the amount of customs duties, taxes and funds spent on the purchase of goods; the seller's responsibility for the fulfillment of obligations.

2) according to the organizational conditions for the acquisition and use of goods: the approach of sellers to buyers through the delivery of goods by sellers to the place of consumption; convenience of calculations; service service.

3) in the economic conditions of consumption: energy intensity and efficiency of consumption of raw materials per unit of output; costs for raw materials and consumables; non-waste technologies; reliability, frequency and cost of repairs; the number and qualifications of service personnel; employees' wages



If we assume that competitiveness is a set of parameters of goods that correspond to demand or arouse interest in buying, then in this case marketing analysis is used to assess the competitiveness of a product. It follows that competitiveness is expressed through a system of characteristics: high-quality and economic.

Thus, we can say that in this issue the main methods and criteria of competitiveness, their main classification and characteristics were considered.

Consequently, each of these criteria characterizes a certain side of the product or its value from a certain point of view. For this or that case, each enterprise can choose a more convenient way to use it, however, none of these criteria can give a complete comprehensive assessment of the level of competitiveness, so it is necessary to apply them in a complex or in combination with several others.

### 1.3. Foreign experience in the process of increasing the competitiveness of enterprises

The process of increasing competitiveness requires taking into account the specifics of the relationship between all its elements, both among themselves and with others, while representing a decision-making process to achieve the goals set regarding increasing the competitiveness of the enterprise. The main tasks of this direction include the following (Fig. 1.4.).

When increasing competitiveness, the most important areas are: innovation and technology, production, information, human resource management, change management, risk management. Also, the market environment of its functioning, globalization and transformation processes, as well as informatization of the environment, have a significant impact on increasing the competitiveness of an enterprise [16]. The development of Internet technologies, social networks and the media is currently contributing to the strengthening and dissemination of these processes. Thus, the Internet environment and its capabilities make up a huge

number of advantages and positive factors for the development of the further activities of the enterprise and the growth of its competitiveness, but it also brings negative and problematic factors. Analyzing the situation, we can say about the unreliability and unverified information disseminated, about unfavorable competition in the network, as well as the dissemination of beneficial data in a specific light with a specific purpose for their application.

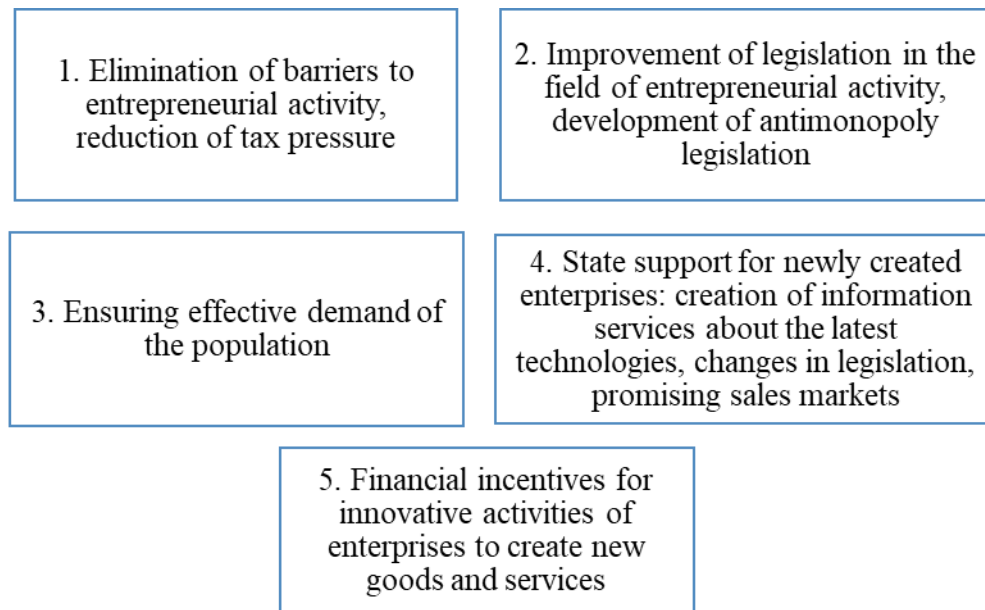


Figure 1.4 Main tasks of increasing the competitiveness of enterprises

Source: [17]

Thus, we can say that the modern dynamic market conditions of management require, in order to increase the competitiveness of enterprises, the solution of the presented and many other related and related problems that arise in the process of management. Therefore, the company must act flexibly and be able to respond in a timely manner to all factors and changes. This can be ensured by proper management and organization of correct decision-making in specific conditions.

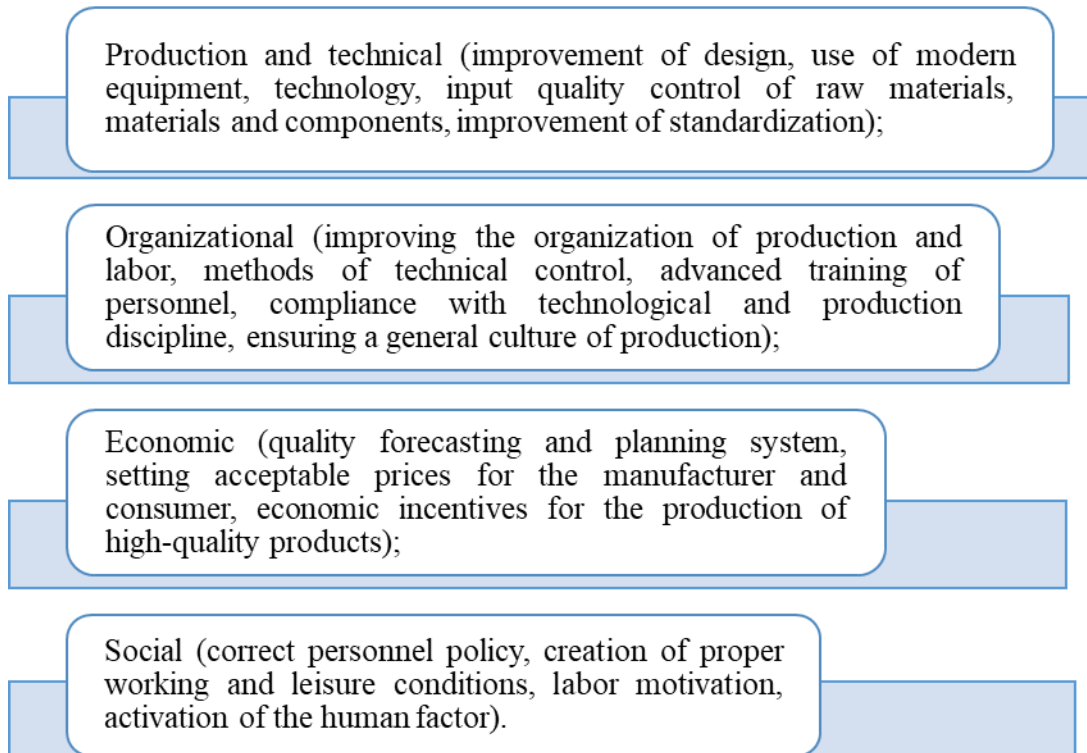


Figure 1.5 Ways to improve the quality and competitiveness of products

Source: [18]

The basis of competition is the ability to keep pace with the development of technology, innovation, information progress, taking into account external and internal factors and influence factors. Therefore, an enterprise must invest both financial, material and human resources in strengthening its positions and creating competitive advantages, as well as ensuring competitiveness and eliminating problems associated with it.

As for foreign experience, it should be noted that each state in the process of its management has existing positive and negative factors, and therefore is looking for methods to solve them (for negative ones) and improve them (for positive ones). An example is the presence and insufficient quantity in the country of certain raw materials, human potential, natural conditions, etc. Their insufficiency, each company is trying to compensate for those that they have strengths.

The best international experience shows that quality is certainly the most important component of competitiveness, and at the same time, sales opportunities

are determined by a large number of parameters and conditions, most of which apply not only to goods, but also to the company, as well as the country.

The efficiency of national markets, the competitiveness of companies, and the amazing ability to innovate based on a first-class system of universities and research centers all contribute to the high level of competitiveness of the American economy and companies. However, some shortcomings, especially those related to macroeconomic imbalances, still pose a risk not only to the country's overall competitive potential, but to the global economy as a whole. These dangerous moments have recently become apparent in the chain of consequences of the subprime crisis.

The USA is an example of a liberalized economy for Ukraine.

The US has an orderly system of government regulation that discourages large associations of companies operating in Europe or Japan. In particular, tax incentives (double taxation) are applied that do not allow the creation of groups of companies. Therefore, a typical American corporation is independent and acts in its own interests [19].

In Japan, the situation for the competitiveness of companies is quite different. Before that, there was a system of pyramid control over companies. After the defeat in World War II, rules similar to those in the United States were adopted, but the Japanese invented a new control mechanism: a controlling stake is not assigned to one company, but is divided into several and replaced by others. Thus the system of cross-ownership was created. This makes hostile takeovers more difficult and makes management more conservative and cautious. But the stagnation that has continued since the 1990s may lead to changes in this system [20].

The competitiveness of Swedish companies is greatly influenced by the intensity of research and development in the Swedish industrial sector, which is one of the highest in the world. About 80% of research and development spending in Swedish industry is represented by 20 large industrial groups. Today Sweden is one of the world leaders in information technology (IT).

In particular, the rapid growth of companies in industries such as the Internet and IT has attracted worldwide attention. The country is one of the leaders in the market of mobile communications and wireless Internet applications. As a result, Sweden has become an important market for testing IT companies. You can often hear and read about Stockholm as the Internet capital of Europe.

In addition, many modern IT and mobile companies such as Microsoft, Nokia, Intel and IBM are moving their research and development into the country. The Swedish “IT miracle” [21] was made possible by highly competitive companies thanks to a highly professional workforce and a strong tradition of innovation in computers and communications.

## CHAPTER 2 COMPETITIVENESS ANALYSIS OF DOMESTIC AGRICULTURAL ENTERPRISES

### 2.1. Analysis of the Ukrainian economy during the war of 2022

Ukraine receives support from all sovereign and conscious countries of the world, which not only morally but also financially support our country in this difficult time for us. Financial development institutions and international financial institutions are already actively cooperating with the EU and the European Commission to attract foreign direct investment to help Ukraine.

The war caused enormous damage to both Ukrainian business and the state, as well as to the civilian population. More details about the losses that occurred in the Ukrainian economy in Figure 2.1.

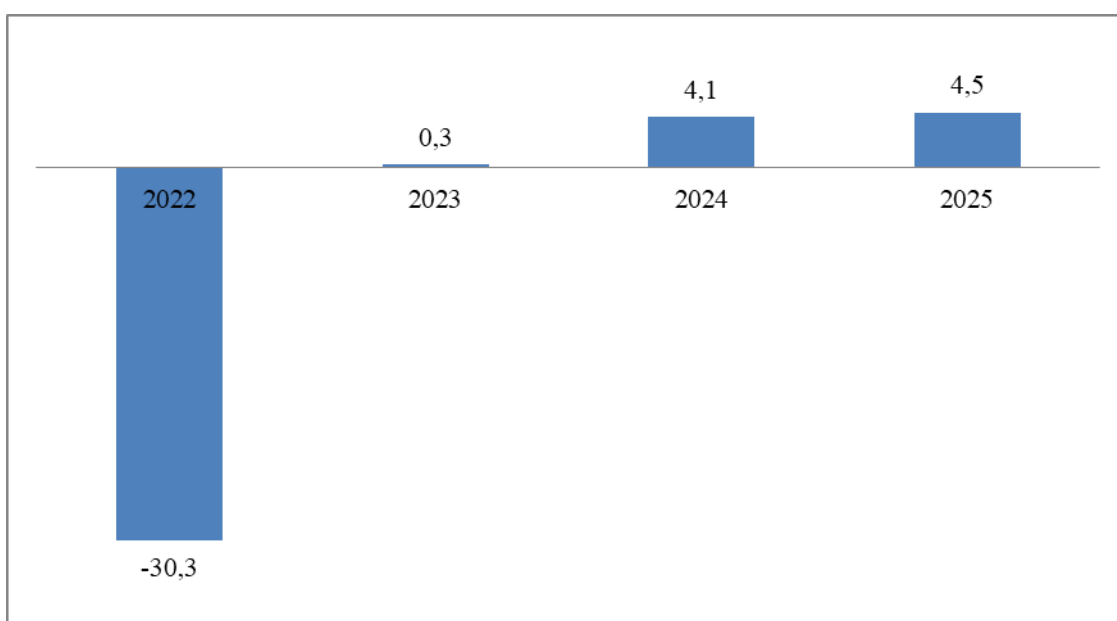


Figure 2.1 - Dynamics of GDP growth in Ukraine for the period 2022-2025, %

Source: [22]

So, as we can see, due to the war in Ukraine, domestic GDP in 2022 collapsed by 30.3%. According to the NBU forecasts, in 2023–2055 its growth is expected compared to 2022%, however, growth will remain within 4%. Since the

war in Ukraine is still ongoing, forecasts may change depending on the situation at the front.

The next graph that characterizes the overall picture of business losses is the number of operating enterprises that continued their work during the war and retrained to produce the necessary products to support the Armed Forces of Ukraine (see Fig. 2.2).

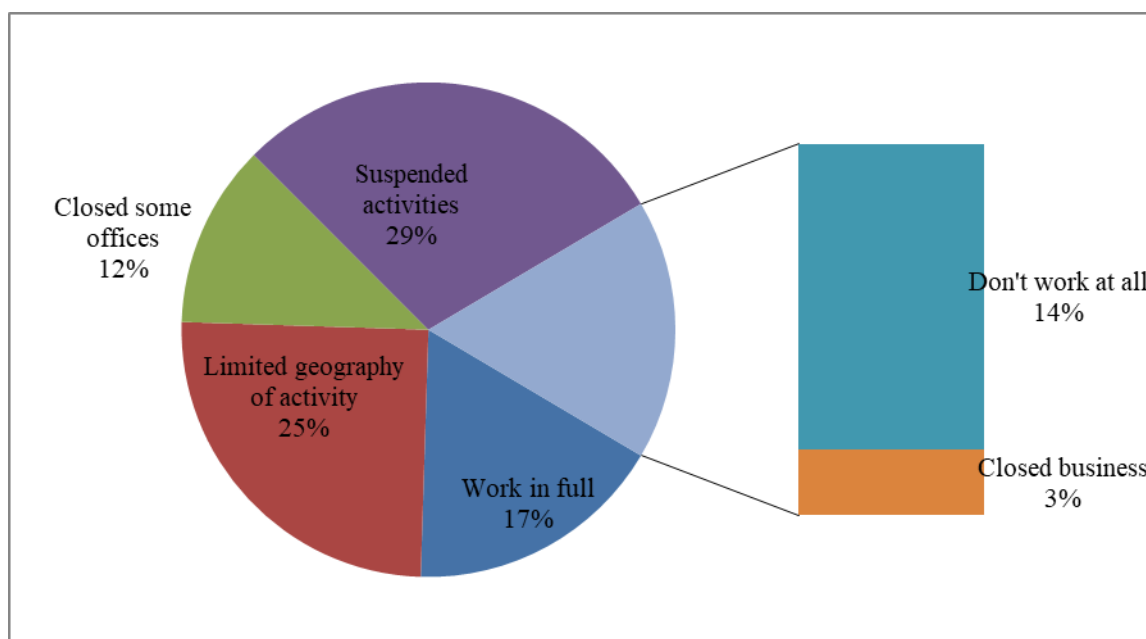


Figure 2.2 - The structure of the activities of Ukrainian enterprises during the war 2022-2023 Source [2]

The war in Ukraine changed the scope of the company and led to their relocation to safer territories. However, the war had no effect on closing the business. Indeed, during the war in Ukraine in 2022-2023, only 3% of companies were closed, and then mainly those that were in the occupied territory.

An important indicator characterizing the economic situation in the country is wages (for more details, see Figure 2.3)

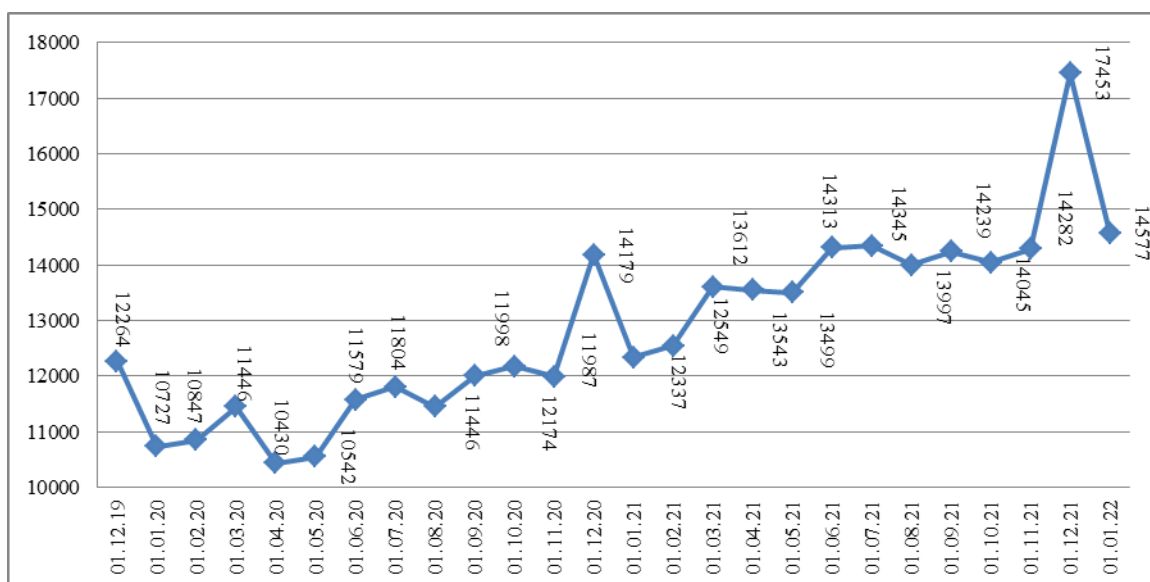


Figure 2.3 - Dynamics of the average wage in Ukraine for 2020-2022

Source: [23]

With the increase in the minimum wage from January 1, 2020, business expenses for wages increased, and accordingly, there was an increase in effective demand, which caused an increase in prices for consumer goods and industrial goods, which together increased the already not low level of inflation in Ukraine.

Another indicator that has an impact on inflationary processes is the exchange rate, which directly affects the rate of inflation. The exchange rate is shown in more detail in Figure 2.4.

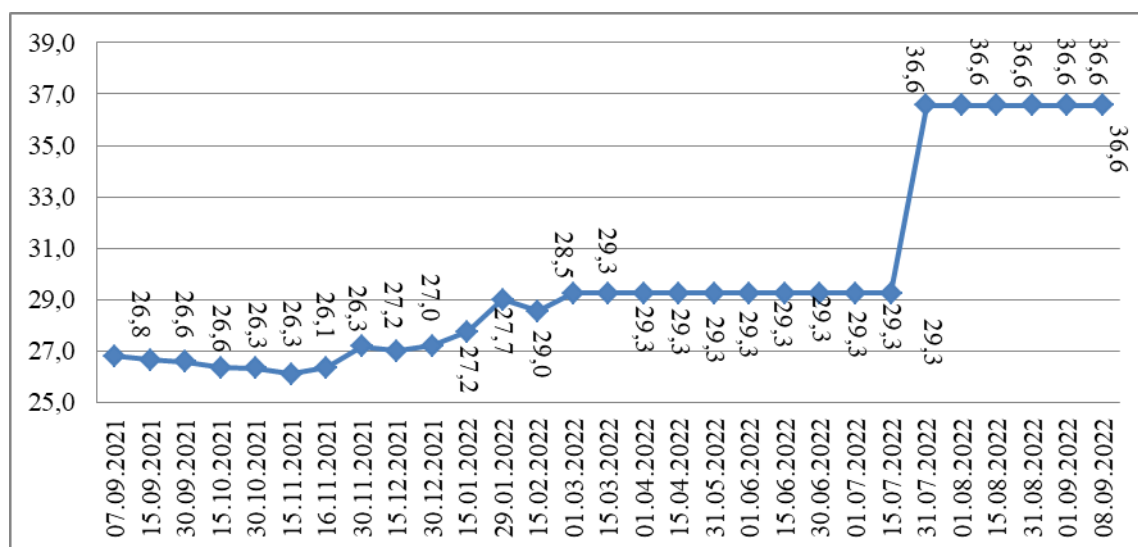


Figure 2.4 - Dynamics of the hryvnia exchange rate against the dollar for the period 2010-2022 Source: [24]



Based on the analysis of the data in Figure 2.4, it can be seen that a sharp depreciation of the hryvnia began in 2022 due to the war in Ukraine and an increase in government spending to finance the troops.

As a result, we will consider the dynamics of the general level of inflation in Ukraine since the beginning of the war and determine what impact it had on Ukrainian inflation (see Fig. 2.5)

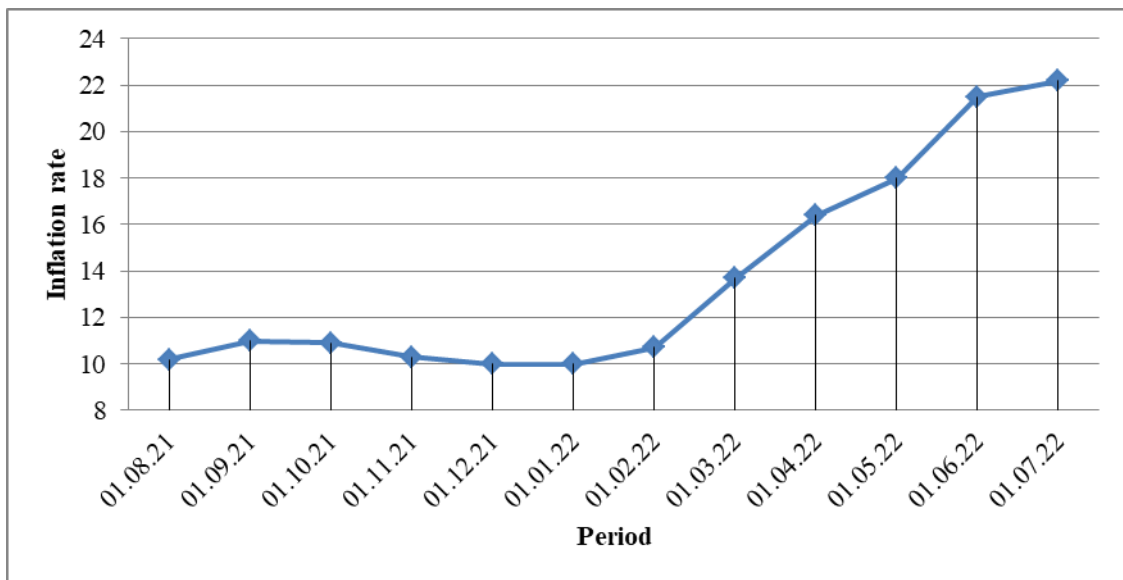


Figure 2.5 - Dynamics of inflation in Ukraine from August 2021 to July 2022, %

Source: [25]

So, we can observe an insane increase in inflation rates in Ukraine, caused primarily by a rise in prices for food products and energy resources, which ultimately led to an increase in inflation in July 2022 compared to July 2021 by 2.17 times.

Ukraine needs hundreds more billions of dollars to reconstruct the destroyed infrastructure, however, the EU support mechanism has already been launched and the entire world community, together with the Ukrainians, sincerely believes and hopes that the EU will be able to implement its plan to restore Ukraine and, after winning the war, help our country as quickly as possible restore your infrastructure and raise the economy.

## 2.2 Description of the role and place of Ukraine in international trade in agricultural products

The geopolitical conflict has exacerbated the interruptions in agricultural exports that began during the pandemic. Ukraine is one of the world's major producers and exporters of key agricultural crops.

A more detailed share of Ukraine in the world market of agricultural products is shown in Figure 2.6.

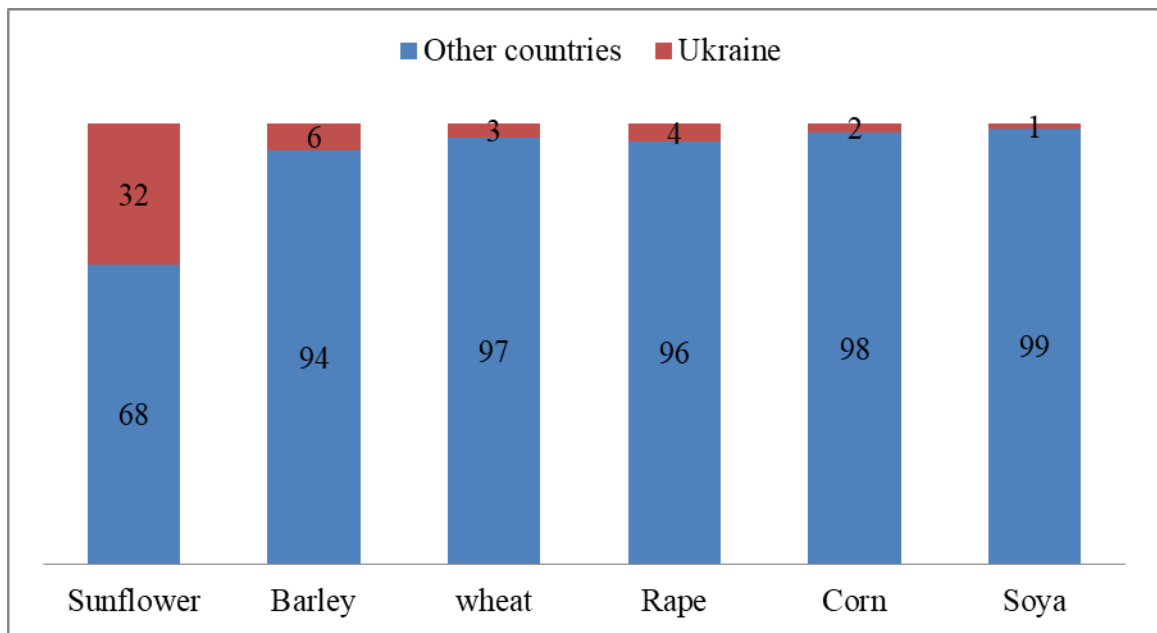


Figure 2.6 - The share of Ukraine in the world production of selected crops in 2023, % Source [26]

Ukraine ranked fifth in wheat exports in the world with a share of 10% and was first in terms of sunflower exports, second in barley exports and third in corn exports. More details about the share of Ukraine in the export of wheat and barley are shown in Figures 2.7 and 2.8, respectively.

We can see that Ukraine is among the top ten exporters of wheat and its share is 10%, which will be an extremely big loss for the world if the war in Ukraine is not stopped. We are already feeling the effects of the global food crisis, which has led to a sharp increase in the price of food products, including baked goods and animal feed.

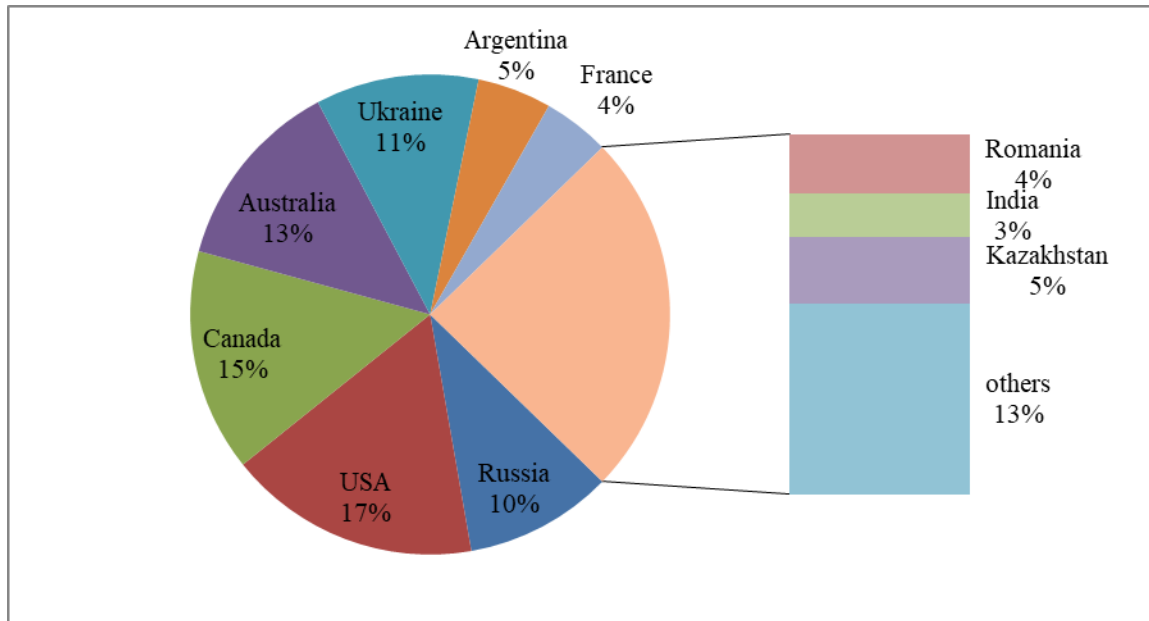


Figure 2.7 - The share of Ukraine in wheat exports as of 2023, %

Source [26]

Next, consider the part of Ukraine in the world export of barley (Fig. 2.8)

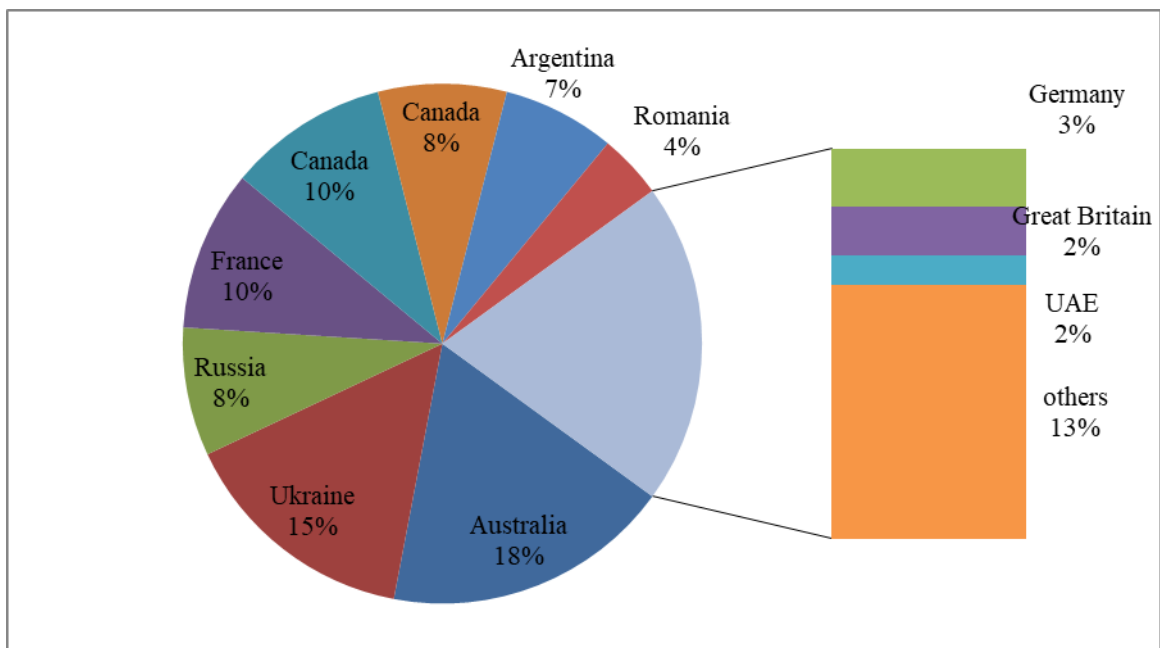


Figure 2.8 - The share of Ukraine in the export of barley as of 2021, % 2023

Source [26]

The situation is similar with the export of barley; here Ukraine occupies 14%, which is a large share of world exports.

The food price index, which has risen steadily since 2020, reached an all-time high in February 2022, exceeding 140 points, 20% higher than a year earlier [27].

Prices for maize in the first week of March alone rose by 44% in annual terms, and for rapeseed and sunflower oil (which also trades at historical highs) - by 65% and 63%, the FAO calculated. The situation is exacerbated by rising energy prices, which affects the cost of production and logistics: oil and gas prices have almost doubled in a year.

Rising food prices, disruptions in supply chains, and delivery delays hit the poorest hardest and sow the seeds of political instability and unrest around the world.

According to the UN, 45 African and less developed countries import at least a third of the wheat they consume from Ukraine; in addition, only Ukraine provides more than half of the supply of wheat to the World Food Program - the largest humanitarian organization to combat hunger [28].

Rising grain prices affect other food markets and, above all, prices for poultry and pork, which depend on the cost of feed crops, which, in particular, use corn and sunflower. The reduction of Ukraine's exports of these goods will lead to a long-term increase in prices for livestock products. Thus, depending on how large the reduction in exports will be, livestock products in 2026-2027 will be 3–10% more expensive than they would be if there were no wars [29].

The conflict in Ukraine is causing significant disruption to the global fertilizer market. This has already been reflected in record prices for this product, which is rising in price at an ambiguous pace. The lack of supply could be felt not only this year, but also next, the organization warns, predicting that global average prices for fertilizers will increase in 2022-2023 by another 13% from today's level, which will make agricultural products even more expensive.

As a result, we can conclude that the Ukrainian government needs to engage in the development of the agricultural industry and focus on building effective government programs to stimulate exports and maximize state support.

Unfortunately, only the war that began in Ukraine in 2022 led to concrete actions on the part of the government.

In figure 2.9, we propose to consider the main actions of the Ukrainian government in support of agrarian business during the war in Ukraine.

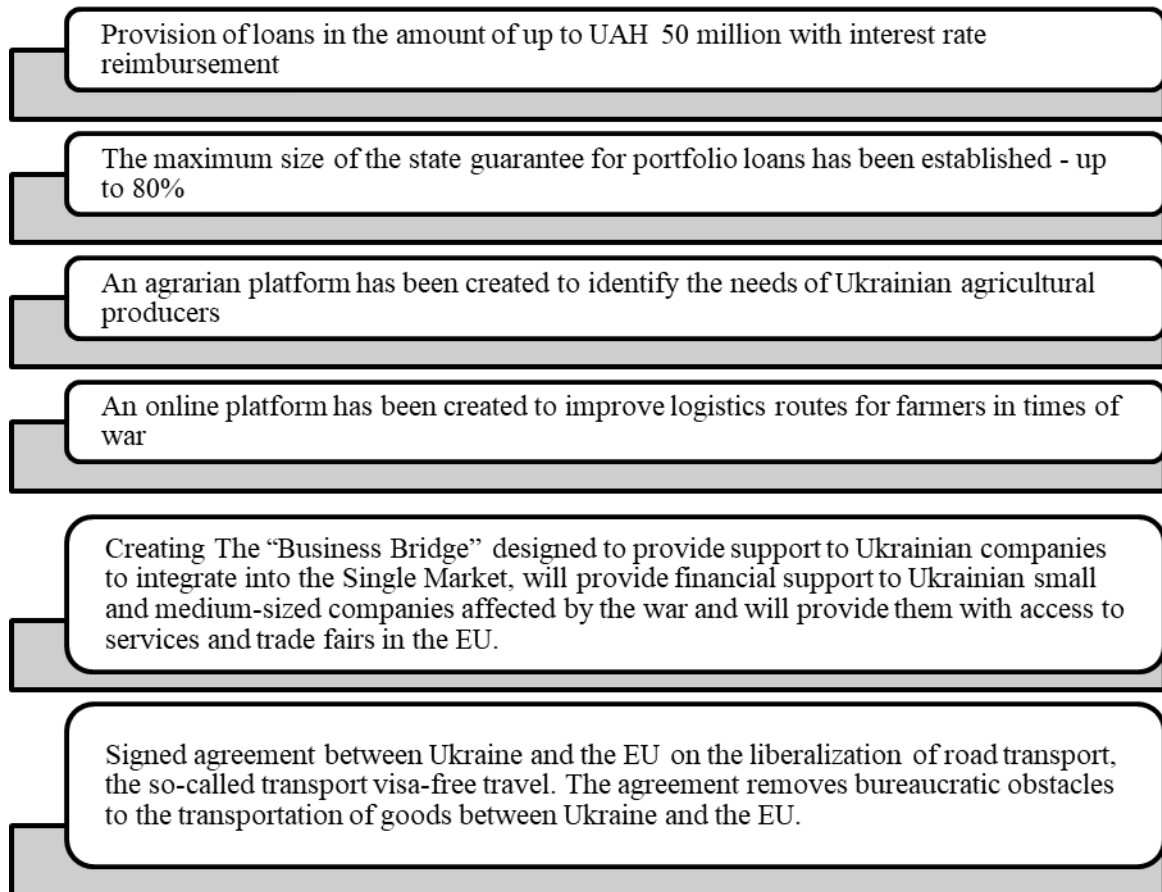


Figure 2.9 - Actions of the government to support Ukrainian farmers during the war in Ukraine Source: [29]

These steps on the part of the Ukrainian government should contribute to the further development of agrarian business in Ukraine and assure Ukrainian farmers that, despite the fact that the war in Ukraine continues, they must help restore the economy and continue to sow and cultivate the land. The Ukrainian government guarantees that in case of destruction of crops or farms, compensation will be paid and the damaged property will be fully restored.

In the current situation, countries that are significantly dependent on the supply of Ukrainian agricultural products and fertilizers should not only prepare

emergency measures to change importers, but also develop production on the domestic market. Countries should keep food and agricultural markets open and avoid unjustified restrictions on product exports so as not to provoke further price increases.

### 2.3. Analysis of the state of Ukraine's foreign trade in agricultural products

Every third dollar in Ukraine falls on the export of agricultural products, which makes up the bulk of the foreign exchange inflow to the budget of Ukraine.

Next, we propose to consider the share in the export of Ukrainian agricultural enterprises in terms of annual revenue from sales of products (see Fig. 2.10)

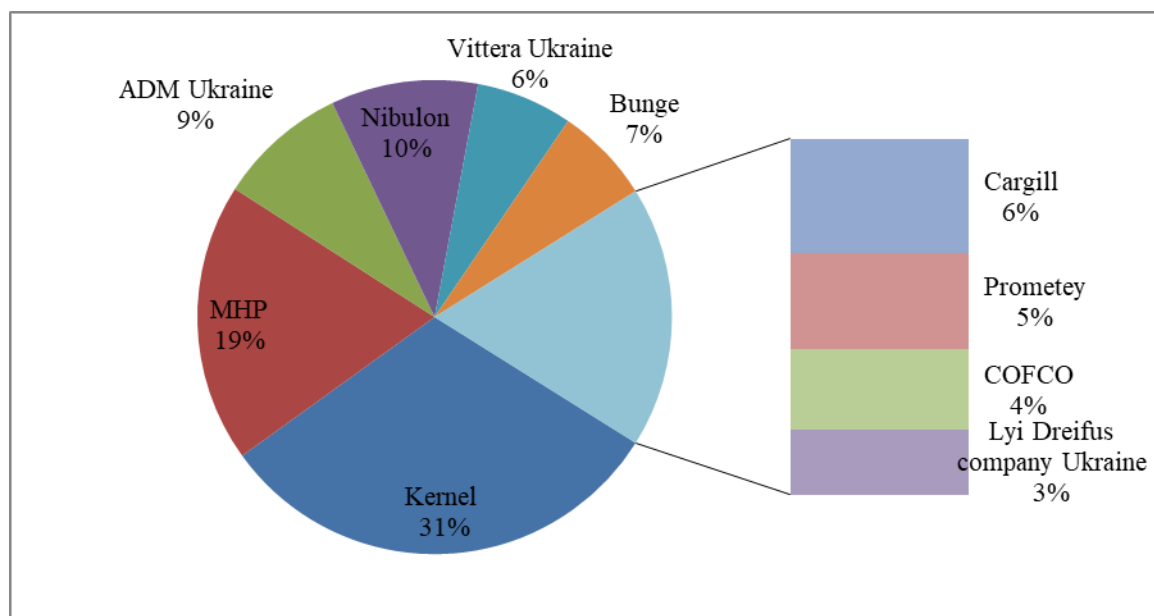


Figure 2.10 - Share in the export of agricultural enterprises of Ukraine as of 2020, % Source [30]

Thus, Kernel Agricultural Holding exports packaged sunflower oil, Myronivsky Hliboproduct PJSC exports chicken meat, UkrLandFarming exports eggs, and Astarta-Kiev GC exports sugar and soybean oil.

Next, we propose to analyze the impact of exports on the level of profitability of agricultural enterprises over the past three years. The main indicator

of effective financial and economic activity is the net profit of the enterprise, and on the basis of the analysis of which it is possible to determine whether this enterprise is effective or not. (see table 2.1)

Table 2.1 – Dynamics of sales revenue and net profit of Ukrainian agricultural enterprises for 2018-2020, UAH million

Company	TOV Astra Kyiv		Syngenta		Kernel		MHP	
Years	Revenue	Net profit	Revenue	Net profit	Revenue	Net profit	Revenue	Net profit
2018	649156	39546	9940961	67456	6488100	140400	34464262	3971908
2019	754726	71682	8467366	38348	10692000	510300	36852545	5042752
2020	415923	88706	9960593	67759	11088900	318600	35973856	- 1846825
Change %	16,26	81,26	-14,82	-43,15	64,79	263,46	6,93	26,96

Source: [31-37]

Considering the key financial results of well-known agricultural enterprises, we see that with the revival of exports in 2018, already in 2019 their profits grew by an average of 80%, which indicates the effectiveness of the impact of exports on the profitability of the company. Negative growth was observed only at Syngenta, which only began to increase the export of supplies in 2019, and, accordingly, in 2020 its net profit increased by 1.7 times.

It is the agro-industrial complex that is the key industry of our state, which it must develop and captivate the world markets. A significant share of the commodity structure of Ukrainian exports to the countries of the world in 2020 was cereals - 19.1%, followed by ferrous metals - 15.61%, and the top three Ukrainian exports are slag and ash ores - 8.97%. Grains are the main thing for

Ukraine's entry into the world trade space, as it is a raw material for many sectors of the economy [38, 39].

Every year, the export of Ukrainian agricultural products is growing, which indicates an increase in production volumes by Ukrainian enterprises and an increase in their capacities. So, we will study the dynamics of crop and livestock production over the past five years, we will start our study with an analysis of the volume of crop production (see Fig. 2.11)

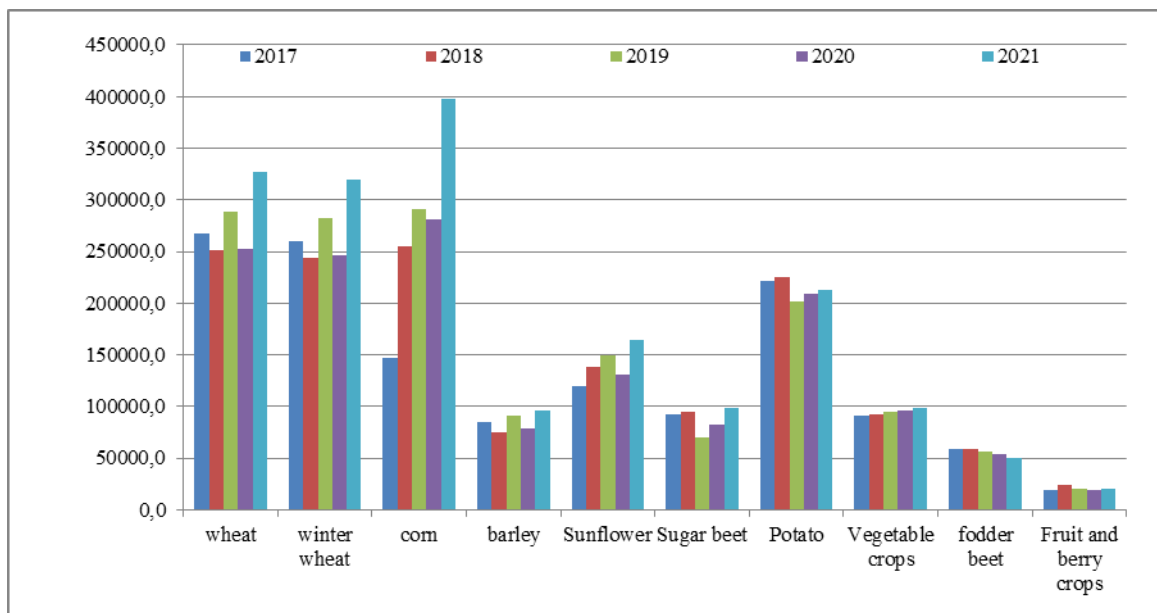


Figure 2.11 - Dynamics of crop production volumes, thousand centers for the period 2017-2021 Source: [40]

Analyzing Figure 2.11, for all types of crop production, there was an increase in 2021, despite quarantine restrictions and the closure of sales markets in 2020, the level of production in 2021 quickly recovered and exceeded the level of 2019. Basically, the increase in crop production was due to the growth of sown areas, the introduction of innovative technologies into the activities of Ukrainian enterprises and a fruitful 2021.

In the final analysis of the agricultural sector of Ukraine, we propose to study the level of profitability of agricultural enterprises over the past ten years and determine how profitable the main agricultural products are (see Fig. 2.12)



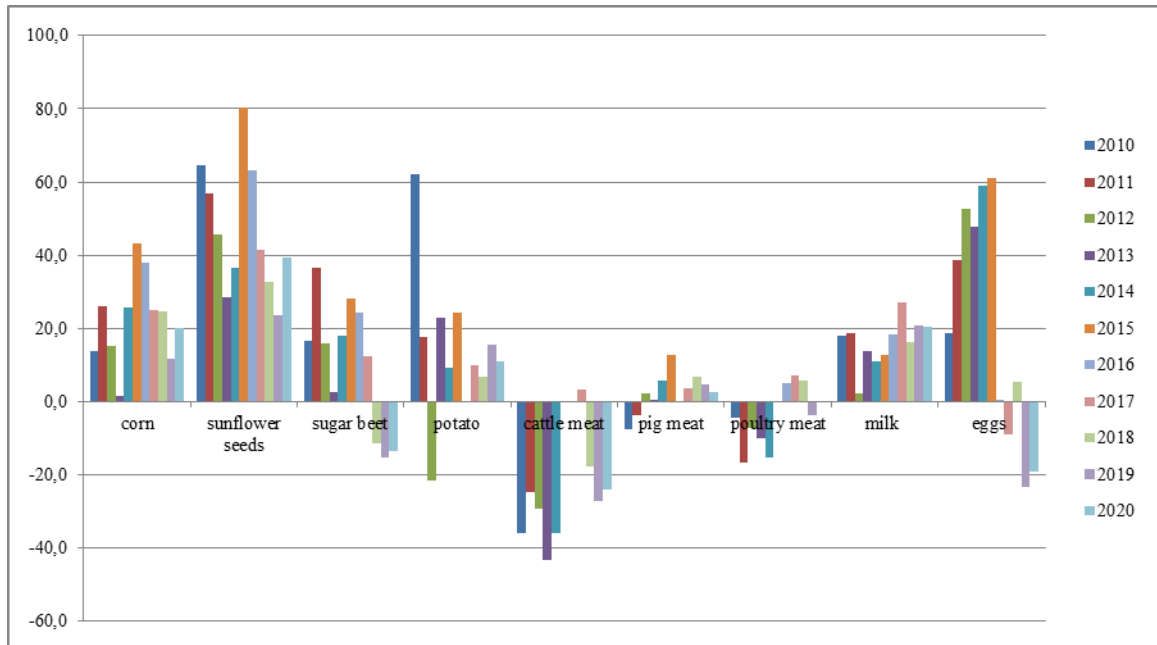


Figure 2.12 - Dynamics of the level of profitability of agricultural production by Ukrainian enterprises, % for the period 2010-2020 Source: [41]

The most profitable products in agriculture are sunflower seeds, grain, sugar beets, milk and potatoes, these goods are characterized by high prices and relatively low production costs. As for the unprofitable, it is mainly meat, for the production of which a large amount of money is spent and unjustifiably high prices for feed, sometimes exceeding their real value.

Today, Ukrainian companies have begun to actively use innovative technologies in their work and improve business processes. I am exporting products. The introduction of innovations in the activities of agricultural enterprises has increased the demand for Ukrainian agricultural products abroad.

#### 2.4 Study of export activities of Ukrainian agricultural holdings

Agricultural development contributes to economic growth and is critical to poverty alleviation and food security [27]. Trade is an important part of agricultural markets[28]. Given just a few of the challenges that people around the world have to face, such as the 2022 war in Ukraine, rising food prices, increasing

world population, international trade in agricultural products is becoming not just important, but extremely important.

For centuries, Ukraine has been called the "breadbasket of Europe". This name is quite accurate, given that about a quarter of the supra-fertile "chernozem" or "chernozem" of the world is concentrated in Ukraine. Ukraine is already one of the top three grain exporters and a world leader in areas such as soybeans and sunflower oil. Exports of Ukrainian agricultural products are growing in key global markets such as China, Egypt, India, Turkey and the European Union [29]. This makes Ukraine one of the key players in the global agricultural market.

So, let's examine the dynamics of Ukrainian exports of agricultural products by main categories (Fig. 2.1).

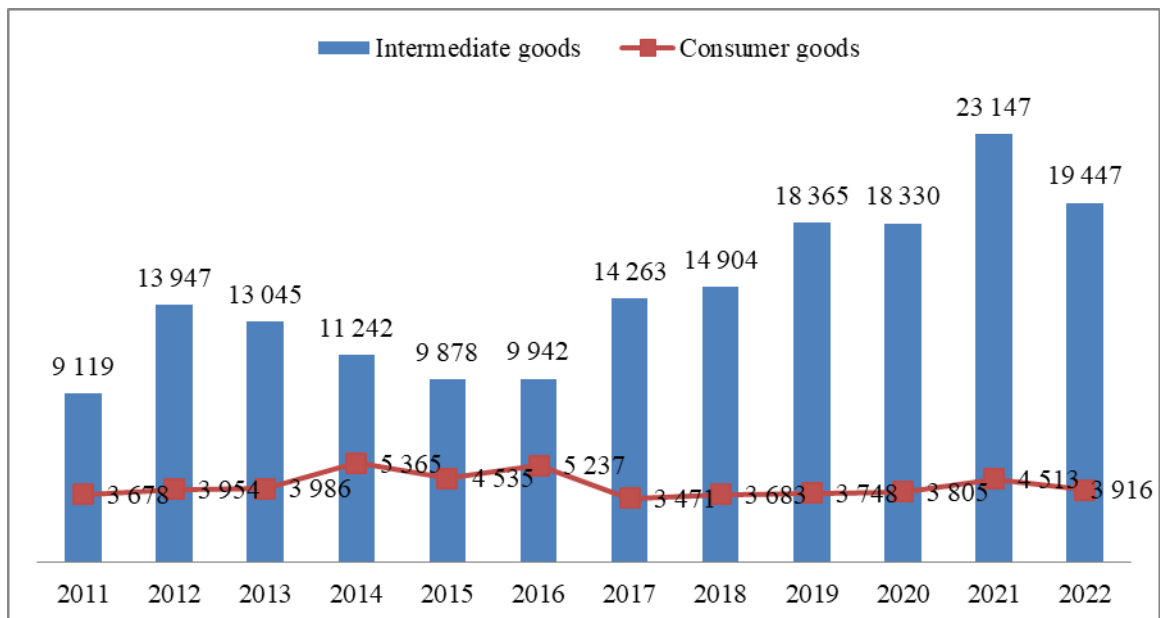


Figure 2.13 - Dynamics of exports of Ukrainian agricultural products by category for the period 2011-2022, mln. USA Source: [42]

As we can see in Figure 2.1, the dynamics of agricultural exports from Ukraine peaked in 2021, recovering from the Coronavirus Pandemic in 2020. However, a new wave of tests for domestic agricultural exports was the war in Ukraine, which led to a decrease in export sales due to the inability of companies to export due to the blocking of ports.

Next, we will conduct a comparative analysis of the revenue of Ukrainian agricultural holdings for the period 2021 and 2022. (Fig. 2.14).

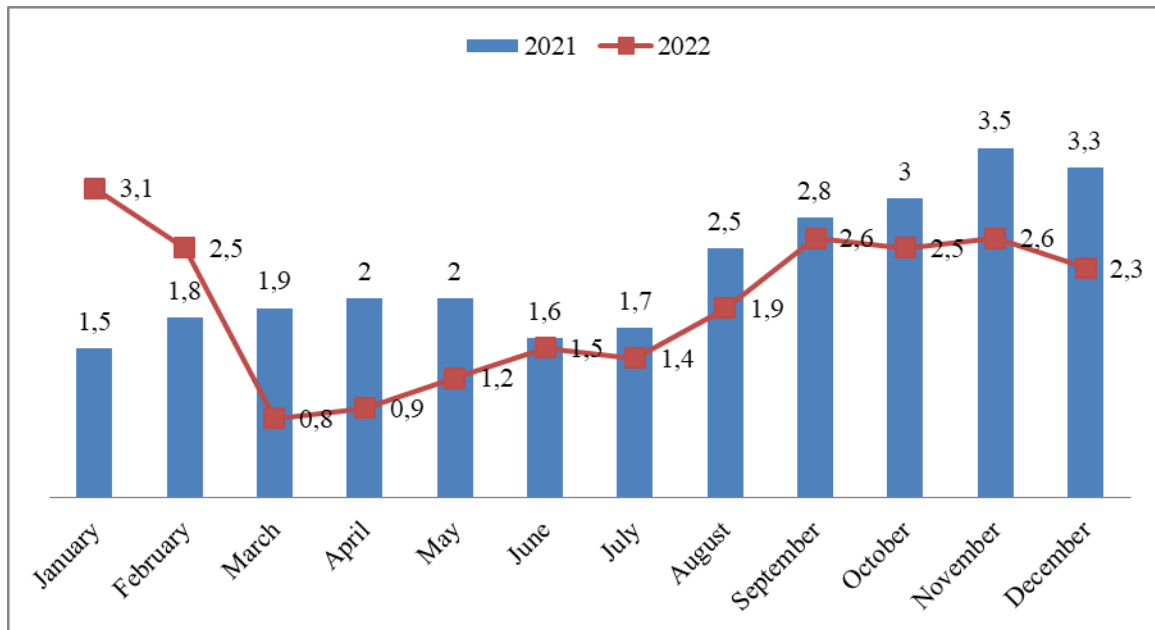


Figure 2.14 - Comparative analysis of the revenue of agricultural holdings for the period 2021-2022, billion dollars USA Source: [46]

So, analyzing Figure 2.14, we see that the volume of revenue from the period of March and July in 2022 decreased by almost half compared to 2021, the main reason for this drop was the war in Ukraine. Most of the agricultural holdings that were located in the temporarily occupied territories were forced to suspend their activities, which negatively affected the overall performance of the agrarian sector of the year in Ukraine.

Next, we will analyze the structure of exports of agricultural holdings of Ukraine by goods (Fig. 2.15).

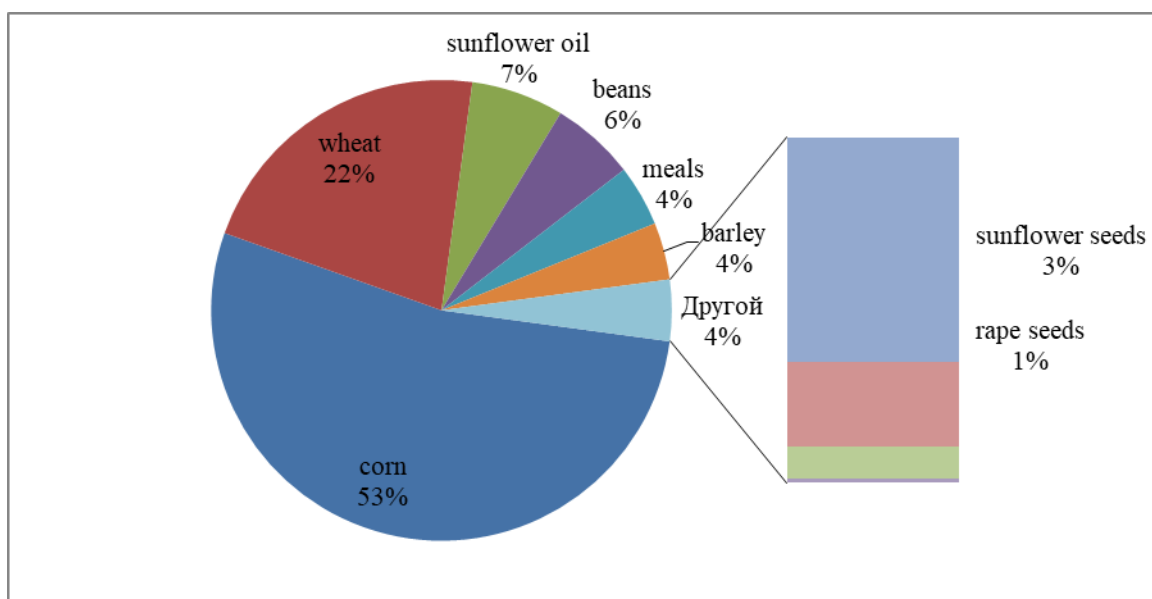


Figure 2.15 - Commodity structure of exports of agricultural holdings of Ukraine for 2022. Source: [47]

The largest share in the structure of exports of agricultural holdings of Ukraine was corn exports - 53%, followed by wheat exports - 22%, and with a share of 7%, the top three products are closed by the export of sunflower oil.

The geographical structure of exports is shown in Figure 2.16.

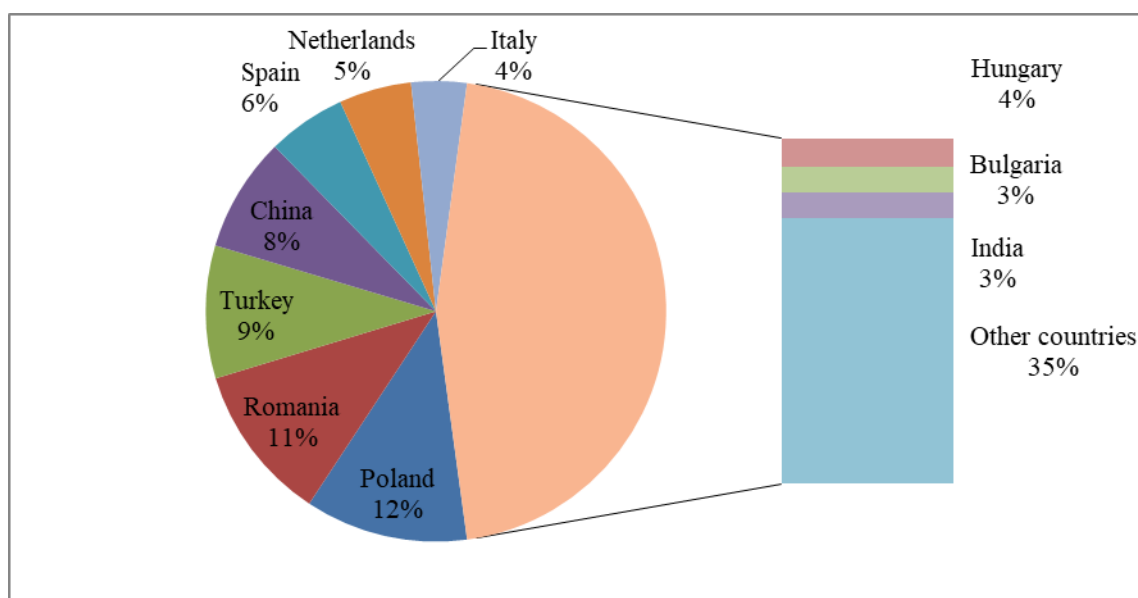


Figure 2.16 - Geographical structure of exports of agricultural holdings of Ukraine for 2022. Source: [48]

The largest importers of Ukrainian agricultural products were Poland and Romania, with a combined share of 33%, mainly due to the blocking of ports and exports of products through land, and these two countries are the closest in terms of territorial location.

To determine the share of Ukraine in EU meat imports, we propose to analyze the structure of beef imports for 2021 (see Fig. 2.17)

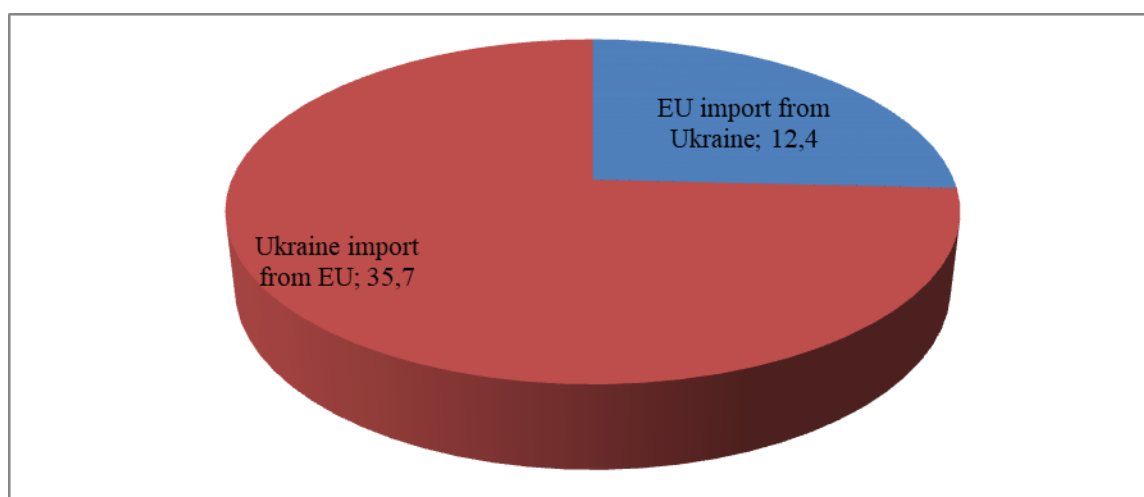


Figure 2.17 - The share of Ukraine in the import of EU countries by agricultural products as of 2021,% Source: [49]

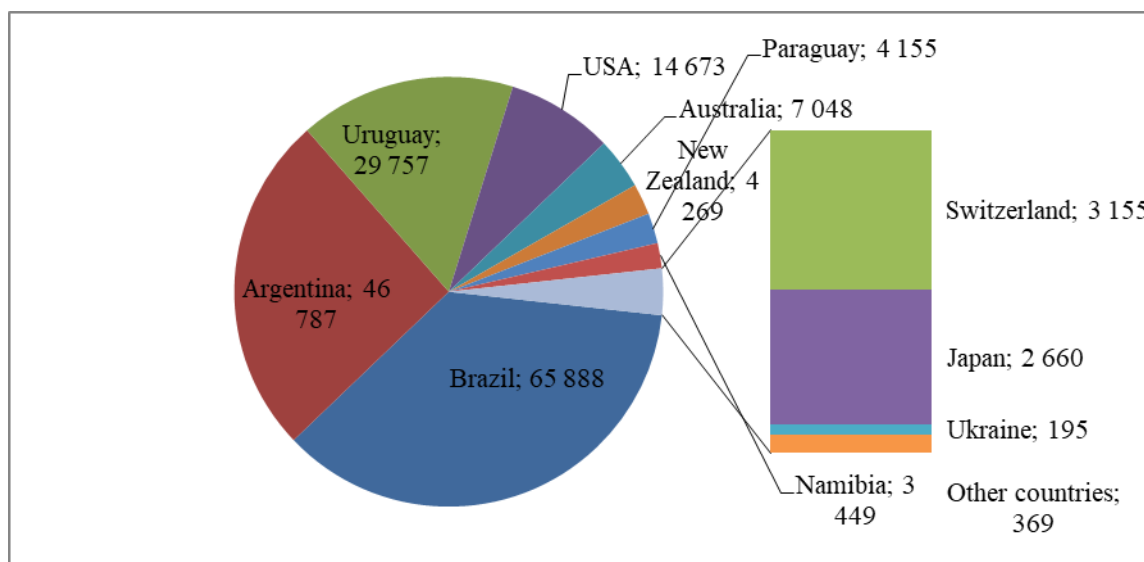


Figure 2.18 - Structure of imports of EU beef meat for 2021 by main countries, tons Source: [50]

As we can see, Ukraine occupies a tiny share in the structure of imports of the EU countries, however, it has great potential for growth, since its main

advantages are its favorable logistical location and relatively lower prices. One of the reasons preventing the EU from buying meat from Ukraine is significant restrictions and quality requirements, which, unfortunately, are difficult for our exporters to meet.

As a result, we can conclude that the Ukrainian government needs to develop the agricultural sector and focus on building effective government programs to stimulate exports and maximize state support. Unfortunately, only the war that began in Ukraine in 2022 led to concrete actions on the part of the government.

## 2.5 Substantiation of promising directions for the development of export activities of Ukrainian agricultural holdings

Let's take a closer look at the main actions taken by the Ukrainian government to support the agricultural business during the war in Ukraine (Fig. 2.19).

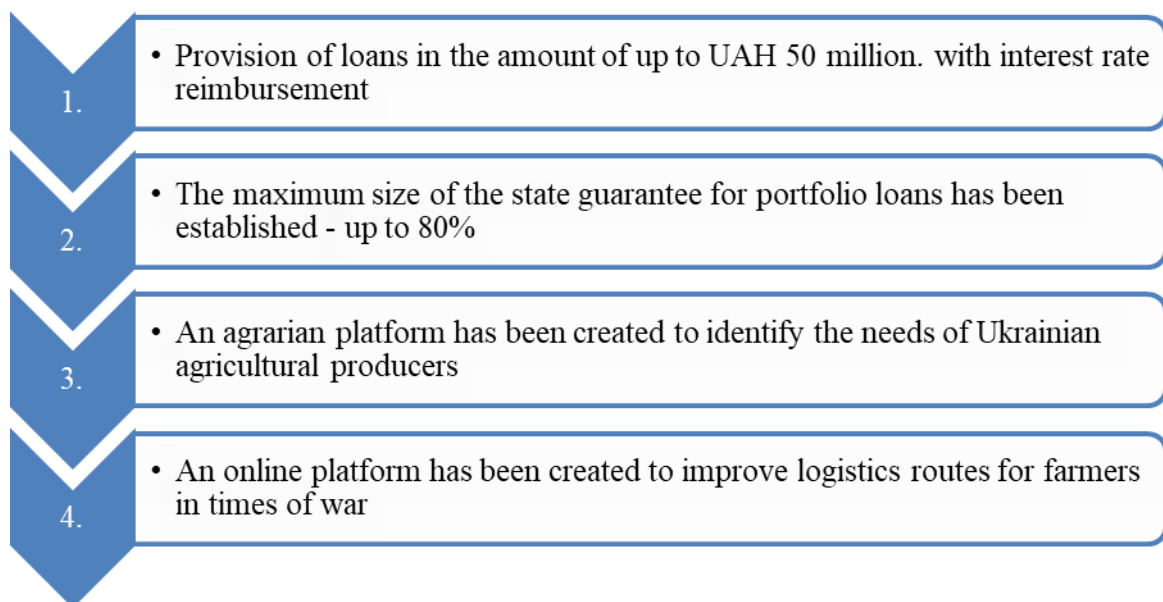


Figure 2.19 - Government actions to support Ukrainian farmers during the war in Ukraine Source: [51]

These steps by the Ukrainian government should contribute to the further development of the agricultural business in Ukraine and assure Ukrainian farmers

that, despite the fact that the war in Ukraine continues, they need to help restore the economy and continue to sow and cultivate the land. The Ukrainian government provides guarantees that in case of destruction of crops or farms, compensation will be paid and the damaged property will be fully restored.

Equally important is the support of Ukrainian exporters and importers by the EU countries. On May 12, 2022, the European Commission presented its Action Plan "Roads of Solidarity"[52] to help Ukraine export its agricultural products as part of the EU solidarity reaction with Ukraine.

Since August 2022, the Black Sea Grain Initiative [53], through the UN, has allowed to increase grain exports by sea routes and has achieved the opening of a port in Odessa. According to the Ministry of Agriculture of Ukraine, the total Ukrainian export of grains, oilseeds and related products in September 2022 reached 6.6 million tons, confirming the upward trend after 4.3 million tons in August, 2.8 million tons in July, 2,5 million tons in June, 2 million tons in May and 1.3 million tons in April.

The agricultural sector in 2022 provided 53% of all exports of Ukraine[54] and it is its development based on innovations that will become the basis for the restoration of the Ukrainian economy. We propose to build innovative development strategies for domestic agricultural companies, which will be based on innovations and technologies (Fig. 2.20).

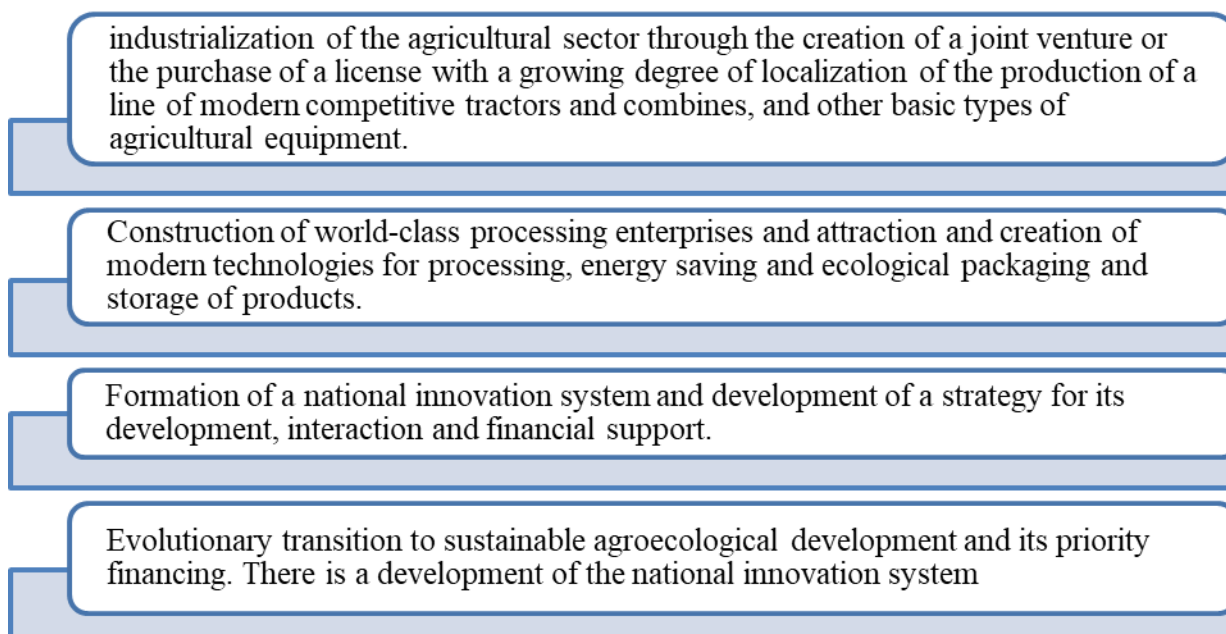


Figure 2.20 - Strategy for innovative development of agricultural companies in post-war Ukraine Source - compiled by the author

To financially support the implementation of this strategy, the following financial instruments should be used (Fig. 2.21).

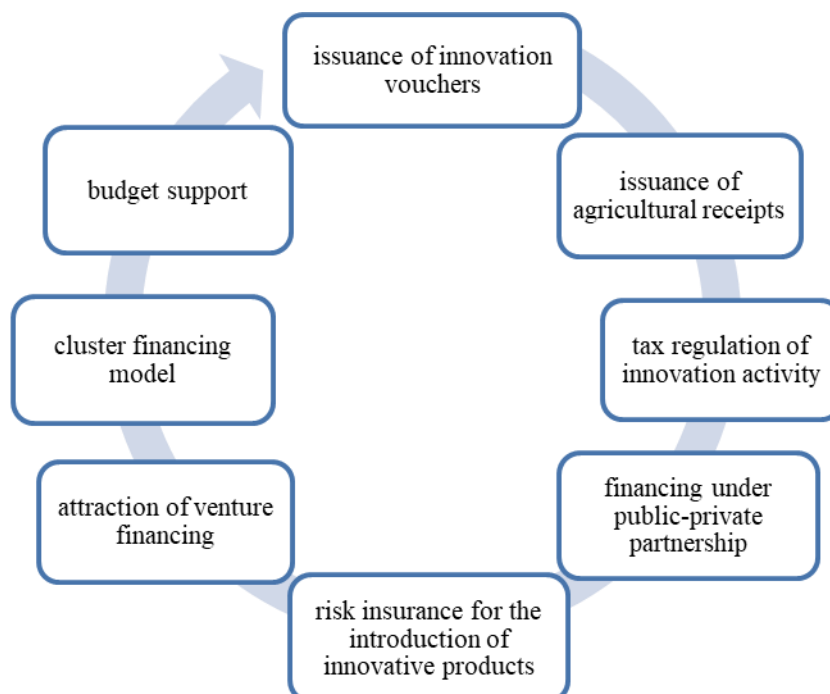


Figure 2.21 - Financial instruments for implementing the strategy of innovative development of agricultural companies Source - compiled by the author



The first step in the implementation of the strategy for innovative development of the agricultural sector would be to provide incentives for exporters of innovative products of the agricultural sector, which will increase the demand for the development of innovative activities.

After the victory in the war, it is advisable to provide the basis of financing to companies that develop and introduce innovations in their activities. On the part of the state, the stimulation of innovation should be understandable, accessible and as transparent as possible.

For Ukraine, the export of agricultural products is an important source of revenue for the state budget and a strategic industry, the share of exports of which in 2022 was 53%. So our states need to encourage domestic farmers to increase their volumes and support the development of agricultural exports.

## CONCLUSIONS

Therefore, according to the results of the study, the following conclusions should be drawn:

Based on various statements on the interpretation of the concept of enterprise competitiveness, it is determined that it is the ability to produce and sell their products quickly, cheaply, efficiently and sell them in sufficient quantities with a high technological level of service. In our opinion, the most well-known and widespread methods and models for assessing the competitiveness of a company today can be divided into two groups: calculation methods and theoretical ones.

Despite the rather large-scale level of competitiveness research, a unified approach to solving the issues of analyzing the competitiveness of companies has not been developed. Each researcher, starting from his vision of solving these problems, the objectives of the assessment, the peculiar properties of the business, develops a special assessment methodology or makes adjustments to the existing methods.

The methods we have indicated for analyzing the competitiveness of companies speak of the existence of a huge number of ways to manage competitiveness. However, these methods do not give a complete picture of the level of competitiveness of the company, since not all aspects of the activity of a particular company are taken into account when they are applied. You need to use several of them at the same time.

We have studied that the agricultural market is a key area of activity in our country, which is mainly due to the specifics of the natural and climatic conditions that allow the development of agricultural business. Ukraine is one of the ten world exporting countries of wheat, sunflower and honey and provides about 10% of the world's population with its products. It is agriculture that is the basis of Ukrainian GDP and Ukrainian exports and is the key industry of our state.

We came to the conclusion that the government of Ukraine did not sufficiently contribute to the development of agriculture and did not stimulate

companies to export their products, and with imperfect regulation and management in the agricultural business, Ukrainian farmers have insufficient financial support, outdated equipment and a low level of innovation, which ultimately hinder effective development of the agro-industrial complex of Ukraine.

The Ukrainian agrarian business is one of the key in the structure of exports and accumulates a large amount of revenues to the state budget. Therefore, our economy depends to a certain extent on the development of agricultural production, which in recent years has suffered greatly from sharp fluctuations in the exchange rate, political instability, and today also from war. The Ukrainian government has introduced a number of programs to stimulate agricultural production, realizing that it is necessary to fight the enemy not only with weapons, but also economically. The main task assigned to Ukrainian farmers is the restoration of the Ukrainian economy, and in 2022 it must be completed in full.

Today, Ukrainian agriculture is not only a key industry in our country, but also the only one that can somehow support the economy in such a difficult time, since the industry in our country is almost completely destroyed. The Ukrainian government needs to develop a number of bills to stimulate the export of agricultural products, which will help strengthen our national currency and the economy as a whole. It is agricultural enterprises that today are the main breadwinners of our country, and in view of this, maximum efforts must be made so that they can work effectively and export their products.

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