ЕКОНОМІКА

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IMPLEMENTING THE ANTI-CRISIS POTENTIAL OF ECONOMIC DE-VELOPMENT OF AGRICULTURAL ENTERPRISES OF UKRAINE IN THE TURBULENT SYSTEM OF ANTI-CRISIS MANAGEMENT

Abstract. *The article considers the conditions for implementing the anti-crisis potential of economic development of agricultural enterprises in Ukraine in a turbulent system of anti-crisis management, through instruments of state finan-cial support, digitalization, cooperation, and environmental orientation, which ensure the stability of economic entities in crisis situations. It is substantiated that the anti-crisis potential of economic development is a complex system of management, economic, innovation, and social mechanisms adapted to changes in production and financial processes. A model for implementing the anti-crisis potential of economic development of agricultural enterprises is presented, with interconnected blocks of resource potential, management mechanism, financial and credit instruments, innovations, digitalization, environmental component, and international integration. A "radar" diagram of instruments for implementing the anti-crisis potential of economic development of agricultural enterprises in countries around the world is constructed.*

Keywords: *anti-crisis potential, economic development, agricultural enter-prises, turbulent environment, anti-crisis management.*

JEL code classification: Q13, Q55, R11

Statement of the problem. The modern development of the agricultural sector of Ukraine is marked by a high level of crisis phenomena caused by global market shocks, which, in turn, affect institutional instability and macroeconomic imbalances in the country. In conditions of increased uncertainty, the role of anticrisis potential, which is determined by the ability of agricultural enterprises to withstand risks, ensure sustainable economic development in an integrated system of anti-crisis

management, activate internal mechanisms of activity [7, pp. 45–52], reduce the impact of external transformations in the industry in the event of conflict situations related to geopolitical instability and military operations in the country, reduce the destruction of logistics chains in world agricultural markets [8, p. 98–105].

In a turbulent environment, the economic development of agricultural enterprises in Ukraine slows down, the level of negative functioning of agrarian business in the country increases, which requires business entities to implement measures [2, p. 29], aimed at the implementation of anticrisis potential, by identifying not only the factor of stabilizing their rise, but also the ability to ensure the competitiveness and profitability of the agricultural sector in crisis business processes.

Anti-crisis potential in the turbulent system of anticrisis management allows you to form a new paradigm of economic development of agricultural enterprises, where the key aspect is the harmonious combination of a strategic vision regarding the effectiveness of implementing innovativeness and adaptability of the organizational structure of its components and elements and the formed resource concept in the agricultural sector with the interconnected attributes of the coordinating management architecture.

Analysis of recent research and publications. The problem of studying the anti-crisis potential in the conditions of management turbulence has been reflected in the works of Ukrainian and foreign scientists. Thus, in the work of R. Stepaniuk, a methodical approach to diagnosing the anti-crisis potential of agricultural enterprises is proposed, which is based on a combination of financial and production-resource indicators [6, p. 53–60]. The study of V. Dotsenko emphasizes the need to improve management systems in a turbulent environment through the introduction of adaptive methods of strategic planning [7, p. 65–69]. Foreign authors, S. Chakraborty and P. Henderson emphasize that the anticrisis potential is an integrated result of the synergy of financial, technological and managerial resources, and its implementation is possible only under conditions of high adaptability of organizational structures [11, p. 14–16].

Formation of the objectives of the article. The purpose of the study is to investigate the tools for implementing the anticrisis potential of economic development of agricultural enterprises in Ukraine in a turbulent system of anticrisis management, which ensure the stability of business entities in crisis situations.

Summary of the main material. The current conditions of the functioning of the agricultural sector of Ukraine are marked by deep transformation processes, which are caused by structural imbalances of the economy. Agricultural enterprises have found themselves in a complex environment, where the turbulence of management systems and the high unpredictability of market processes require the formation of an effective anti-crisis potential [12, p. 25].

The anticrisis potential of economic development is considered as a complex system of managerial, economic, innovative and social mechanisms, which allows enterprises to adapt to environmental changes, minimize risks and ensure the continuity of production and financial processes. This problem will gain particular importance in the conditions of postwar reconstruction of Ukraine, when the stability of the agricultural sector will become the basis of food security and socio-economic stability [10, p. 18].

The anti-crisis potential is defined as the set of resources and capabilities of an enterprise that ensure its ability to predict, identify and neutralize crisis phenomena at different stages of development [5, p. 17]. Its components include [3, pp. 104–109]: resource potential (land, financial, material and technical resources); management potential (decision-making system, personnel management, adaptability of management structures); innovation potential (implementation of digital technologies, agroinnovations, automation); marketing potential (ability to enter new markets, diversification of sales channels); institutional and legal potential (compliance with regulatory requirements, ability to effectively interact with state institutions).

From the perspective of a systemic approach, the anticrisis potential of an agricultural enterprise is a multilevel structure, where each component is integrated into the overall sustainability management model. That is why management mechanisms should be aimed at monitoring risks, predicting crisis

trends and developing strategies for adapting to a turbulent environment [13, p. 22]. From the perspective of a systemic approach, the anti-crisis potential of an agricultural enterprise is a multilevel structure, where each component is integrated into the overall sustainability management model. That is why management mechanisms should be aimed at monitoring risks, predicting crisis trends and developing strategies for adapting to a turbulent environment [13, p. 22]. In conditions of turbulence in the anti-crisis management system, information uncertainty develops and risks increase, which quickly changes the external environment of the functioning of agricultural enterprises. Risk factors in the agricultural sector of Ukraine include: geopolitical challenges (full-scale war, destruction of logistics chains, blockade of ports); economic risks (inflationary fluctuations, devaluation of the national currency, lack of investment resources); environmental threats (climate change, soil degradation, droughts); institutional factors (imperfect land reform, bureaucratic barriers, corruption risks). Under these conditions, the management system of agricultural enterprises must transform from a reactive to a proactive model, where the emphasis is on forecasting crisis situations and forming sustainable business models [4, p. 68].

The relationship between the turbulence of the external environment and the level of anti-crisis potential of agricultural enterprises is shown in Fig. 1.

Considering the experience of the world's leading countries in the field of agricultural management, it is worth emphasizing that the implementation of anti-crisis potential is based on a systematic combination of state support, market mechanisms and innovative tools. Each country builds its own management model that takes into account the peculiarities of the agricultural sector, economic structure and political conditions.

In the EU countries, the key factor is the common agricultural policy (CAP), which includes mechanisms for direct financial support for farmers, subsidizing environmental practices, innovative grants and the integration of digital monitoring platforms (for example, satellite control systems of crop areas) [12].

In the USA, an important role is played by crop and risk insurance, state credit programs, as well as an extensive infrastructure of agricultural cooperatives. Considerable attention is paid to digital technologies: farmers have access to open USDA databases and digital platforms for forecasting market fluctuations [13, p. 72].

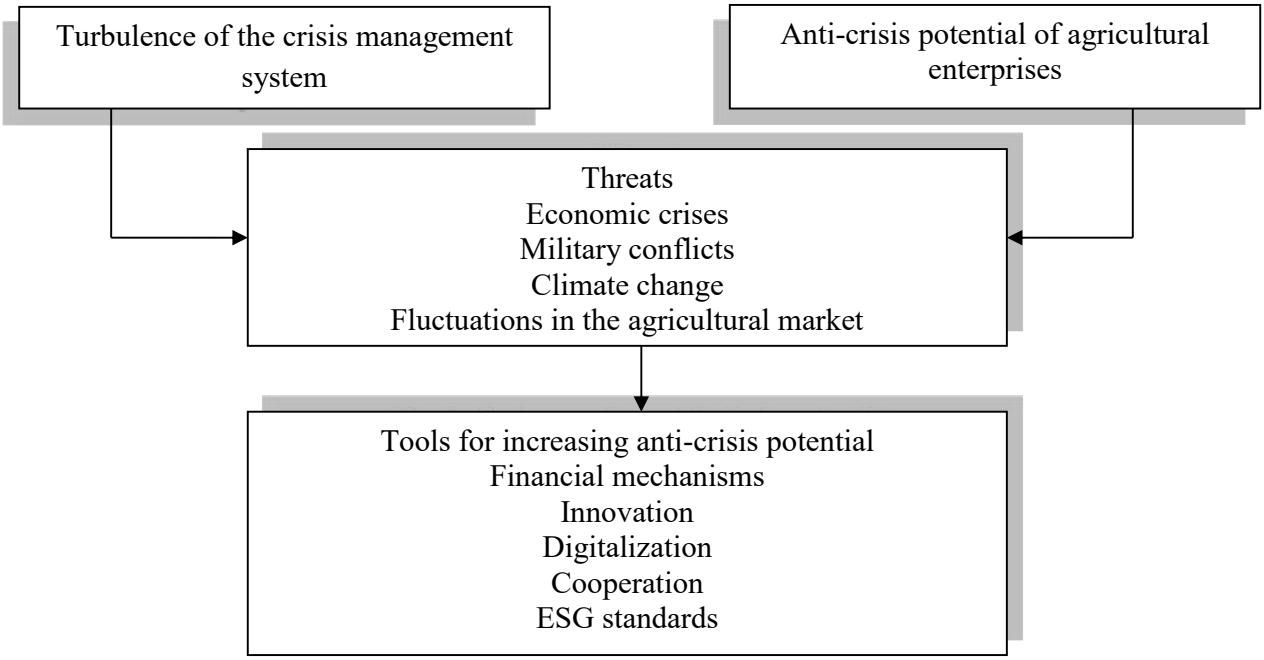

Figure 1. The relationship between the anti-crisis potential of agricultural enterprises and the turbulence of the anti-crisis management system

Source: constructed by the authors

In Canada, the emphasis is on government partnerships with agricultural associations, the development of environmentally friendly technologies and voluntary product certification systems. A significant place is given to financial programs to support sustainable farming [10, p. 28].

China is actively integrating digital tools into agriculture: the use of blockchain technologies in the logistics of agricultural products, artificial intelligence systems for predicting climate risks, as well as grants for the introduction of "green" technology. Along with this, the state acts as a key guarantor of stability through large-scale subsidies and investments in farm infrastructure [14, pp. 134–150].

Ukraine, despite its significant potential, is in difficult conditions of turbulence, which is exacerbated by war and global challenges. Support instruments are fragmented, dominated by credit programs, state compensation for the cost of equipment, but there is a lack of sufficient digital infrastructure and stable mechanisms for environmental orientation. At the same time, it is the crisis that creates the prerequisites for the integration of new approaches: the development of agricultural clusters, the introduction of digital platforms for transparent lending, and the expansion of cooperation with international donors [4, pp. 61–70].

A comparative description of the instruments for implementing the anti-crisis potential of agricultural enterprises in countries around the world is given in Table 1.

However, it should be noted that Ukrainian agricultural enterprises are trying to form their own approach to understanding the component architecture of anti-crisis potential by introducing the principles of corporate social responsibility, determining the spread of business practices in leading countries of the world and realizing their belonging to leveling the turbulent anti-crisis management system, preserving the environment, and responsibility for solving socio-economic problems [9, c. 192].

For agricultural enterprises, corporate social responsibility in anti-crisis management is gradually becoming a kind of philosophy of doing business, consistently changing the position and behavior of personnel in the professional business environment, ensuring an effective distribution of social statuses, determining a conscious new structure of the anti-crisis potential of the business entity [9, c. 192].

The implementation of the anti-crisis potential of economic development of agricultural enterprises is based on a systemic approach that determines its level by key tools that enhance the resilience of business entities to crisis phenomena. It is proposed to include: financial instruments (state subsidies, loans, guarantees, grants); innovative tools (new technologies, digitalization, precision agriculture); organizational tools (cooperation, clustering, integration associations); environmental and ESG tools (sustainable development standards, bioeconomy, circular solutions); market instruments (export support, marketing platforms, logistics clusters).

For comparative visualization of instruments for implementing the anti-crisis potential of economic development of agricultural enterprises in the EU, USA, Canada, China and Ukraine, a "radar" diagram was constructed, which combines such characteristics as systematic state support, availability of financial instruments with a low level of bureaucracy, digitalization of management pro-cesses, cooperative practices as a way to reduce risks and increase efficiency, and environmental policy orientation that ensures long-term competitiveness of business entities (Fig. 2).

Thus, it is important for Ukraine to adapt best international practices, taking into account the specifics of military and post-war recovery, which will increase the resilience of agricultural enterprises to crisis challenges and form a new architecture of agricultural management.

Based on the analysis of international experience and domestic realities, practical recommendations are proposed for the implementation of the anti-crisis potential of the economic development of agricultural enterprises in a turbulent system of anti-crisis management, ensuring the stability of business entities in crisis situations:

development of the institutional environment – the formation of stable mechanisms of state support for the agricultural sector, focused not only on compensation payments, but also on investments in

Table 1

Comparative characteristics of tools for implementing the anti-crisis potential of economic development of agricultural enterprises in the world

Country/ Region	State support	Financial instruments	Digitalization	Cooperation	Environmental orientation
EU	Common Agricultural Policy (CAP), subsidies, stabilization funds	Harvest insurance, subsidies, income support funds	Smart Farming programs, GPS monitoring	Agricultural cooperatives, farmers' associations	Organic farming, Green Deal
USA	USDA programs, government grain purchases, strategic reserves	AgriInsurance, credit guarantees, fuel and equipment subsidies	AgTech, Big Data platforms, artificial intelligence	Farmer cooperatives, integration unions	Sustainable agriculture standards, environmental certificates
Canada	AgriStability Program, AgriInvest, government grants	Farmer credit funds, government guarantees	IoT use in farming, digital exchanges	Developed cooperative system	Organic production programs, emission control
China	State investment in irrigation, subsidies for machinery	Preferential loans, state-owned banks for farmers	E-commerce platforms, mobile applications for farmers	Agricultural clusters, rural cooperatives	"Green modernization", environmental production standards
Ukraine	Subsidies, credit rate compensation programs, support for livestock farming	Partial compensation, loans "5–7–9%"	Gradual digitalization, implementation of agricultural platforms	Development of agricultural holdings, farms, but weak cooperation	Initial stage of ESG implementation, support for organic farming

Source: constructed by the authors based on data [4; 11–14]

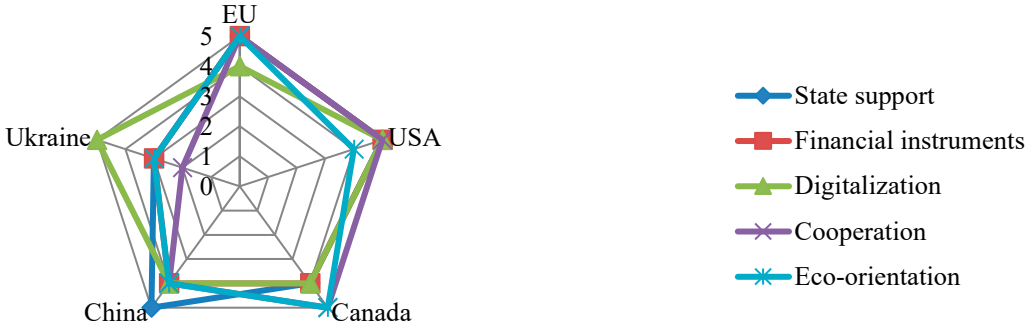

Figure 2. "Radar" visualization of tools for implementing the anti-crisis potential of economic development of agricultural enterprises in countries around the world

Note. Light blue (4-5) – high level of tool development, purple (3-4) – sufficient level; green (2-3) – medium level, orange (1-2) – weak level, blue (0-1) – critical level.

Source: built by the authors

the modernization of production; expansion of state insurance of agricultural risks (weather, market, military);

optimization of financial and credit instruments – the introduction of green financial instruments (loans for environmental projects, grants for organic production, preferential loans for the introduction of renewable energy); more active involvement in cooperation of international financial organizations (EBRD, FAO, World Bank, USAID);

innovative and digital transformation – the development of national digital platforms for transparent lending, insurance and trade in agricultural products; use of Big Data and artificial intelligence to forecast yields and market fluctuations;

ecological orientation – expansion of state programs to support ecological agriculture, agroforestry and preservation of soil fertility; certification of organic products and stimulation of Ukrainian producers' entry into EU markets; creation of "green economy" clusters in rural communities to integrate small and medium-sized producers;

cooperation and clustering – promotion of the development of agricultural cooperatives as a tool for reducing costs and increasing the bargaining power of small producers; development of cluster models that unite producers, processors, logistics companies and scientific institutions;

international integration – use of opportunities for integration into the European market; deepening cooperation with international organizations (FAO, OECD, WTO, EBRD) in the field of agricultural management; borrowing best risk management practices from the EU, the USA and Canada.

Conclusions. Thus, the anti-crisis potential of the economic development of agricultural enterprises in Ukraine should become the foundation for the post-war restoration of the industry in the agrarian sector of the economy and integration into the global food system. Its implementation is impossible without institutional support from the state, financial and credit mechanisms, international cooperation, digitalization and innovative management. It is a systemic approach to development that will allow agricultural enterprises not only to overcome the crisis, but also to become a driver of sustainable economic growth of the country in the conditions of a turbulent system of anti-crisis management, which is a multi-faceted process formed at the intersection of financial and economic, organizational, innovative and socio-ecological factors.

Access to credit resources, grants, insurance mechanisms and investments in renewable infrastructure creates the basis for the implementation of cooperation tools and clustering of territories in order to reduce risks and increase the competitiveness of agricultural enterprises. Pooling resources, shared access to innovations, technologies and markets contribute to increasing the efficiency of digitalization and the development of agrotechnology even in times of crisis on the basis of managing anti-crisis potential. The use of Big Data, artificial intelligence, precision farming systems and Blockchain technologies increases transparency, optimizes costs and reduces risks, which in a strategic dimension ensures the sustainability of agricultural enterprises, provided that short-term anti-crisis measures (protection from risks, optimization of costs, attracting loans) and long-term development strategies (innovation, environmental standards, international integration) are combined.

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РЕАЛІЗАЦІЯ АНТИКРИЗОВОГО ПОТЕНЦІАЛУ ЕКОНОМІЧНОГО РОЗВИТКУ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ УКРАЇНИ В ТУРБУЛЕНТНІЙ СИСТЕМІ АНТИКРИЗОВОГО МЕНЕДЖМЕНТУ

Анотація. *В статті розглянуто особливі умови реалізації антикризового потенціалу економічного розвитку сільськогосподарських підприємств України в турбулентній системі антикризового менеджменту, через інструменти державної фінансової підтримки, цифровізацію, кооперацію, екологічну орієнтацію, які забезпечують стійкість господарюючих суб'єктів в кризових ситуаціях. Обґрунтовано, що антикризовий потенціал економічного розвитку є комплексною системою управлінських, економічних, інноваційних та соціа-льних механізмів, що дозволяє сільськогосподарським підприємствам адаптуватися до змін середовища та забезпечити безперервність виробничих і фі-нансових процесів. В умовах повоєнного відновлення України, антикризовий потенціал стане каталізатором стабільності аграрного сектору, основою продовольчої безпеки та соціально-економічної стабільності в країні. Доведено, що система турбулентного антикризового менеджменту негативно впливає на економічний розвиток сільськогосподарських підприємств та має властивості швидкісних змін в їх зовнішньому середовищі функціонування, що провокує інформаційну невизначеність, а також стрімке зростання загроз через геопо-літичні виклики, економічні та екологічні ризики, інституційну невизначеність. Обґрунтовано, що управлінська система сільськогосподарських підприємств повинна трансформуватися з реактивної у проактивну модель прогнозування кризових ситуацій і будувати стійкі бізнес-моделей. Представлено модель реалізації антикризового потенціалу економічного розвитку сільськогосподарських підприємств, із виокремленням взаємопов'язаних блоків ресурсного потенціалу, управлінського механізму, фінансово-кредитних інструментів, інновацій, цифровізації, екологічної складової потенціалу та міжнародної інтеграції. Побудовано «радарну» діаграму, яка візуалізує розподіл інструментів реалізації антикризового потенціалу економічного розвитку сільськогосподарських підприємств в країнах світу. Надано рекомендації щодо реалізації антикризового потенціалу економічного розвитку сільськогосподарських підприємств в турбулентній системі антикризового менеджменту.*

Ключові слова: *антикризовий потенціал, економічний розвиток, сільськогосподарські підприємства, турбулентне середовище, антикризовий менеджмент.*

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