

operation, large foreign corporations are beginning to rebuild the organizational structure in a vertically oriented hierarchy.

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OPTIMIZING THE STRUCTURE AND INCREASING THE EFFECTIVENESS OF THE USE OF LAND RESOURCES OF THE ENTERPRISE

Increasing the efficiency of land use in agriculture is facilitated by the intensification of crop production with the help of progressive farming systems, advanced machinery and technology for growing agricultural crops.

Characterizing the process of intensification, it should be noted that agriculture develops not by increasing the amount of cultivated land, but on the basis of improving the quality of cultivation, due to the increase in the size of means. chemicalization of plant and animal husbandry, development of agricultural reclamation, organizational and economic measures (specialization and concentration of production, introduction of progressive forms of organization and payment of labor), wide use of scientific achievements and best practices [1, 2].

The implementation of complex mechanization and automation of production involves the creation of highly productive and perfect systems taking into account the specifics of the agricultural industry. Of particular importance is the improvement of the quality and reliability of agricultural machinery, which is the basis of the high efficiency of its use.

Rational and effective use of land in agricultural production can be achieved under the condition of consistent implementation of measures to increase soil fertility and protect it from erosion and other destructive processes. Based on national interests, society should use the land in such a way as to pass it on to future generations in an improved state.

The diversity of natural conditions necessitates the introduction of scientific agricultural management, which involves increasing soil fertility and improving the quality of agricultural land. Therefore, the main component of the agricultural management system is the farming system.

Crop rotation is an important component of the land use system. The practice of modern agriculture shows that during the development of the theoretical and practical foundations of biological agriculture, the main attention was paid to the selection of more productive crops, their placement after the best predecessors, the determination of the effect of different ratio and alternation of crops in short-rotational crop rotations on the fertility of the soil, the phytosanitary condition of it and crops different levels of intensification.

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THE ROLE OF CHANGE MANAGERS IN MANAGING CHANGES IN A MODERN ENTERPRISE IN THE AGRO-FOOD SECTOR

Studies show that more and more enterprises in the agro-food sector are aware of the need to use Change management technology at all levels of the organization. For this, new roles of change managers appear in the organizational structure or separate centers of expertise are created. Change managers are qualified experts who have a number of different methodologies and approaches, and depending on the scale and complexity of the changes, they get the necessary tools from their portfolio.

Back in 2009, a group of change management experts from around the world joined the Association of Change Management Professionals (ACMP) to consolidate best practices and develop a standard for the change management discipline [1, 2]. Therefore, change management ceases to be only the competence of leaders and develops as a full-fledged profession.

To successfully implement changes, it is no longer enough to have only a methodology. Today, change management is a cross-disciplinary field that uses tools and techniques from various areas: organizational development, management, psychology, cultural studies, business, etc.

Each change is a kind of product that also needs to be sold: interest in the idea, forming loyalty and devotion among customers. In this case, marketing tools help – correct positioning, customer segmentation, definition of key messages, communication and promotion strategy. Given that we live in a digital world, it is also necessary to plan and carry out a campaign to promote change using digital marketing tools.

The goal of change management is also to form people's involvement in changes, so the skills of facilitation and mediation play an important role. Facilitation helps unite people around an idea, structure discussions and different points of view, and bring them to a single vision.

Mediation is an indispensable skill for resolving conflicting situations. As you know, resistance is a completely natural reaction to change, because it affects different groups of stakeholders with dissimilar needs and interests, different points of view on what is happening. Therefore, balancing interests and settling controversial situations is a standard situation for any change manager.

Techniques of design thinking and "Test and Learn" help in the development of new programs and processes. At the same time, it is important not only to make a design and endow the process with new attributes, but also to take into account all existing practices and requirements that are determined, for example, by legislation or the company's internal policy.

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