UDC 631.16:005.591.6:338.43

Ptashchenko L., PhD student
Khmelnytskyi National University,
Ternopil, Ukraine

FEATURES OF MANAGING THE INNOVATIVE DEVELOPMENT OF AGRICULTURAL ENTERPRISES

Innovative development of agricultural enterprises in modern conditions ceases to be an element of gradual improvement and takes on the character of a systemic transformation, which determines the ability of the industry to adapt to economic, technological and climatic challenges. The agricultural sector is increasingly dependent not only on natural resources and material and technical base, but also on the effectiveness of management decisions, the level of technological equipment and the ability to integrate innovations into all stages of the production cycle. In this context, management of innovative development becomes a key function of the strategic management of agricultural enterprises.

A feature of innovative processes in agriculture is their close connection with natural and biological cycles, seasonality of production and a high level of uncertainty. This objectively complicates the implementation of new technologies and requires adaptive management approaches. Innovations in the agricultural sector cannot be mechanically transferred from other sectors of the economy, since they require consideration of soil and climatic conditions, crop specifics, land fund structure and regional production features.

Modern management of innovative development of agricultural enterprises is based on a combination of traditional management tools with digital technologies [1]. The use of precision agriculture systems, satellite monitoring, drones, sensor technologies, geographic information systems and big data analytics allows to significantly increase the accuracy of planning, optimize resource consumption and minimize production risks. Thus, innovations are gradually moving from the level of individual technological solutions to the level of integrated management of production processes.

An important component of innovative development is the institutional environment, which determines the possibilities of enterprises' access to new technologies and financial resources. In the agricultural sector, there is a significant differentiation between large companies that are able to invest in innovations and small farms, for which the implementation of modern technologies is often financially

limited [1-3]. This necessitates the development of state support, grant programs, agricultural innovation clusters and cooperation mechanisms that ensure the spread of innovations throughout the industry.

Human resource management is of particular importance, since innovative development directly depends on the level of personnel training. A modern employee of an agricultural enterprise must possess not only agronomic knowledge, but also digital skills, the ability to work with automated systems and analyze large amounts of data. This requires constant training, retraining and the formation of a new culture of professional development [1-3].

The financial component of innovative management also plays a decisive role. Innovative projects in the agricultural sector usually have a long payback period and an increased level of risk, which requires developed mechanisms for lending, insurance and attracting investments. Effective financial management allows ensuring the stability of innovative processes and reducing the dependence of enterprises on external economic fluctuations.

Thus, the management of innovative development of agricultural enterprises is a multidimensional process that covers technological, organizational, financial and personnel aspects. Its effectiveness is determined by the ability of enterprises to integrate innovations into production activities, adapt to external changes and form flexible management systems. In the long term, it is the innovative capacity of agricultural enterprises that will become the main factor in their competitiveness and sustainable development.

Literature

1. Ptashchenko, O., Fedorovych, I., Gavkalova, N., & Kaplun, Y. (2025). Human Capital in the Digital Economy: The Impact of Technology on the Labor Market in Agriculture and Logistics. Indian Journal of Information Sources and Services, 15(3), 450–456. https://doi.org/10.51983/ijiss-2025.IJISS.15.3.50

2. Кириленко С.В. Інноваційний розвиток бізнес-структур в умовах цифрової економіки. Журнал стратегічних економічних досліджень, № 5(22), 2024. - С.43-51, DOI: 10.30857/2786-5398.2024.5.4, https://econ-vistnyk.knutd.edu.ua/wp-content/uploads/sites/17/2025/03/5-2024-4.pdf

3. Кириленко С.В. Формування інноваційної екосистеми підприємництва в умовах цифрової економіки. Вісник Східноукраїнського національного університету імені Володимира Даля, 2024. Вип. 4 (284). С. 36-42. (Index Copernicus). DOI: https://doi.org/10.33216/1998-7927-2024-284-4-36-42