
ОРГАНІЗАЦІЯ ВИРОБНИЦТВА, МЕНЕДЖМЕНТ. ЕКОНОМІКА ПІДПРИЄМСТВА

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THE MODERN STATE OF EFFICIENCY OF AGRICULTURAL ENTERPRISES OF THE DNIPROPETROVSK REGION

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Production of agricultural products takes the lead in the structure of food products. They form the basis of the well-being of the population, contribute to the development of the country's agro-industrial complex. Unsuccessful agrarian policy, the economic crisis of recent years - all of this had a devastating blow to the agriculture sector. Scientists such as: Bossidi L., Kyrych N.B., Kolomiets I.F., Pererov P.G. devoted their work to the study of benchmarking in the agro-industrial sector of the economy. and a number of other outstanding economists. An analysis of the work of outstanding scientists proved that the problem of development of benchmarking as an effective form of management of an enterprise has not been studied sufficiently. Therefore, the study of the efficiency of the management of agrarian enterprises in the Dnipropetrovsk region, based on the analysis of specific indicators of activity, is extremely relevant to the country's economy. This article defines the role of providing food for the population of the Dnepropetrovsk region and its place in the basis of the agro-industrial complex of our state. Based on the analysis of such agro-industrial enterprises of the Dnipropetrovsk region as LLC «Agrofirma «Getman», SFG «Edelveis», LLC «Dibrovske», LLC «Berehinia», LLC «Ukraina», LLC «Agroinvest», PE «Tavria» and LLC «Nibas» during the last five years, Nibas has identified their development and studied the main production indicators of these enterprises of the agricultural sector of the Dnipropetrovsk region. The technology of management of domestic enterprises of the agro-industrial complex of Dnipropetrovsk region on the basis of benchmarking as an anti-crisis management of enterprises is investigated. The necessity of using benchmarking as management of enterprises is defined, which will allow to overcome the existing obstacles at this stage of development of the state economy. It is disclosed that overcoming the existing obstacles, namely, understanding the use of benchmarking by agricultural managers will increase the level of production and economic potential of agricultural enterprises, which in turn will give a new impetus to the development and improvement of the agricultural sector of the Dnipropetrovsk region as a whole.

Keywords: benchmark, enterprise, products, analysis, management efficiency.

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Main problems

In the supply of food products, the production of agricultural products plays a decisive role. Occupying a leading place in the structure of food products, they form the basis of welfare of the population; contribute to the development of the country's agro-industrial complex. Unfortunately, it should be noted that in recent years did not add optimism to the development of this industry.

The failed agrarian policy, the economic crisis of recent years – all this has caused a devastating

blow to the agricultural sector. We observe a significant reduction in the number of cattle and pigs, labor productivity has fallen significantly and industrial enterprises have lost and continue to lose their capacities and production potential. The agricultural and industrial enterprises limit or even destroy former economic, economic and technological relations among themselves. All this leads to falling of production efficiency of production.

Analysis of recent research and publications

Studies have shown that considerable attention

was paid to the study of benchmarking. Thus, the following scientists, such as: Bossidi L., Kyrych N.B., Kolomyets I.F., Pererva P.G., Tchaikovsky M.A., Balian A.V. Bug N.U., Makarenko P.M., Tarnavska O.B, Didenko E.O. and a number of other prominent economists devoted their work to the study of benchmarking in the agro-industrial sector of the economy [1–16]. An analysis of the work of prominent scientists proved that the problem of developing benchmarking as an effective form of enterprise management has not been studied sufficiently. Therefore, the study of the state of the efficiency of the management of agricultural enterprises in the Dnipropetrovsk region on the basis of the analysis of specific indicators of activity is extremely important for the economy of our country.

Setting objectives

The purpose of the study is to study the state of the efficiency of the management of agricultural enterprises in the Dnipropetrovsk region with a further analysis of the impact of benchmarking on the development of enterprises.

Presenting main material. The following enterprises were selected for the analysis of the current state of the efficiency of the management of agricultural enterprises in the Dnipropetrovsk region (see Table 1) [16].

Let’s take a closer look at the main production figures of the enterprises of the agrarian sector of Dnipropetrovsk region.

1. LLC «Agrofirm» Hetman «is located in Nikopol district of Dnipropetrovsk region. The main areas of work are:

- plant growing;

- cultivation of cereals and technical crops;
- production of unrefined oils and fats;
- production of flour-grinding products.

In tabl. 2 shows the production volumes of LLC «Agrofirm Getman» for 2013–2017 years.

As you can see, «Agrarian firm Hetman» develops at a slow pace, but there is a tendency to increase production volumes. So, for all types of products in 2017 there was an improvement in the results compared to 2013. Variable results for five years can be noticed only in the production of winter rape. In general, the main products are wheat and sunflower, as well as their processing [4].

2. SFG «Edelweiss» operates in the Petropavlovsk district of Dnipropetrovsk region. The main activities are:

- cultivation of cereals (except rice);
- cultivation of legumes;
- cultivation of seeds of oilseeds;
- pig breeding.

In tabl. 3 it shows the main performance indicators of SFG «Edelweiss» for 2013–2017 years.

Consequently, the main types of products focused on the attention of SFG «Edelweiss» are winter wheat, the volume of cultivation of which has increased by 81 tons or by 2.09% over the last five years; sunflower, whose production increased by 52 tons or by 2.91% compared to 2013, and corn, whose production increased by 140 tons or 9.91 percent, and in fact in 2017 it was 1553 tons. As for livestock, the number of heads of pigs that were raised in 2017 is 316 units, which is 42 units more than in 2013. In general, all product groups are developing and growing every year.

Table 1

Agrarian enterprises of Dnipropetrovsk region

№	Name of enterprises	Area	Square
1	LLC «Agrofirma «Getman»	Nikopol area	2129 h
2	SFG «Edelweis»	Petropavlovsk area	2732 h
3	LLC «Dibrovske»	Pokrovsk area	5097 h
4	LLC «Berehinia»	Nikopol area	5478 h
5	LLC «Ukraina»	Pokrovsk area	5208 h
6	LLC «Agroinvest»	Dnipropetrovsk area	1692 h
7	PE «Tavria»	Nikopol area	4146 h
8	LLC «Nibas»	Petropavlovsk area	13346 h

Table 2

Production volumes of LLC «Agrofirm» Hetman «for 2013–2017 years

Name of production	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	absolutly , +/-	relative, %
Crops: winter wheat	2621	2678	2701	2714	2888	267	10.19
winter barley	1998	2012	2097	2074	2083	85	4.25
barley is springing	369	374	360	362	372	3	0.81
Technical: sunflower	3364	3378	3499	3497	3507	143	4.25
winter rape	1213	1199	1217	1200	1212	-1	-0.08

Source: calculated according to the company

Table 3

Production volumes of SFG «Edelweiss» for 2013–2017

Name of production	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	Absolutely, +/-	Relative, %
Crops: corn	1413	1498	1501	1547	1553	140	9.91
winter wheat	3867	3898	3904	3932	3948	81	2.09
winter barley	401	408	422	472	491	90	22.44
barley is springing	699	702	714	765	790	91	13.02
Technical: sunflower	1785	1799	1801	1814	1837	52	2.91
Livestock: pigs, heads	274	276	289	299	316	42	15.33

Source: calculated according to the company

Table 4

Production volumes of LLC «Dibrovskoe» for 2013–2017 years

Name of production	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	Absolutely, +/-	Relative, %
Crops: pea	332	339	341	351	354	22	6.63
winter wheat	1401	1453	1564	1532	1579	178	12.71
barley is springing	197	199	201	205	208	11	5.58
Technical: sunflower	1783	1892	1804	1854	1887	104	5.83
Vegetables: melon	3,9	3,9	4,2	4,5	4,8	0,9	23.08
cabbage goat berry	49	48	52	42	44	-5	-10.20
carrot	5,8	5,9	6,1	6,4	6,5	0,7	12.07
pepper sweet pepper	0,2	0,3	0,1	0,4	0,6	0,4	200.00
tomatoes	4,2	4,3	4,7	5,0	5,1	0,9	21.43
beet table	6,1	6,1	6,2	6,3	6,7	0,6	9.84
greenhouse cucumbers	12,1	11,9	12,1	12,3	12,7	0,6	4.96
Livestock: poultry keeping, heads	274	276	289	299	316	42	15.33

Source: calculated according to the company

3. LLC «Dibrovskoe» is located in Pokrovsky district of Dnipropetrovsk region. The main areas of activity are growing of grain crops (except rice), legumes and seeds of oilseeds, wheat and sunflower. Among grain wheat, barley, corn, oilseed, mustard, flax, rape, sunflower seeds, legumes, peas, soybeans.

Table 4 shows the main indicators of LLC «Dibrovskoe» for 2013–2017 years.

Thus, the calculated data testify to the sufficiently successful conduct of economic activity. In particular, over the past five years production of winter wheat has increased – by 178 tons or by 12.71%; sunflower – by 104 tons or by 5.83%, the cultivation of melons increased by 23.08% and carrots – by 12.07%, tomatoes – by 21.43%. At the same time, the cultivation of pepper sweet peppers has doubled, which is a positive indicator. With regard to livestock production, the number of raised heads of poultry in 2017 increased by 136 units or by 26.67% compared to 2013 [2]. Thus, the calculated data testify to the sufficiently successful conduct of economic activity. In particular, over the past five years production of winter wheat has increased – by 178 tons or by 12.71%; sunflower – by 104 tons or by 5.83%, the cultivation of melons increased by 23.08% and carrots – by 12.07%, tomatoes – by 21.43%. At the same time, the cultivation of pepper

sweet peppers has doubled, which is a positive indicator. With regard to livestock production, the number of raised heads of poultry in 2017 increased by 136 units or by 26.67% compared to 2013 [2].

4. LLC «Bereginya» is located in the Nikopol district of Dnipropetrovsk region. The main activity is the cultivation of cereals and industrial crops, fruits and livestock.

In tabl. 5 shows the main indicators of LLC Berehynya LLC activities for 2013–2017 years.

According to the calculated data, we can conclude that the enterprise unevenly develops an assortment of products. In particular, we can observe a positive trend in such groups of products as: peas (+110 t.), Winter wheat (+182 t.), Winter barley (+123 t.), Sunflower (+113 t.). However, the negative changes occurred in the production of corn, which in 2017 decreased by 42 tons or 11.86%, and the orchard, whose productivity decreased by 11–12%. With regard to the livestock sector, the number of pigs increased by 27 or 15.88% over the past five years [3].

5. LLC «Ukraine» is located in Pokrovsky district of Dnipropetrovsk region. The main activities are:

- plant growing;
- cultivation of cereals and technical crops;

Table 5

Production volumes LLC «Bereginya» LLC for 2013–2017 years

Name of production	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	Absolutely, +/-	Relative, %
Crops: pea	872	879	883	923	982	110	12.61
maize	354	324	325	301	312	-42	-11.86
winter wheat	6512	6542	6598	6641	6694	182	2.79
winter barley	987	993	999	1087	1110	123	12.46
Technical: sunflower	2145	2189	2207	2223	2258	113	5.27
Fruits: merry	78	75	82	50	69	-9	-11.54
apple	320	324	295	274	280	-40	-12.50
Livestock: pigs, heads	170	175	186	194	197	27	15.88

Source: calculated according to the company

Table 6

Production volumes of LLC «Ukraine» for 2013–2017 years

Name of production	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	Absolutely, +/-	Relative, %
Crops: pea	27	28	29	31	32	5	18.52
buckwheat	4,8	4,8	4,9	5,0	5,2	0,4	8.33
millet	47	47	47	50	52	5	10.64
winter wheat 1	9712	9823	9856	9901	9959	247	2.54
winter wheat 2	3001	3007	3011	3045	3118	117	3.90
winter barley	240	212	235	241	207	-33	-13.75
Technical: sunflower	4698	4703	4723	4753	4774	76	1.62

Source: calculated according to the company

Table 7

Production volumes of LLC «Agroinvest» AF for 2013–2017 years

Name of production	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	Absolutely, +/-	Relative, %
Crops: maize	271	270	270	268	269	-2	-0,74
winter wheat	3801	3850	3901	3903	3904	103	2,71
winter barley	137	139	140	102	146	9	6,57
Technical: sunflower	2678	2698	2703	2714	2728	50	1,87
winter rape	998	1001	1017	1032	1065	67	6,71

Source: calculated according to the company

- production of bread and bakery products;
- other types of wholesale trade.

In tabl. 6 shows the main indicators of LLC «Ukraine» activity for 2013–2017 years.

From the calculated data, it can be concluded that the management of LLC «Ukraine» is focused on the cultivation of grain crops. So, the greatest attention is paid to such crops as: winter wheat (I cat.), whose production in 2017 increased by 247 tons or by 2.54%. At the same time, the volume of winter wheat of the second category was 3118 tons, which is 117 tons more than in 2013. Another product that is paying a lot of attention is sunflower. In 2017, the volume of its cultivation was 4774 tons, which is 76 tons more than in 2013. From the grown grain the enterprise produces oil, bread and bakery products.

6. LLC «Agroinvest» is located in the Dnipro

district of Dnipropetrovsk region. The main activities are growing of cereals there are wheat, barley, corn, as well as sunflower and rape.

In tabl. 7 shows the main performance indicators of LLC «Agroinvest» AF for 2013–2017 years.

Thus, LLC «AgroInvest» is focused on growing winter wheat, the volume of production of which has grown by 103T or 2.71% in the last five years and sunflower, whose production increased by 50 tons or 1.87%. The winter rape, which in 2017 amounted to 1065 tons, occupies a significant part in the general assortment of products of this society, which is 67 tons more than in 2013. At the same time there is a decrease in corn crop growth rates.

7. Private enterprise «Tavria» is located in Nikopol district of Dnipropetrovsk region. The main activity is cultivating grain crops (except rice),

Table 8

Production volumes of PE «Tavria» for 2013–2017 years

Name of production	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	Absolutely, +/-	Relative, %
Crops: millet	501	501	503	512	521	20	3,99
winter wheat	4213	4198	4298	4303	4359	146	3,47
winter barley	789	792	799	805	810	21	2,66
barley is springing	99	101	105	109	117	18	18,18
Technical: sunflower	2301	2278	2252	2104	2214	-87	-3,78
Livestock: egg production, thousand pcs.	901	912	907	903	938	37	4,11
christening, chapters	100	100	105	108	115	15	15,00
sheep, heads	290	293	295	305	322	32	11,03
milk production, m	23	25	30	31	39	16	69,57
poultry farming, heads	390	395	395	400	413	23	5,90
pigs, heads	100	103	105	110	113	13	13,00

Source: calculated according to the company

Table 9

Production volumes of LLC «Nybas» for 2013–2017 years

Name of production	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	Absolutely, +/-	Relative, %
Crops: maize	950	967	974	993	1031	81	8,53
winter wheat	7123	7158	7201	7462	7632	509	7,15
winter barley	347	358	375	401	427	80	23,05
barley is springing	1675	1689	1703	1721	1779	104	6,21
Technical: linen	28	28	29	31	34	6	21,43
sunflower	4960	4994	5012	5032	5083	123	2,48
winter rape	200	201	203	214	222	22	11,00
Vegetable Farming: cabbage goat berry	120	122	124	131	135	15	12,50
onion	118	124	127	134	138	20	16,95
tomatoes	115	124	127	131	137	22	19,13
greenhouse cucumbers	8,7	8,8	8,8	9,1	9,3	0,6	6,90
Fruits: apple	4,7	4,8	4,8	5,0	5,2	0,5	10,64
Livestock: honey, kg	87	88	81	90	93	6	6,90
pigs, heads	413	424	456	498	577	164	39,71

Source: calculated according to the company

legumes and oilseeds. Livestock farming is represented by such industries as chilling, poultry, sheep breeding, pig breeding, dairy production and egg production.

In tabl. 8 shows the main performance indicators of PE «Tavria» for 2013–2017 years.

According to the table, we can conclude that the production of the vast majority of crops tends to grow and grow. The largest share in the general assortment is occupied by winter wheat (4359 tons) and sunflower (2214 tons). It should be noted. That the volumes of sunflower growing are uneven and in 2017 this indicator is 3.78% lower than in 213 years. The company has a well-developed animal husbandry, which grows every year. In 2017, 938 thousand eggs and 39 m milk units were received that exceeds 2013 levels.

8. LLC «Nybas» is located in the Petropavlovsk district of Dnipropetrovsk region. The main activities

are:

- plant growing;
- cultivation of cereals and technical crops;
- livestock breeding;
- provision of services in crop and livestock production; landscaping;
- meat production;
- production of unrefined oils and fats;
- production of flour-grinding products;
- production of ready-made feed for animals kept on farms;
- production of bread and bakery products;
- production of pasta products.

In tabl. 9 it shows the main performance indicators of LLC «Nybas» for 2013–2017 years.

Thus, the product range of LLC «Nybas» is branched and diverse. The company produces grain, technical crops, vegetables, fruits and livestock products. In particular, the main commodity groups,

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which in 2017 were given the greatest attention, are winter wheat, whose production amounted to 7632 tons, sunflower, the production of which amounted to 5083 tons, spring barley, whose production amounted to 1779 tons, and corn in the general The volume of 1031 tons. The company produces unrefined oils and fats from sunflower seeds. From cereals there are bread and bakery products. A line

of macaroni production has also been launched.

In tabl. 10 consider the main financial results of the agrarian enterprises of Dnipropetrovsk region for 2013–2017 years.

According to the calculations we can make certain conclusions. So, as far as proceeds from sales are concerned, at all enterprises there is an uneven growth of this indicator. However, over the past five

Table 10

Main financial results of agrarian enterprises of Dnipropetrovsk region for 2013–2017 years, th. UAN

Name of enterprises	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	Absolutely, +/-	Relative, %
Revenues from sales of products							
LLC «Agrofirma «Getman»	18379	15545	15811	17123	19132	753	4,10
SFG «Edelweis»	22618	28085	21387	19285	29723	7104	31,41
LLC «Dibrovsk»	28528	22675	33968	32103	35618	7090	24,85
LLC «Berehinia»	30399	33384	27844	32662	33325	2926	9,63
LLC «Ukraina»	39040	7190	40930	46800	47970	8930	22,87
LLC «Agroinvest»	4891	3887	5823	4801	4809	-82	-1,67
PE «Tavria»	21713	23846	19889	23330	23578	1865	8,59
LLC «Nibas»	29328	5033	28651	52880	55783	26455	90,20
Cost of sold products							
LLC «Agrofirma «Getman»	7567,7	6400,9	6510,4	7050,4	7951,7	384	5,07
SFG «Edelweis»	9313,5	11565	8806,7	7940,8	12354	3040	32,64
LLC «Dibrovsk»	11747	9336,6	13987	13219	14804	3057	26,03
LLC «Berehinia»	12517	13747	11465	13449	13851	1333	10,65
LLC «Ukraina»	16076	2960,6	16853	19270	19938	3862	24,03
LLC «Agroinvest»	2014	1600,6	2397,7	1976,9	1998,7	-15	-0,76
PE «Tavria»	8940,4	9818,9	8189,3	9606,8	9799,3	859	9,61
LLC «Nibas»	12076	2072,4	11798	21774	23185	11109	91,99
Net profit/loss							
SFG «Edelweis»	13571	16851	12832	10848	15537	1966	14,49
LLC «Dibrovsk»	17117	13605	20381	18058	23928	6812	39,79
LLC «Berehinia»	18240	20031	16707	18373	22845	4605	25,25
LLC «Ukraina»	23424	4314	24558	26325	27482	4058	17,32
LLC «Agroinvest»	2934,6	2332,2	3493,8	2700,6	2683,4	-251	-8,56
PE «Tavria»	13028	14308	11933	13123	16163	3135	24,07
LLC «Nibas»	17597	3019,8	17190	29745	34526	16929	96,21
SFG «Edelweis»	13571	16851	12832	10848	15537	1966	14,49

Source: calculated according to the company

Table 11

The volume of expenditures on innovations and research development of agrarian enterprises of Dnipropetrovsk region for 2013–2017 years

Name of enterprises	Year					Deviation 2017 from 2013	
	2013	2014	2015	2016	2017	Absolutely, +/-	Relative, %
LLC «Agrofirma «Getman»	16,36	2,02	15,81	17,12	14,54	-1,82	-11,11
SFG «Edelweis»	20,13	28,09	21,39	2,47	22,59	2,46	12,22
LLC «Dibrovsk»	25,39	1,01	33,97	32,10	27,07	1,68	6,62
LLC «Berehinia»	27,06	33,38	27,84	32,66	25,33	-1,73	-6,39
LLC «Ukraina»	34,75	7,19	40,93	1,24	36,46	1,71	4,93
LLC «Agroinvest»	4,35	0,00	5,82	4,80	3,65	-0,70	-16,04
PE «Tavria»	19,32	23,85	19,89	23,33	17,92	-1,41	-7,27
LLC «Nibas»	26,10	5,03	2,14	52,88	42,40	16,29	62,42

Source: calculated according to the company

years, the vast majority of enterprises have improved their production results. Thus, in 2017, compared to 2013, the revenue from the sale of LLC “Agrofirma “Getman” increased by 4.1%, SEDG «Edelweiss» – by 31.41%, LLC «Dibrovskoe» – by 24.85%, LLC «Bereginya «– 9.63%, LLC» Ukraine «– by 22.87%, PE» Tavria «– by 8.59%, and LLC» Nybas «– by 90.2%. The negative trend is observed only at LLC “Agroinvest “, the proceeds from the sale of which decreased by 1.67% or by UAH 82 thousand in monetary terms [9].

In accordance with the volumes of production, the volume of production costs varied. Thus, in 2017, compared to 2013, the cost of selling products at LLC «Agrofirm» Getman «amounted to 7951.7 thousand UAH, which is 5.07% more than in 2013; at SFG” Edelweiss” – 12354 thousand UAH, which is 32,64% more than in 2013; LLC «Dibrovskoe» – 14804 thousand UAH, which is 26,03% more than in 2013, at LLC “Bereginya” – 13851 thousand UAH, which is 10,65% more than in 2013 , at LLC “Ukraina” – UAH 19938 thousand, which is by 24,03% more than in 2013, at PE “Tavriya” 9999,3 thousand UAH, which is by 9,61% more than in 2013, and LLC «Nybas» – 23185 thousand UAH, which is 91,99% more than in 2013.

At the same time, most companies have improved their financial performance compared to 2013. Thus, the following companies received the best results: LLC “Nibas”, which over the past five years has increased its net profit by 96.21%, LLC “Dibrovskoe” by 39.79%, AF LLC “Bereginya” by 25, 25%. It should be noted that the net profit of LLC” Agroinvest” has decreased by 8.56% or 251 thousand UAH in monetary terms compared to 2013.

In tabl. 11 consider the amount of expenditures on innovations and research development of agrarian enterprises of Dnipropetrovsk region for 2013–2017 years.

According to the calculated data, we can conclude that the greatest attention to the introduction of innovations and research development is paid to LLC “Nibas”, namely 42.4 thousand UAH, which is significantly higher than in 2013 and LLC «Ukraine» and it is 36.46 thousand UAH, which is 4.93 thousand UAH more than five years ago.

It should be noted that LLC AF «AgroInvest» allocates very little money for the development of its own business, which may be the reason for the deterioration of its financial situation over the past five years.

It should also be noted that in half of the investigated enterprises, the amount of expenses for innovations and research and development has decreased. These include: LLC “Agrofirm” Hetman”, LLC “Berehynya”, LLC “Agroinvest”, PE “Tavria”. It can negatively affect the future business activity of the enterprise, as in today’s conditions of

development of scientific and technological progress, more competitive enterprises are those that match their own production capacities, technologies and quality standards with the latest global achievements.

We emphasize that management technology based on benchmarking is new in the practice of domestic enterprises of the agrarian sector, therefore the fact that they rarely use its principles in its activities is quite reasonable. However, some elements of benchmarking have been used by a variety of domestic producers for a long time. In general, business executives enjoy the very essence of benchmarking. In particular, in Table 12 consider the state of implementation of benchmarking technology in the practice of agrarian enterprises of the Dnipropetrovsk region [7].

Table 12
The state of introduction of benchmarking technology in the practice of agrarian enterprises of Dnipropetrovsk region

Name of enterprise	Частота використання			
	Never	Seldom	Often	Always
LLC «Agrofirma «Getman»	+			
SFG «Edelweiss»			+	
LLC «Dibrovskoe»		+		
LLC «Berehynia»		+		
LLC «Ukraina»			+	
LLC «Agroinvest»	+			
PE «Tavria»	+			
LLC «Nibas»				+

Source: calculated according to the company

So, as we see, three of the investigated companies have never used the technology of benchmarking, namely: LLC”Agrofirma”Getman”, LLC «Agroinvest», PE«Tavria».

It should be noted that the data obtained correlate with a decrease in the amount of expenditure on innovation and research development of agricultural enterprises. Such enterprises as LLC “Dibrovskoe” and LLC “Berehynya” rarely or partially use this technique. In turn, SFG «Edelweiss» and LLC «Ukraine» often turn to benchmarking tools. While only one company LLC «Nybas» constantly uses this technology [12].

In tabl. 13 are showing the frequency of use of individual elements of benchmarking in the activity of individual enterprises of the agricultural sector of Dnipropetrovsk region.

As you can see, managers of investigated companies use more or less the individual elements of benchmarking in their activities. Thus, LLC “Agrofirma” Getman” from time to time compares products of its own production with products of competing companies and sometimes introduces best

Frequency of use of separate elements of benchmarking in the activity of individual enterprises of the agrarian sector of Dnipropetrovsk region

Name of enterprise	Frequency of use			
	comparison of individual units or the company in general with more successful companies	comparison of managerial processes with similar processes of other organizations	comparison of products of own production with the products of competing companies	introduction of a better practice in the activity of own enterprise
LLC «Agrofirma «Getman»	–	–	+	+
SFG «Edelweis»	+	++	+++	–
LLC «Dibrovske»	+	+	+	+
LLC «Berehinia»	–	+	+	+
LLC «Ukraina»	–	+++	+++	++
LLC «Agroinvest»	–	–	+	–
PE «Tavria»	–	+	–	–
LLC «Nibas»	+	++	+++	+++

Source: calculated according to the company

Note: +++ – more active use; ++ – less active use; + – almost not used; – – not used at all.

practices in the activities of its own enterprise. Not at all paid attention to the analysis of management processes in companies with a similar kind of business, which is a negative moment.

Unlike the previous company, SFG “Edelweiss” is more active in applying benchmarking in practice. In particular, the management of this company from time to time compares the work of individual units or enterprises in general with more successful companies, rather actively compares management processes with similar processes of other organizations and almost very regularly compares products of their own production with products of competing companies. By doing this, the company’s management finds its strengths and weaknesses in a changing external environment, analyzes the factors of the market environment. However, discovering new practices in management or business process does not implement them in their own activities.

The management of LLC “Dibrovske” uses all the elements of benchmarking, but it does not do this often enough in order to follow the positive effect of the analysis on its basis. At LLC “Bereginya” also rarely use benchmarking tools, which in turn does not motivate the specialists of this enterprise to study and implement them in practical activities. The manual uses this tool only as a supplement to the system of balanced indicators and analyzes only the production and marketing indicators.

Unlike these enterprises, LLC «Ukraine» often uses this technology. In particular, the management of this company regularly compares management processes with similar processes of other organizations and products of their own production with the products of competing companies. However, in practice, not all identified practices in the activities of their own enterprise apply. The benchmarking

comparison is conducted on an enterprise regularly, it is used for solving the problems of systematic and spot levels. With the use of elements of benchmarking, the management of this enterprise is aware of the real production and economic potential of its own enterprise, sets new goals in the strategy for the short and long term, forms new business development and increases the professionalism of the personnel of the enterprise [4].

LLC “AgroInvest” has the worst situation with regard to the use of certain elements of benchmarking in its activities. The management of this company respects conservative attitudes and only occasionally compares its products with the products of competing companies within the limits of the usual marketing research. Mainly, the problem lies in the aging and primitive nature of the agricultural machinery owned by the company. On the other hand, there is a lack of experience in analytical work on the basis of benchmarking in the field of agro-food.

We see a similar situation on PE «Tavria». However, in this case, management is more interested in comparing management processes with similar processes of other organizations, since this company has long been developing a management strategy. Benchmarking research is associated with a large-scale project, which management is inevitable to afford because of the lack of financial resources. Another reason for ignoring this technology is the inaccessibility of information on the activities of similar companies in the Dnipropetrovsk region.

With regard to the management of LLC «Nibas», it uses all elements of benchmarking in its activities, which, of course, affects the level of profitability and profitability of this enterprise. In particular, the head of this company compares the work of individual units or enterprises with more

successful companies, compares management processes with similar processes of other organizations, compares products of own production with the products of competing companies and regularly introduces best practices in the activities of its own enterprise.

This allows him to more fully meet consumer demand through a high level of product quality, affordability, a wide range of products, high production standards and targeted activities. In addition, by identifying innovative trends in the work with personnel, management encourages him to reach new heights, directs their professional development and increases the level of motivation by various forms of stimulation. Finally, it should be noted that due to this technology, the head of the LLC «Nybas»

increases the competitiveness of its own production, which stimulates all employees to continuous self-improvement. It should be noted that almost all enterprises ignore such an element of benchmarking as comparing individual units or enterprises with more successful companies altogether.

In Table 14 we will consider the main reasons that hamper the introduction of benchmarking into the practical activities of the agricultural enterprises of the Dnipropetrovsk region.

According to the obtained results, we can conclude that those enterprises that rarely or never use the main advantages of benchmarking technology consider the main reasons for lack of analytical experience, lack of open data, high costs, misunderstanding of technology or its purpose, lack

Table 14

The main reasons hampering the introduction of benchmarking into the practical activities of the agricultural enterprises of the Dnipropetrovsk region

Name of enterprise	Reasons					
	Complex of "secrecy"	Lack of analytical experience	Lack of open data	Big expenses	Misunderstanding of technology or its purpose	Lack of partners
LLC «Agrofirma «Getman»	+	+++	++	+	++	++
SFG «Edelveis»	-	-	-	+	-	-
LLC «Dibrovsk»	-	+	++	-	++	-
LLC «Berehinia»	-	++	-	++	+	+
LLC «Ukraina»	-	-	-	+	-	-
LLC «Agroinvest»	++	+	++	+++	+++	+
PE «Tavria»	+++	+	+	++	++	+++
LLC «Nibas»	-	-	-	-	-	-

Source: calculated according to the company

Note: +++ – more active use; ++ – less active use; + – almost not used; – – not used at all.

Table 15

The main factors of the success of agrarian enterprises *

Key success factors	LLC «Agrofirma «Getman»	SFG «Edelveis»	LLC «Dibrovsk»	LLC «Berehinia»	LLC «Ukraina»	LLC «Agroinvest»	PE «Tavria»	LLC «Nibas»
Product	1	3	1	1	2	1	3	2
Technology	3	2	3	2	3	3	4	4
Financial opportunities	4	5	5	4	4	4	5	3
Sales system	5	4	4	5	5	5	1	5
Image	2	1	2	3	1	2	2	1
Key success factors	LLC «Agrofirma «Getman»	SFG «Edelveis»	LLC «Dibrovsk»	LLC «Berehinia»	LLC «Ukraina»	LLC «Agroinvest»	PE «Tavria»	LLC «Nibas»
Product	1	3	1	1	2	1	3	2
Technology	3	2	3	2	3	3	4	4
Financial opportunities	4	5	5	4	4	4	5	3
Sales system	5	4	4	5	5	5	1	5
Image	2	1	2	3	1	2	2	1

Source: calculated according to the company

Note: 1 – the first place in the rating; 5 – the last place of the rating.

of partners for cooperation.

Taking into account the purpose of the data of agrarian enterprises, we make their ranking according to the main factors of success, see. tabl. 15

So, from the data tab. 15, we see that the majority of agrarian enterprises, in particular, SFG «Edelweiss», LLC «Ukraine», LLC «Nybas» LLC, a key factor of success consider the image of the enterprise, for which they carry out continuous monitoring of the quality of manufactured products and the provision of services for guarantee and after-care services and compare own activities with the activities of other successful companies in the market.

Conclusions

Summarizing all of the foregoing, we can conclude that domestic agricultural companies are not yet fully aware of the technology of benchmarking, which prevents them from acquiring a new stage in the development of their own business. Often, managers are guided by personal reasons for ignoring the main tools and principles of this methodology for analyzing the company's activities, based on lack of experience, necessary data for analysis, lack of funds, etc. However, overcoming the existing obstacles will increase the level of production and economic potential of agricultural enterprises, which in turn will give a new impetus to the development and improvement of the agricultural sector of Dnipropetrovsk region in general [15].

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**СУЧАСНИЙ СТАН ЕФЕКТИВНОСТІ
СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ
ДНІПРОПЕТРОВСЬКОЇ ОБЛАСТІ**

Гаєвський В.В.

Виробництво сільськогосподарської продукції займає провідне місце в структурі продовольчих товарів. Вони складають основу добробуту населення, сприяють розвитку агропромислового комплексу країни. Невдала аграрна політика, економічна криза останніх років — все це завдало нищівного удару по галузі сільського господарства. Питанню вивчення бенчмаркінгу в агропромисловому секторі економіки присвятили свої роботи такі вчені, як: Боссіді Л., Кирич Н.Б., Коломієць І.Ф., Перерва П.Г. та ряд інших видатних вчених-економістів. Аналіз робіт видатних вчених довів, що проблема розвитку бенчмаркінгу як ефективної форми управління підприємством вивчена не на достатньому рівні. Тому дослідження питання стану ефективності господарювання аграрних підприємств Дніпропетровської області на базі аналізу конкретних показників діяльності є надзвичайно актуальним для економіки нашої країни. В даній статті визначено роль забезпечення населення Дніпропетровської області продуктами харчування та його місце в основі агропромислового комплексу нашої держави. На підставі аналізу таких агропромислових підприємств Дніпропетровської області, як: ТОВ «Агрофірма «Гетьман», СФГ «Едельвейс», ТОВ «Дібровське», ТОВ АФ «Берегиня», ТОВ «Україна», ТОВ АФ «Агроінвест», ПП «Таврія» та ТОВ АФ «Нібас» протягом останніх п'яти років визначено їх розвиток та досліджено основні виробничі показники даних підприємств аграрного сектору Дніпропетровської області. Досліджено технологію управління вітчизняних підприємств агропромислового комплексу Дніпропетровської області на основі бенчмаркінгу як антикризового управління підприємствами. Визначено необхідність використання бенчмаркінгу, як управління підприємствами, що дозволить подолати існуючі перешкоди на даному етапі розвитку економіки нашої держави. Розкрито, що подолання існуючих перешкод, а саме розуміння використання бенчмаркінгу керівниками агрофірм дозволить підвищити рівень виробничого потенціалу сільськогосподарських підприємств, що в свою чергу дасть новий поштовх для розвитку та вдосконалення аграрного сектору Дніпропетровської області загалом.

Ключові слова: бенчмарк, підприємство, продукти, аналіз, ефективність управління.

**СОВРЕМЕННОЕ СОСТОЯНИЕ ЭФФЕКТИВНОСТИ
СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЙ
ДНЕПРОПЕТРОВСКОЙ ОБЛАСТИ**

Гаевский В.В.

Производство сельскохозяйственной продукции занимает ведущее место в структуре продовольственных товаров. Они составляют основу благосостояния населения, способствуют развитию агропромышленного комплекса страны. Неудачная аграрная политика, экономический кризис последних лет — все это нанесло сокрушительный удар по отрасли сельского хозяйства. Вопросу изучения бенчмаркинга в агропромышленном секторе экономики посвятили свои работы такие ученые, как: Боссида Л., Кирич Н.Б., Коломиец И.Ф., Перерыв П.Г. и ряд других выдающихся ученых-экономистов. Анализ работ выдающихся ученых доказал, что проблема развития бенчмаркинга как эффективной формы управления предприятием изучена не в достаточном уровне. Поэтому, исследование вопроса эффективности хозяйствования аграрных предприятий Днепропетровской области, на основе анализа конкретных показателей деятельности является чрезвычайно актуальным для экономики страны. В данной статье определена роль обеспечения населения Днепропетровской области продуктами питания и его место в основе агропромышленного комплекса нашего государства. На основании анализа таких агропромышленных предприятий Днепропетровской области, как ООО Агрофирма «Гетьман», КФХ «Эдельвейс», ООО «Дибровский», ООО АФ «Берегиня», ООО «Украина», ООО АФ «Агроинвест», ООО «Таврия» и ООО АФ «Нибас» в течение последних пяти лет определены их развитие и исследованы основные производственные показатели данных предприятий аграрного сектора Днепропетровской области. Исследовано технологию управления отечественных предприятий агропромышленного комплекса Днепропетровской области на основе бенчмаркинга как антикризисного управления предприятиями. Определена необходимость использования бенчмаркинга, как управления предприятиями, который позволит преодолеть существующие препятствия на данном этапе развития экономики государства. Раскрыто, что преодоление существующих препятствий, а именно понимание использования бенчмаркинга руководителями агрофирм позволит повысить уровень производственно-хозяйственного потенциала сельскохозяйственных предприятий, что в свою очередь даст новый толчок для развития и совершенствования аграрного сектора Днепропетровской области в целом.

Ключевые слова: бенчмарк, предприятие, продукты, анализ, эффективность управления.