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ANALYSIS OF THE RESOURCE POTENTIAL OF THE SUBJECTS OF AGRARIAN BUSINESS OF UKRAINE: THE STATE AND EFFICIENCY OF USE

Agriculture is the primary sector of Ukraine's national economy, the state of development of which largely determines the potential of the country's competitiveness, export potential, and opportunities to ensure the nation's food security. To accomplish these tasks from a strategic perspective, modern processes of managing the reproduction of resources in the agricultural sector are critical, which, in the context of transformational changes in the direction of sustainable development, acquire new priorities. Sustainable development involves meeting the interests and needs of present and future generations based on the conservation and reproduction of natural and biological resources while solving the problems of improving the quality of life of the population of rural areas and the country.

The national and global dimensions of sustainable development of the agricultural sector provide for the need to neutralize the negative anthropogenic impact on environmental resources, minimize the degradation of agricultural land, preserve, and restore biodiversity, preserve the genetically unmodified potential of biological assets (plants and animals) and address complex social issues of rural development while increasing agricultural production. The sustainability of agribusiness systems should

consider aspects of ensuring the country's food security, expanding opportunities for Ukraine's participation in sustainable agri-food chains of EU countries, and managing natural and biological resources, considering the global goals of sustainable development. The sustainability of agri-food systems implies the ability of agriculture to maintain the achieved level of production productivity and increase its strategic potential despite all the limitations in the reproduction system of natural and biological resources under modern conditions.

Theoretical and practical principles of reproduction of the resource potential of the agrarian sector of the economy are studied by several domestic economists, including Marmul L.O., Levieva L.Y., Klokar O.O., Zakharchuk O.V., Navrotsky Y.F., Vyshnevetska O.V., Pashchenko Y.V., Krasnorutsky O.O., Minenko S.I. Aspects of sustainable development as a strategy for improving the efficiency of the use of resource potential by the subjects of agrarian relations are analyzed in the works of Pinchuk A.O., Lupenko Y.O., Malik M.Y., Identification of indicators of sustainable development has become the subject of study by such foreign economists as Butnariu A., Avasilcai S., Reytar K., Zhang X., Yao G., Vishwakarma S., Musumba M., Heyman A., Eric A., Królczyk J., Latawiec A.

The study aims to analyze the current state of the resource potential of agribusiness entities and algorithms for improving the efficiency of its use, given paradigmatic changes in management philosophy in the context of dimensions of sustainable development.

In recent years, the exacerbation of natural and climatic problems, which arise with the participation of the agricultural sector, has led to the need for agricultural management systems in the direction of finding alternative models and methods of agricultural production while observing the conditions for the preservation and restoration of the eco-biological environment. Agroecological business models are becoming increasingly relevant and popular among owners of investment capital, which

catalyzes their implementation in the economic practice of agricultural formations. Agroecological business models are strategically focused on more rational use of agriculture's available resources and production potential, are characterized by closer ties with the natural environment, are more flexible and sensitive in social aspects, and are focused on sustainable agricultural production and rural development. A significant place in the management system of agroecological models is given to the use, restoration, and reproduction of biological and natural resources of the atmosphere, which are a source of creating long-term values for present and future generations.

New agroecological models of reproduction of the natural resource potential of the atmosphere are based on a close combination of natural, biological, social, economic, and financial factors. They are aimed at improving the quantitative and qualtative parameters of the agro-eco-environment. In addition to the traditional financial values and interests of owners, the management priorities under the new systems of reproduction of resource potential are environmental goals and objectives that form the prerequisites for increasing the potential to produce environmentally friendly, safe agricultural products under the conditions of rational use of natural and biological resources of the agricultural sector. Such goals and objectives require the transition of traditional agricultural production to new waste-free technologies, the introduction of modes of saving resources for agricultural companies, and new ways of biodiversity management, considering the principles of social justice of agribusiness and environmental and social sustainability.

A new type of agricultural management model focused on preserving and reproducing the resource potential of the agricultural sector also requires profound shifts in the perception of agribusiness values in the direction of complementing traditional financial approaches with the values of sustainable, inclusive development. New approaches are based on combining natural and biological processes with socio-economic relations within a single integral system. New reproduction models of

agricultural production's resource potential have fundamental differences from traditional ones (Table 1).

Table 1 – Characteristic features of traditional and agroecological models of reproduction of the resource potential of agrarian business entities

Traditional models of reproduction of resource potential	Agroecological (sustainable) models of reproduction of resource potential
Obtaining and increasing the level of income due to the additional involvement of natural and biological resources	Ensuring the growth of profitability based on saving and mobilizing available resources, waste-free and circular use
Irrational Use of Natural Resource Potential Based on the Consumer Concept	Fair, flexible, and rational use of resources under the concept of conservation and minimization of negative anthropogenic impact
High level of resource consumption per unit of production	Optimal level of resource utilization per unit of output
High level of production and resource specialization	High level of diversity of natural and biological resources
High degree of dependence on resource technologies	Transition to innovative resource-saving eco-technologies
Formal social and labor relations and low level of social responsibility of agribusiness	Increasing the value of human intellectual capital of agribusiness and rural areas. Personnel becomes a key asset of social production
The use of resources is market-oriented	The use of resources is focused on markets and the development of local rural areas
The need for a significant number of resources to obtain business targets	Optimizing the number of resources needed to achieve business and sustainability goals

Source: compiled by the author

The success of the transformational transition to sustainable agroecological models of reproduction of the resource potential of the domestic agricultural sphere will depend on the totality of factors that form the external business environment of agricultural business entities. Among such factors, Marmul L.O. singles out the following: socio-political and socio-economic factors of modern state agricultural policy, effectiveness of land use, quality of natural and climatic potential, energy and resource intensity of agricultural production, and Agricultural Innovation [1].

Klokar O.O. complements the combination of these factors with the necessary prerequisites for the reproduction of agro-resource potential, among which the key ones are the price parity between agriculture and other technologically related industries, the productivity of markets for agricultural products and the level of investment attractiveness of business entities [2].

The main characteristic feature of sustainable agroecological models of reproduction of resource potential is the rational use of natural, biological, and labor resources, restoration of their quantitative and qualitative parameters, and optimization of the volume of their involvement in agricultural production. The agricultural sector of Ukraine has a powerful natural resource potential, the main component of which is land resources. The total area of agricultural land in Ukraine is 41.3 million hectares (or 68.5% of the country's total area – Table 2).

Table 2 – Area of land resources of the agrosphere of Ukraine

Indicators	2000	2005	2010	2015	2017	2018	2019	2020
Agricultural area land, thousand hectares	41827,0	41722,2	41576,0	41507,9	41504,9	41489,3	41329,0	41310,9
incl. arable land	32563,6	32451,9	32476,5	32541,3	32543,4	32544,3	32698,5	32757,3
Hayfields	2388,6	2429,2	5481,9	2406,4	2402,9	2399,4	2294,4	2283,9
Pastures	5521,3	5521,3	2410,9	5434,1	5430,9	5421,5	5282,6	5250,3
Fallow lands	421,6	419,9	310,2	233,7	230,6	229,3	190,5	166,7
Perennial plantations	931,9	900,5	896,5	892,4	897,1	894,8	863,0	852,7

Source: compiled by the author based on [3]

According to the research results, the quantitative indicators of the agricultural land area in the country are determined by a downward trend. In contrast, a significant problem for agriculture and rural areas of Ukraine is the growth of eroded lands and lands that are gradually withdrawn from economic turnover. According to the Grow portal, as of 2020, more than half of the farmland in Ukraine has experienced signs of

erosion and a significant deterioration in quality characteristics. Annually about 80-90 thous. hectares lose their properties and increase the area of degraded infertile soils. Such trends pose a strategic danger to implementing the goals of sustainable development of the agro-sphere and rural areas and emphasize the exceptional importance of transitioning to new sustainable models of reproduction of resource potential. This problem is most acute in Kharkiv, Sumy, Donetsk, Chernihiv, Kirovohrad and Mykolaiv regions. Similar trends are inherent worldwide: the annual increase in degraded agricultural soils globally is more than 24 billion tons. If the current trends continue, about 95% of the planet's agricultural land may be unusable in the next 30 years [4]. According to FAO, the area of arable land unsuitable for agricultural cultivation in Ukraine already exceeds 20% of its total size. Under such conditions, there are significant risks of losing crop yields by 50%, with losses in the cost of production by farmers of more than UAH 20 billion annually [5]. To solve this problem and reproduce the land resources of the country's agricultural sector in 2021, FAO implemented an initiative to preserve and protect arable land to create favorable conditions for implementing the sustainable development goals of the Ukrainian village and rural areas. In addition, in 2023, FAO launched a program to restore agricultural land from the consequences of the ongoing military conflict in Ukraine – Fondation Suisse de Déminage (FSD). The program was launched in the Kharkiv region with a total budget of more than USD 100 million throughout the country [6].

Introducing new reproduction models of resource potential requires material, technical, and technological re-equipment of agricultural producers, considering the priorities and values of sustainable development of agribusiness and rural areas. For a long time, material and technical support was one of the most acute problems of domestic agriculture in the quantity and quality of agricultural machinery and technological equipment. In the context of the transition to new models of management of the reproduction of the resource potential of the atmosphere, these parameters are supplemented by aspects of resource-saving, safety, and reliability. The analysis data

show a tendency to increase the cost of fixed production assets at agricultural producers' disposal in recent years (Table 3).

The state and level of provision of agricultural producers with material and technical resources, particularly fixed assets, is a prerequisite for increasing the volume of agricultural production, increasing its competitiveness, and ensuring the country's food security. New models of reproduction of the agricultural sector's resource potential should consider resource-saving principles, optimal load of agricultural machinery on soils, and more active renewal of the fleet of agricultural machinery based on machines and equipment that are safe for the environment and biological assets. The formation of the agricultural machinery fleet should occur based on the qualitative renewal of the material and technical base and optimization of the material and technical resources as of 2021. In Ukraine's agriculture, there were 595.9 billion UAH, and the cost of fixed production assets had a level of suitability of fixed capital of about 92%. At the same time, during 2019-2021, the industry lost the renewal rate of fixed assets, which in 2021 was 9.2%. Accordingly, this affected the provision of agricultural formations with agricultural machinery, which decreased several times over the period (Table 4).

Table 3 – Availability of fixed assets in agriculture of Ukraine, UAH million

Indicators	2015	2017	2018	2019	2020	2021
Fixed assets received	40217	76946	90128	82722	73708	109316
Of these, new fixed assets have been put into operation	20821	44311	55103	52205	45402	54600
Retired fixed assets	10460	16607	28702	23530	21455	22980
of them eliminated	1242	1870	2311	1838	2299	2309
Cost of fixed assets	210169	335305	399526	469383	540463	595909
Depreciation of fixed assets for the year	14068	19044	27926	38205	40746	45898
Suitability level, %	93,3	94,3	93,0	91,8	92,4	92,3
Update rate, %	9,9	13,2	13,8	11,1	8,4	9,2

Source: compiled by the author based on [3]

Table 4 – Availability of agricultural machinery at the disposal of agricultural enterprises of the country, thousand pieces

Indicators	2000	2005	2010	2015	2017	2018	2019
Tractors, thousand pieces	318,9	216,9	151,3	127,9	129,3	128,7	130,5
Combine harvesters	65,2	47,2	32,8	26,7	26,8	26,3	26,5
Corn harvesters	7,9	4,8	2,5	1,6	1,5	1,5	1,5
Potato harvesters	3,6	1,9	1,7	1,2	1,1	0,9	1,0
Combine harvesters and beet harvesting machines	13,0	8,5	4,2	2,4	2,0	1,6	1,6
Installations and equipment for milking cows	33,5	16,8	10,9	10,2	9,5	10,0	10,1

Source: compiled by the author based on [3]

In addition to quantitative characteristics, qualitative indicators and indicators of the level of provision of agricultural machinery per unit of sustainable resources (land area or personnel) are also crucial for ensuring competitiveness and forming the potential for sustainable agricultural production. According to the carried out research, the level of relative provision of fixed assets of agricultural enterprises has a negative downward trend under the conditions that domestic models occupy a significant share in the structure of agricultural machinery, the quality and productivity parameters of which are inferior to foreign analogs. On average, per 1000 hectares of agricultural land, the agricultural formations of Ukraine had about four tractors and four combine harvesters (Table 5).

Table – 5 Level of provision of agricultural enterprises of Ukraine with agricultural machinery

Indicators	2010	2017	2018	2019	2020
Number of tractors per 1000 hectares of arable land, pieces	4,7	4,1	4,0	3,9	4,0
Number of combine harvesters per 100 hectares of grain crops, pieces	3,6	3,8	3,8	3,6	3,7
Number of corn harvesters per 100 hectares of sown area, pieces	1,2	0,5	0,4	0,4	0,4
Number of potato harvesters per 100 hectares of sown area, pieces	59,0	55,3	61,2	58,5	59,2
Number of beet harvesters per 100 hectares of sown area, pieces	9,2	8,4	6,8	6,3	7,7

Source: compiled by the author based on [3]

Market trends and the current imperfect mechanism for forming market prices for agricultural products in recent years have led to significant shifts and changes in the specialization structure of most agrarian formations. Such industries as beet growing, vegetable growing, dairy, and beef cattle breeding have significantly decreased (or disappeared) in most agricultural enterprises. This has led to a decrease in the need and availability of specialized agricultural machinery, which is technologically related to these types of agricultural production. This is confirmed by reducing the number of beet harvesters per 10 hectares of plantation area to 6.3 units. In recent years, the number of corn harvesters has also decreased significantly. The problem of the provision of agricultural machinery is urgent for the Kharkiv region, which is a powerful agrarian region of the country and has one of the best indicators of the availability of its main types (along with Kirovohrad, Zaporizhzhya, and Dnipropetrovsk regions) (Fig. 1)

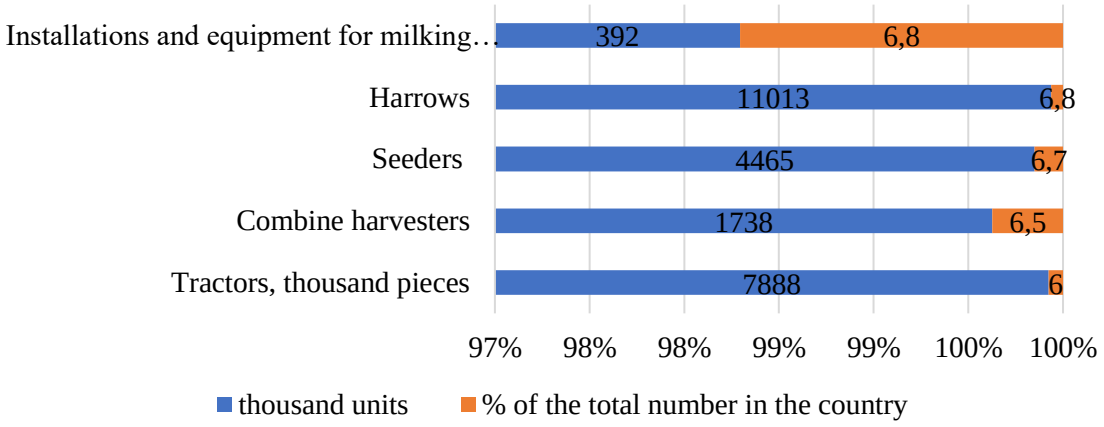

Figure 1 – Availability of agricultural machinery in agricultural enterprises of Kharkiv region

Source: compiled by the author based on [3]

Under any conditions of doing business and forms of socio-economic formations, the decisive importance in the formation and use of resources and production potential belongs to personnel. In the context of the transition to the principles of sustainable

development of agriculture and rural areas, personnel are a critical asset that determines the structural, quantitative, and qualitative parameters of resources. It mediates the effectiveness of their use and management. In recent years, rural agricultural business has faced well-known problems in the use of labor resources related to a decrease in the prestige of agricultural labor, a significant outflow of the able-bodied population, in particular, young people from rural regions, the decline of social and production infrastructure and a decrease in the quality of life of the rural population of the country. In this regard, one of the main tasks of managing the processes of formation and use of personnel of agrarian business entities is the creation of inclusive living conditions and employment of the population of rural areas and overcoming the existing gaps between the quality of life of the population of rural and urban areas of Ukraine.

Traditionally, Ukraine has had high employment rates in agricultural production in Europe. At the same time, the unfavorable socio-economic processes that have taken place for many years in agriculture have led to a decrease in rural agricultural employment. The processes of innovative transformations also played a role in the downward trends, thanks to which the workforce is being actively replaced by automated processes based on artificial intelligence and information systems. Negative consequences were also ensured by the refusal of most agrarian formations of the public sector to run livestock industries. As a general result, the number of hired personnel in the agricultural sector as of the beginning of 2022 decreased by 30.6% compared to 2010 and amounted to 502.9 thousand. (Table 6).

Table 6 – Availability of labor resources in agriculture of Ukraine

Indicators	2010	2015	2017	2018	2019	2020	2021
Number of employees, thous. persons	724,8	569,4	558,1	540,5	535,0	506,5	502,9
Share of agricultural personnel, %	8,0	8,5	9,8	9,3	8,4	7,9	8,0
Average monthly wage, UAH	1472	3309	6057	7557	8856	9734	12287
Share in average wages by type of economic activity, %	63,9	74,8	81,1	80,8	83,2	84,0	83,7

Source: compiled by the author based on [3]

Systematization of scientists' views on the problem of formation and use of production resources of agrarian business entities allowed us to determine that the main parameters of resource potential should be not only quantitative signs of sufficiency, modernity, and full compliance with technical and technological processes and requirements. The key characteristics of the resource potential are their integral ability to ensure the implementation of the set production goals, the balance of all types of resources (natural, biological, labor, material and intangible, financial), adequacy to the modern realities of economic activity [7]. In addition to the above, we consider it expedient to supplement this list with such fundamentally relevant qualitative parameters of agricultural resource potential as inclusiveness, environmental friendliness, economic and environmental safety, social orientation, and synergy. Under such principles, the formation and use of the resource potential of business entities in the agricultural sector is strategically oriented towards achieving the goals of sustainable development of agriculture and rural areas and, in addition to traditional financial values, also provides for obtaining a socially valuable result and effect. With this approach to agricultural management, the net financial result, which is formed in the process of using the resource potential of agricultural enterprises, is the basis for its expanded reproduction, considering the priorities of sustainable socio-economic and environmental development.

According to the leading performance indicators, agriculture in Ukraine has a decisive margin of safety and economic stability, which allows you to make a net profit and conduct economic activity on a profitable basis. For many years, the agricultural business has been showing a trend in profitability, which is higher than the average for all types of economic activity in Ukraine. The share of profitable agricultural enterprises is higher than the average in the national economy despite several traditional significant problems inherent in the domestic agricultural sector and rural areas (Figure 2).

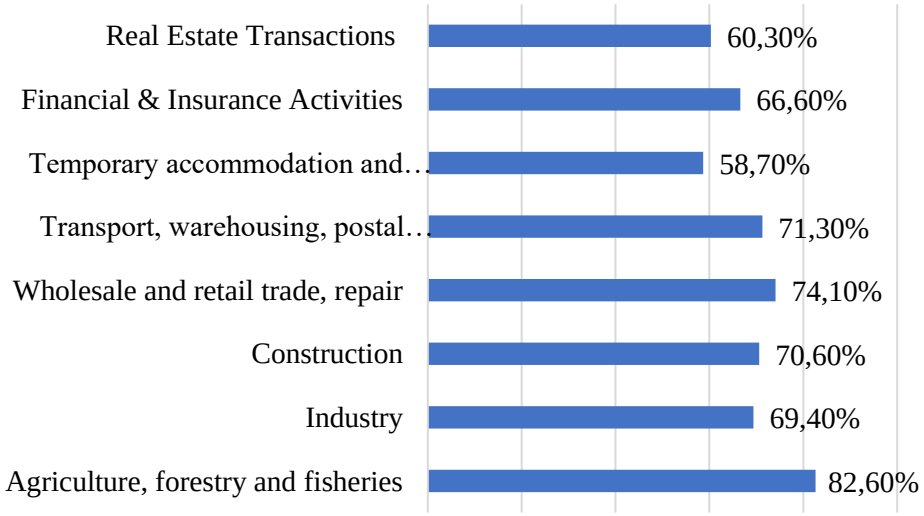

Figure 2 – Share of profitable enterprises by type of economic activity, %

Source: compiled by the author based on [3]

Accordingly, the amount of net profit received by agricultural enterprises compared with business entities of other economic activity in Ukraine is characterized by a higher value. Agribusiness is one of the most profitable economic activities, and as of the end of 2020, it provided 197571.3 thousand hryvnias of net profit per 100 hectares of agricultural land, 15.1 hryvnias of net profit per 100 hryvnias of fixed assets, 161.1 thousand hryvnias of net profit per 1 employee of the industry (Table 7). The level of profitability of agricultural enterprises in 2020 was 18.6% compared to the average value by type of economic activity of 6.2%. Agriculture has demonstrated the highest level of profitability and has become a leader in the ranking of profitable sectors of the national economy.

Table 7 – Effectiveness of the use of resource potential in agricultural enterprises

Indicators	2010	2015	2017	2018	2019	2020
Net profit, mln UAH	17170,5	102849,1	68858,5	71002,6	93255,4	81618,5
The amount of net profit per 100 hectares of agricultural land, thousand hryvnias	41299,07	247782	165904,5	171134,7	225641,6	197571,3
The amount of net profit per 100 hryvnias of fixed assets, hryvnias	21,6	48,9	20,5	17,8	19,9	15,1
Annual labor productivity, thousand hryvnias	380,4	624,0	755,4	867,7	928,6	857,2
The amount of net profit per 1 employee of the industry, thousand hryvnias	23,7	180,6	123,4	131,3	174,3	161,1
Profitability level, %	22,9	41,7	22,4	18,3	19,2	18,6

Source: calculated by the author based on [3]

At the same time, the potential for using agricultural producers' resources is constrained by several factors that have been acute for the agricultural sector over the past decades and have yet to be eliminated. Among them, it should be noted the turnover of labor force within rural areas, the presence and use of outdated social and industrial infrastructure, irrational use of land resources, the need to increase the transparency of the new land market of agricultural land, a significant share of small-scale agricultural production, deformation of price proportions, imperfect infrastructure of the agricultural market and the lack of adequate state mechanisms for its regulation, the lack of sustainable agri-food supply chains and sales of agricultural products. Solving these problematic issues can create favorable prerequisites for improving the provision of agricultural formations with resource potential and increasing the efficiency of its use.

The future principles of formation and use of the resource potential of agrarian business entities should be formed within the global and national concept of sustainable development of agriculture and rural areas, which are identified as strategic priorities for the further existence of the national economy.

Recognition of business opportunities, which are based on factors that consider the preservation of the environment and the indifference of companies to social problems, is considered a strategic factor in increasing the productivity and competitiveness of businesses today. Business ideas that arise and are implemented based on sustainable development form the potential of the company's competitive advantages (new technologies, resources, products, markets), which increases the opportunities for generating profit and improving financial performance [8].

Domestic scientists consider the sustainable development of the agricultural sector as «... the ability of economic entities to continuously move and maintain rational proportionality between the factors of reproduction and the necessary rates of development in conditions of uncertainty and variability of the external environment both now and in the future, taking into account the responsibility for creating appropriate social conditions and preventing environmental pollution» [9]

In foreign theory and practice, sustainable development is defined as the ability to ensure such development that guarantees the current needs of society without the formation of threats to the ability of future generations to meet their [10]. The concept of sustainable development of society combines three key components: social, environmental, and economic.

The main bonuses from the implementation and implementation of sustainable development goals in the strategic management of companies are the following:

– improvement of corporate image, which leads to improved financial results;

– increasing the level of investment attractiveness and expanding the financial and production potential of the company;

– maximization of profits due to better satisfaction of consumer needs and formation of a margin of competitiveness;

– obtaining non-financial (socio-environmental) benefits for a wide range of parties;

– synergy effects from a combination of pre-existing conditions and factors.

According to Malik, the implementation of sustainable development goals in the corporate policy of the management of companies helps to increase financial efficiency, efficiency in the use of resources, contributes to increasing production volumes with a high share of added value (through innovation and investment) [11].

Foreign research and practice of implementing sustainable agricultural development programs are dominated by ensuring sustainable food agroecosystems, environmental protection, natural and biological resources, and climate change prevention. Approaches to agriculture were to search for such an anthropogenic impact on the natural resource potential that would provide opportunities for the complete restoration of resources for present and future generations. In an inseparable relationship, the ecological and production-economic components are considered with the social factor; without a high level of knowledge and responsibility, it is possible to solve the problems of sustainable development. Along with meeting the needs of society, the sustainable development of agriculture and its territories benefits natural resources and the environment.

Today, within the framework of the standard agricultural policy of the EU countries, the content of further sustainable development of agriculture and rural areas is interpreted within the framework of the concept of «Green Deal» – a strategic program of «Green Agroeconomics». The Sustainable Development Strategy for the next eight years should ensure a neutral or positive impact on the environment and natural resources, mitigation of climate change, prevention of further loss of biodiversity, ensure food security and public health through safe and environmentally friendly food [12].

Today, the concept of the «Green Deal» is perceived as the primary tool for responding to existing challenges and threats, crises, and other permanent socio-economic phenomena that accompany the development of the EU economies. For European countries, the Green Deal today is a roadmap for transforming climate,

environmental, and socio-economic problems into opportunities that will solve the global problems of humanity. The key objectives of the strategic European initiative «Green Deal» are: 1) ensuring food security in the face of climate change and biodiversity loss; 2) reducing the environmental and food impacts of the EU food system; 3) increasing the resilience of the EU food system; 4) a global transition to competitive stability based on the principle of «farm to fork» [13].

Considerable attention is paid to the principles of sustainable development, particularly in agriculture in China, whose economic development rates are among the highest in the world today. The republic's government proposed the strategic program «Five main concepts of development» of the national economy: innovative, coordinated, green, open, and inclusive. A key place in the program is given to the «strategy of the revitalization of rural areas» based on sustainable development and the transition to a «green economy» [14].

Sustainable agricultural development is part of the overall global concept of sustainable development until 2030, which was adopted at the UN summit in 2015. The universal principle of «sustainable development» is to meet the needs of the modern generation without risks and threats to future generations to meet their own. The main emphasis of sustainable agricultural development is the focus on meeting the needs of humanity (in the context of improving the quality of life of the population) in the conditions of conservation and restoration of bio- and ecosystems.

The introduction and implementation of the concept of sustainable development in the practice of domestic agribusiness should be accompanied by the outlining of precise positions, principles, and elements that will form a single architecture of sustainable development of agribusiness not only at the level of individual economic entities but also at the level of agriculture, rural areas, agri-food sector, as part of the national economy.

The critical importance in the architecture of ensuring the implementation of the concept of sustainable development of agribusiness and agriculture is the main elements (environmental stability, economic and social components) and the system of levers for implementing the concept in practice:

– current and future strategies for sustainable development of the agricultural sector and rural areas;

– models of their implementation and financial support;

– mechanisms for ensuring sustainable development and resource and production potential.

The European Union's CAA Strategic Plan, which comes into force in 2023, provides for a significant impact of the Green Deal on the sustainable development of agriculture and rural areas. The strategic development programs of the EU member states should demonstrate the imperatives in environmental protection and commitment to implementing an ordinary course of action to prevent climate change. The priority of financial support (in the amount of up to 35% of the joint agricultural budget of the EU countries) will be environmental schemes for ensuring and maintaining safe agricultural production technologies, preserving the biodiversity of fauna and flora, protecting landscapes, supporting the climate, and developing the economy of rural areas [13].

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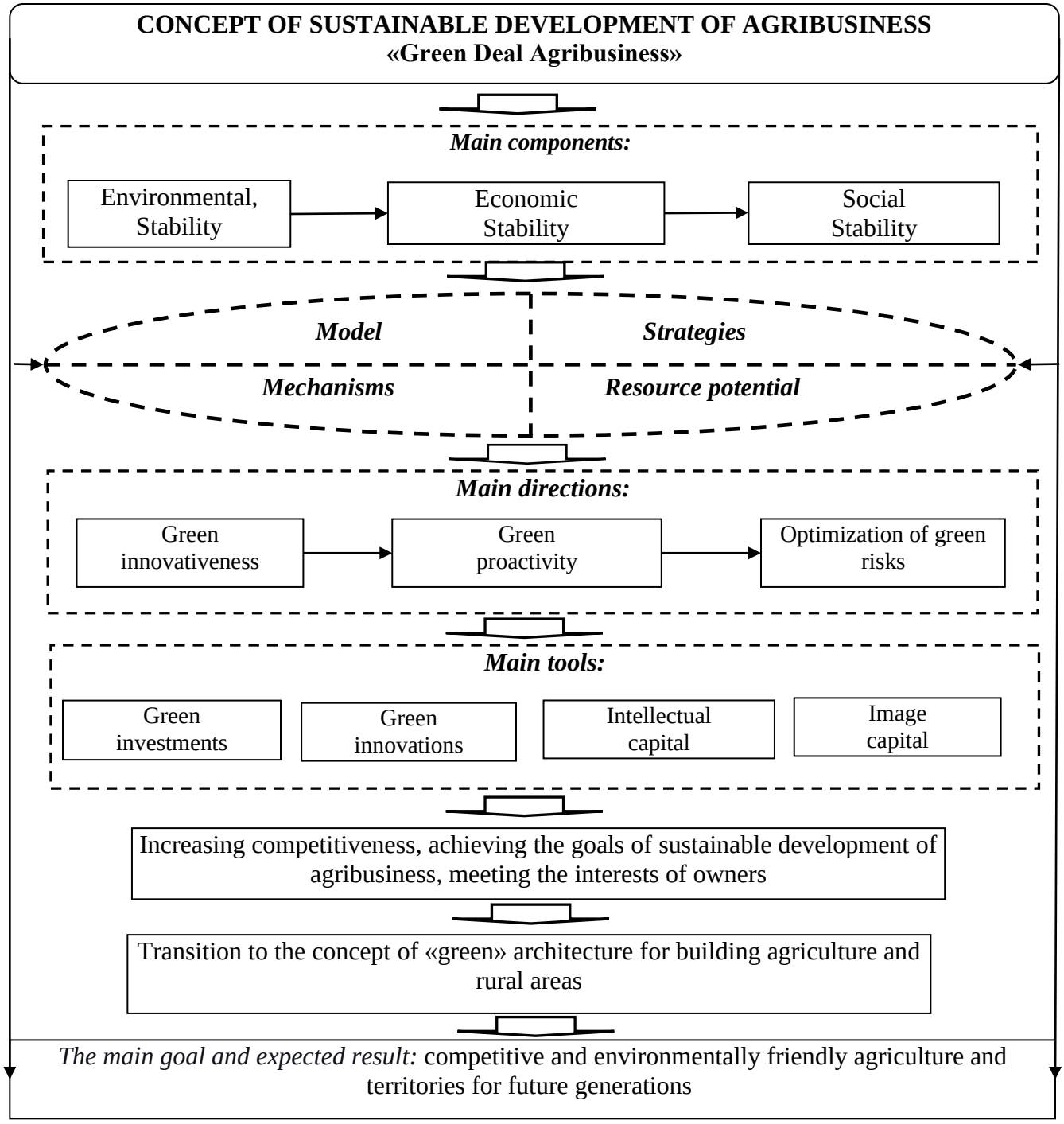

Figure 3 – Architecture of sustainable development of agribusiness

Source: compiled by the authors

From a systemic point of view, in our opinion, the mechanism proposed by A.O. Pinchuk is quite successful in ensuring sustainable development of agriculture in

the complementarity of its main components: subjects and objects, goals and principles of sustainable development, structural and functional elements (regulatory, financial and economic, organizational and institutional, environmental, social, information mechanisms), methods and tools for achieving the goals of sustainable agricultural development [15].

Agricultural production is a priority for the economy of any country and is essential for the three main elements of sustainable development: ecology, economy, and society. Solving the strategic problem of ensuring food security at the national level and in the global dimension under modern conditions is accompanied by significant environmental and socio-economic compromises. In particular, the need to increase the volume of food production with limited resources leads to the emergence of the problem of the disappearance of biological diversity, the widespread use of GMOs, the loss of natural characteristics of biological resources, their modification, more catalyzing and accelerating the main biological processes of transformation of biological assets based on increasing the level of intensity of agricultural production (the use of chemicals, mineral fertilizers, preparations that stimulate growth and the phase of maturation biological assets, etc.).

The range of environmental challenges and threats is complemented by several socio-economic factors, among which are the low level of income and quality of life of the population of rural areas, underdevelopment of social infrastructure, high degree of unemployment in rural areas and intensification of migration processes, which leads to the destruction of individual rural settlements.

Even though the domestic agricultural sector has demonstrated stable economic growth in recent years, the food supply problem for the country's population remains relevant at the national and world levels.

Butnariu A. & Avasilcai S. offer an aggregated model of the aggregate indicator of sustainable development by three groups of indicators (economic, environmental,

social) and considering the time factor. The weight of each component of the indicator, which differs like activities in different companies, in the integrated one is determined according to the data of an expert survey [16].

In the 2014 Working Report on Ways to Achieve Sustainable Food Development. A set of indicators for sustainable agricultural development is defined at three methodological levels: Level 1 – national agrarian policy (availability of national programs that provide for the environmental development of agricultural production with low levels of harmful emissions, conservation of natural and biological resources); Level 2 – practical activity (percentage of arable land, agricultural land on which resource-saving technologies and biological methods of cultivation are used); Level 3 – effectiveness of resource use (crop yields, proportion of eroded soils, water stress coefficient, balance of nutrients in the soil, etc.) [17].

The Organization for Economic Co-operation and Development (OECD), in its report, presents an analysis of sustainable agricultural development according to the following indicators: agricultural GDP, land-use changes, farmers' income, state expenditures to support the agricultural sector, number of farms, employment, and farm education. The key indicators of sustainable development at the farming level are organic farming, pest control practices, irrigation and water management, and nutrient balance. The risks associated with using natural and biological resources are determined separately.

Zhang X., Yao, G., Vishwakarma S., Musumba M., Heyman A. & Eric A., Davidson in Their research offers a model of 18 indicators of sustainable agricultural development, which are essential to consider when assessing this area in the context of its impact on the development of technologically interrelated industries, for example, the food industry. Within the framework of the SAM model, scientists propose indicators:

water availability, littering levels, biodiversity loss, climate change, soil health, availability of credit resources, farming risks, agricultural support, access to markets, percentage of food loss, health, farmers' welfare, equality, farmers' rights [18].

The European Commission substantiated a set of 28 indicators of sustainable agricultural development in the context of essential areas: 1) intensity of farming and land-use change; 2) the structure of animal husbandry; 3) risks of loss of natural and biological resources, 4) littering; 5) emissions of harmful substances; 6) management of genetic and biodiversity [19].

The studies indicate a significant deterioration in the indicators of the environmental component in Ukraine's agricultural production over the past ten years. The most acute problems today arise in terms of the degree of plowing of agricultural land, the reduction of certain types of biodiversity, and the practical absence of areas that are not treated with chemicals. Recent transformations in the structure of Ukraine's national economy have led to an increase in the share of agricultural GDP and gross value added to the industry. Problematic issues also exist in the social plane of sustainable development of the sector and rural areas, particularly the low-income and high-poverty levels of the rural population (Table 8).

Along with this, Ukraine's agribusiness and agriculture show one of the best indicators of economic efficiency in the context of the development of the national economy. Thus, the number of profitable business units and the level of profitability of their activities traditionally remain higher than the average for all types of economic activity (Table 9).

The implementation of sustainable development in the practical activities of business entities of the agricultural sector today forms real economic benefits for all participants in rural areas' social agricultural production and development.

Table 8 – Indicators of sustainable development of agriculture in Ukraine

Indicators	2000	2010	2015	2018 year	2020 year
Environmental component					
Percentage of ploughed agricultural land, %	77,8	78,1	78,4	79,1	79,5
Amount of mineral fertilizers applied per 1 ha, kg	60	84	98	134	152
Area treated with pesticides, %	28,5	37,7	42,6	89,5	91,4
Share of the area where organic products were produced, %	78,0	30,0	19,0	9,0	7,0
Biodiversity conservation, thousands of cattle	9423,7	4494,4	3750,3	3332,9	2874,0
Carbon dioxide emissions, mln. t	152,0	193,2	161,1	150,5	135,3
Share of water used for production needs in agriculture, %	23,6	26,4	20,3	24,5	21,8
Economic component					
Share of GDP of the industry, %	8,4	8,2	11,9	10,2	9,3
Gross value added of the industry, bln. $	5,4	10,4	10,9	13,3	14,4
Share in total value added in the economy, %	16,3	8,3	14,2	11,9	10,8
The amount of public expenditures on the industry, mln. hryvnias	2838,4	13643,2	1636,3	4232,0	4665,0
Trade openness (share of export products), %	8,5	14,3	31,8	33,0	38,3
Annual amount of capital investments, mln. $	297,2	1458,8	1380,7	2430,3	1879,8
incl. for the 1st enterprise, thous. $	14,0	25,8	30,4	49,4	39,5
Grain yield, centners/ha	18,3	27,6	43,8	52,2	46,1
Social component					
Monthly wages of industry workers, UAH	114,0	1472	3309	7557	9734
incl. in % of the average in the economy	49,5	63,9	74,8	80,8	84,0
Share of persons employed in agriculture production, %	18,6	19,3	17,5	18,0	17,1
Relative level of rural poverty (by expenditure), %	–	24,1	27,9	31,6	43,8

Source: compiled by the authors according to [3, 20; 21; 22; 23; 24]

The beneficiaries of the results of activities on the basis of sustainable development are: 1) agricultural producers who are able to improve the quality and

competitiveness of products, maximize the amount of revenue and profit from the sale of environmentally friendly products and expand the sales market (for example, at the expense of European countries), attract additional financial flows in the form of investments in eco-agricultural production; 2) hired employees who are participants in social and labor relations that guarantee personnel high standards of quality of working life; 3) residents of rural areas who receive bonuses from ecological land use, environmental improvement, conservation of natural resources, investments in the development of infrastructure for the implementation of investment projects of sustainable development, including social ones; 4) consumers of food products who will be able to consume high-quality, environmentally friendly and safe food; 5) regions, the state and society as a whole as a result of economic growth in the agri-food sector, which today is the basis for the development of the economy of Ukraine, solving the problem of ensuring food security, improving the quality of life of the country's population, taking into account the interests and needs of future generations.

Table 9 – Indicators of efficiency of agricultural development in Ukraine

Indicators	2010	2013 year	2015	2018 year	2020 year
Share of enterprises that made a profit, %	69,6	80,2	88,9	86,7	83,1
Share of enterprises that suffered losses, %	30,4	19,8	11,1	13,3	16,9
Net profit – total, million hryvnias	17253,6	15806,0	101912,2	70461,8	81032,6
The amount of net profit per 1 agricultural year enterprise, thous. hryvnias	305,4	282,9	2423,5	1431,9	1705,1
Profitability level, %	16,3	8,0	29,5	18,3	18,6
Level of profitability of activities in the economy as a whole, %	0,5	-0,7	-7,3	8,1	6,2

Source: compiled by the authors according to [3; 22; 24]

Scientists of Ukraine substantiate the strategic directions of sustainable development of rural areas of Ukraine for the period up to 2030. The system of these measures covers almost all spheres of the agrarian sector of the economy of Ukraine and is the priority for the implementation of the policy of regulation of domestic agricultural production at all institutional levels of management: 1) improving the management of sustainable development of rural areas; 2) formation of an optimal rural settlement network and improvement of human reproducibility; 3) social protection of the rural population and improvement of living conditions; 4) development of transport infrastructure; 5) accessibility of general education in rural areas; 6) providing rural residents with high-quality medical care; 7) ensuring employment and improving the standard of living of the rural population; 8) diversification of the rural economy; 9) development of entrepreneurship and minor forms of management in rural areas; 10) development of agricultural service cooperatives; 11) rational use of natural resource potential of rural areas; 12) technogenic and ecological safety of rural areas; 13) financial, logistical and innovative support for sustainable development of rural areas; 14) development of agricultural information and advisory activities [25; 26]. The totality of these measures should form the basis for substantiating and adopting a unified strategy for developing Ukraine's agricultural sector and rural areas for the coming years (Fig. 4).

The essential tools for achieving the sustainable development goals of agriculture and rural areas should be science, innovation, modern digital technologies, and sufficient financial support for strategic and current development programs.

The European Union's CAA Strategic Plan, which comes into force in 2023, provides for a significant impact of the Green Deal on the sustainable development of agriculture and rural areas. The strategic development programs of the EU member states should demonstrate the imperatives in environmental protection and commitment

to implementing an ordinary course of action to prevent climate change. The priority of financial support (in the amount of up to 35% of the joint agricultural budget of the EU countries) will be environmental schemes for ensuring and maintaining safe agricultural production technologies, preserving the biodiversity of fauna and flora, protecting landscapes, supporting the climate, and developing the economy of rural areas. The achievement of the set tasks has a precise mechanism of control by the EU institutional governing bodies, requirements for reporting of agricultural companies, specific indicators, and indicators that will be key to discussing issues of further cooperation and Ukraine's participation in international projects, programs and processes of further European integration.

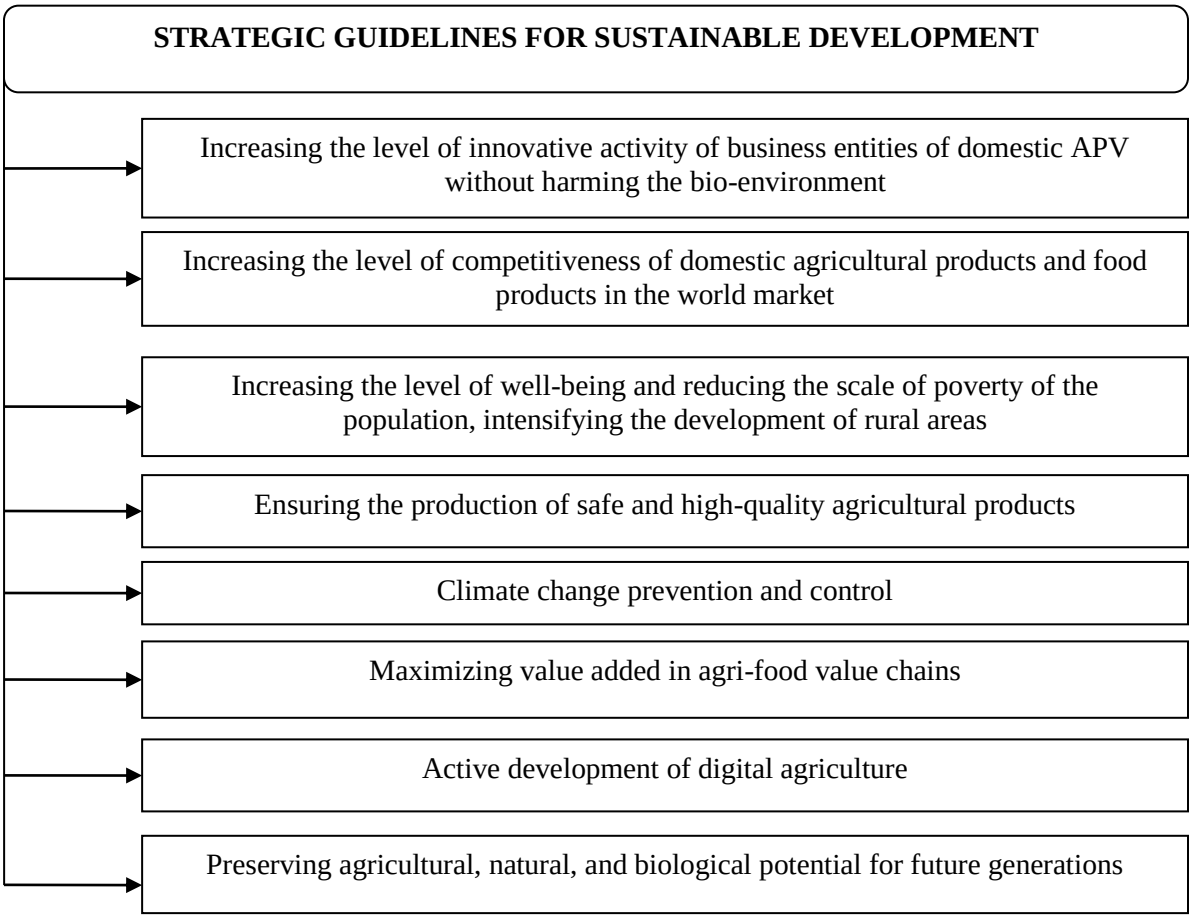

Figure 4 – Strategic Guidelines for Sustainable Development of the Agricultural Sector and Rural Areas of Ukraine in the Context of the Concept of Sustainable Development

Source: compiled by the authors on the basis of [25; 26].

In Ukraine, there are necessary developments that should be decisive in the justification and adoption of the strategy for developing the national agricultural sector and rural areas, particularly the Concept of Rural Development until 2030. Today, there is an objective need for a set of actions that will not only be part of the standard strategy for the development of the national economy and its tasks but also an independent course for the further functioning of the primary economic activity for the economy of Ukraine, taking into account the leading trends of the European economy and the priority of national interests.

Today, sustainable development initiatives are a priority for the progressive world practice of agricultural and rural development and have a global strategic dimension. Today, the leading countries of the world, in particular the EU countries, have a clear strategy for the sustainable development of the agro-economy for the period up to 2030, which considers critical economic, environmental, and social priorities. The development of agriculture and rural areas of Ukraine at the present stage is characterized by many acute problems. However, at the same time, the domestic agricultural business remains one of the most influential and profitable types of economic activity. Preservation and building of the potential for the development of agribusiness and rural areas today can only be ensured with strategic initiatives to implement sustainable development, the foundations of which are pretty clearly outlined in domestic science and practice today. Strategic priorities in the context of the concept of sustainable development should become a guideline for the domestic agricultural sector not only to increase the level of competitiveness of the national agricultural sector but also the level of quality of rural residents and solve the problem of ensuring the food security of the nation but, first of all, to strengthen the national economy, protect its interests and meet the needs of the country's population and its future generations.

The expanded reproduction of the resource potential of agribusiness in the short term solves another essential task of the inclusive development of the domestic agrarian economy – the formation of value chains and increasing its value indicators in the industry. Value chains, which provide low income to agricultural business entities and

other participants in the agricultural market, reduce their level of investment and innovation activity today. Access to multifunctional information platforms stimulates economic development. It contributes to the empowerment of participants in the agrarian process, which is a prerequisite for reducing poverty among farmers and rural residents. The unity of participants within digital platforms strengthens the links between producers of agricultural inputs, agribusiness, trade, processing of agricultural raw materials, and buyers. As a result, equal opportunities, benefits, and the effect of achieving the goals and objectives of all participants are formed.

The role of investment and innovation support in developing and accumulating social capital, one of the most essential elements of the resource potential of business entities in the agricultural sector, is exceptional. Creating value chains for agricultural products with a high added-value share is only possible today with investment in human assets. Investments and innovations on farms and in agricultural value chains should be based on a stock of social trust, values, knowledge, and skills that people can use to improve their quality of life. Such an approach will contribute to solving another task of inclusive reproduction of the resource potential of agribusiness – bridging the gap between the opportunities for access to socio-economic benefits and the level of income of the population of rural areas.

The effect of the factors of the external business environment on the reproduction of the resource potential of agribusiness is objectively complemented by the influence of the factors of the meso environment of the industry (information potential, labor potential, technical, technological and production potential) and the microenvironment (socio-psychological, informational, biological, technical-technological, organizational-economic) (Fig. 5).

The success of the development of business structures is determined by a combination of factors of all levels that form the appropriate prerequisites for the development or stagnation of business. Of exceptional importance are internal facilitators who ensure a successful combination and single-vector purposeful action of all factors of the aggregate business environment of an agricultural company. Business

experts believe that 75% of business success in the market is determined by internal factors that directly determine the goals and objectives of business development and the tools and means to achieve them. In this context, the reproduction of the resource potential of agrarian business entities solely depends on the socio-psychological factors of the agricultural company (quality of human resources, motivation, value of human assets), information (degree of integration into the information plane of agribusiness process management), environmental factors (bio and eco-agricultural technologies).

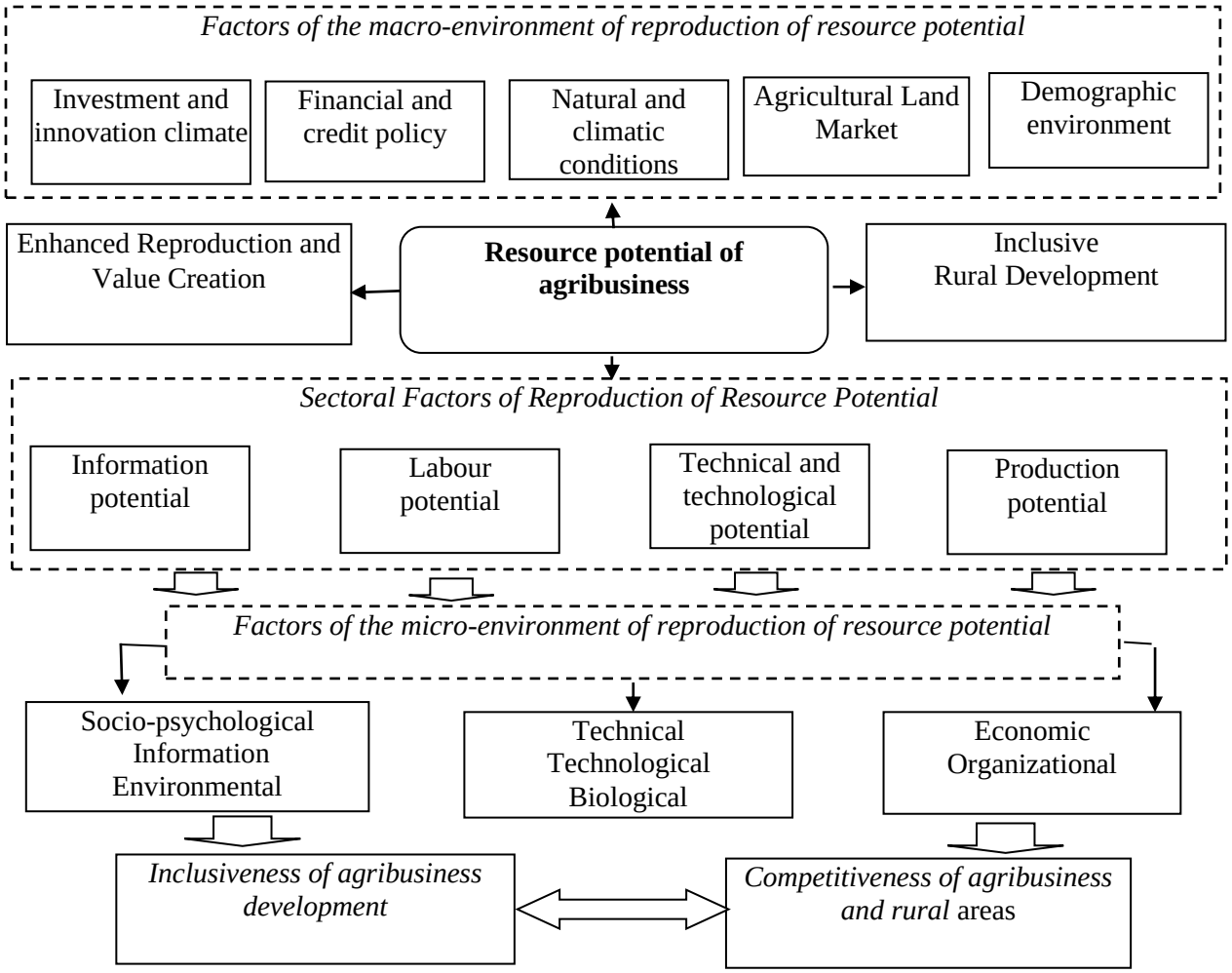

Figure 5 – System of factors of reproduction of resource potential of agrarian business entities

Source: compiled by the author

The organizational and economic mechanism for reproducing the resource potential of agribusiness should ensure the improvement of equipment and technologies and digitalization of agricultural management), further biotransformation of resource reproduction based on new varieties and hybrids of plants, animal breeds). Innovativeness, efficiency, and social responsibility in managing the reproduction of resource potential are the basis of organizational and economic factors in the microenvironment of agricultural enterprises. Together, the combination of all these factors into a coherent system will allow achieving the tasks of inclusive development of agribusiness and rural areas.

The critical difference between the inclusive organizational and economic mechanism for managing the reproduction of the resource potential of business entities in the agricultural sector is to ensure the effective interaction of all its elements, focused on achieving a common goal for all participants in the reproduction process: sufficient quantity and quality of all types of resources to solve strategic problems of sustainable development of agribusiness and rural areas. The implementation of this goal involves the acceptance by all participants in reproducing the basic principles of resource management: participation, equity, growth, equality of opportunity, sustainability, stability, and long-term social orientation (Table 10).

Table 10 – The content of the principles of the inclusive mechanism for managing the reproduction of the resource potential of business entities in the agricultural sector

Principles of inclusiveness of the organizational and economic mechanism	Content of the principle
1	2
Principle of participation	Involvement in the process of reproduction of subjects of economic and non-economic activity of agribusiness and rural regions, personnel, subjects of related types of technological relations, scientific institutions, and local communities who have goals and motives related to the use of the natural resource potential of the village in the business plane, the plane of social and environmental tasks of the development of the industry and society.

Continuation Table 10

1	2
The Principle of Justice	Fair access of all participants in agribusiness, related economic activities, and socially active groups to the market of material and technical resources, financial and credit, investment, and innovation resources. Establishment of a fair price for production resources and elimination of the inclusive imbalance of price relations of the industry (price disparity for industrial products and final agricultural products).
Economic growth	Increase in the level of profitability and performance indicators of all participants in the process of reproduction and use of the resource potential of agribusiness and rural areas. Redistribution of part of the socio-economic result of the use of the natural resource potential of the village in favor of rural communities. Creation of the potential of public goods in rural areas for the primary economic growth of agribusiness and improvement of indicators of general social well-being.
Long-term social orientation	Shifting the traditional commercial emphasis on the reproduction of natural resource potential and the development of agribusiness to solve global socio-economic and environmental problems for humanity both in the short and long term.
Equality of opportunity.	Equality of access opportunities for all population groups to participate in all stages of the reproduction of resource potential and agribusiness. Access and active participation in the opportunities provided by digital platforms for investment and innovation support for inclusive agribusiness. Equality of opportunities in the distribution of state instruments to support agribusiness in forming and reproducing material and technical resources. Equality of opportunities for access to the agricultural land market and sources of land investment. Elimination of inequality of access of business and public entities to the economic basis, including equal access to public products and benefits, services, specialized infrastructure, etc.
Sustainability	Understanding and perception of the natural resource potential of agribusiness and rural areas as a social value of the entire set of assets, the use and reproduction of which is aimed at shaping the well-being of the whole society. The use of the natural capital of the village under the conditions of preservation and restoration of the ecosystem, goods, and services that contribute to improving the level of well-being and quality of life of present and future generations. Orientation of business to long-term costs, incomes, and benefits expected to all categories and members of the reproduction process of assets in rural areas.
Stability	Short- and long-term confidence of all participants in the process of reproduction of natural resource potential in the availability of sufficient quantity and quality of benefits necessary to ensure a high level of well-being, economic opportunities, and prospects for further development of agribusiness, confidence in the possibilities of social development of the village and a high level of its environmental protection.

Source: compiled by the author

Today, a sizeable agricultural business has all the prerequisites to become a leader and initiator of inclusive models of resource potential management and sustainable development of the agricultural sector and rural areas. At the same time, large businesses often adhere to conservative approaches to managing investment resources and equity capital in terms of interaction with small business structures. A crucial case is the creation of an effective mechanism of motivators for domestic agricultural holdings and foreign transnational agricultural corporations to stimulate inclusive initiatives. Along with the achievement of the strategic goals of sustainable development, goals of sustainable development and the solution of global tasks for the development of agribusiness and rural areas, big business, as the main initiator of inclusive business models, should see additional sources of value and value creation for their own business. This can be additional profit due to integration, business consolidation, preferential access to resources, state and grant preferences and benefits, building up reputational image capital and consumer reputational value.

Building an inclusive model of resource potential management begins with defining the strategic principles and the general purpose of its functioning. Detailing the strategy to the level of competitive goals, objectives, and indicators requires internal coordination between all participants to make critical management decisions. The inclusive development team should include a leader in communications and justification of business ideas.

An essential point in the organizational support for the implementation of the model should be the coordination of its goals, objectives, and mechanisms with local communities, institutional authorities, and strategic partners. The implementation of business models for agribusiness development is associated with an increase in risk, which creates a high potential for operational uncertainty. In this regard, the critical factor in implementing the inclusive model is to consider the factors of agricultural

entities' internal and external business environment. Minimizing the riskiness of the factors of the business environment of the resource potential management model is possible due to the maximum detailing of the operational plan, a clear outline of incentives, methods of establishing trust, a system of knowledge, skills, ties in all value chains: from information and consulting, investment and innovation, staffing to specific supply chains of material and technical resources and the choice of methods and ways of their distribution and use.

Inclusive models of agribusiness development, considering their specifics, multifunctional nature, and areas of action, require supplementing the methodological basis of indicators for assessing their effectiveness, which, in addition to traditional business indicators, should be based on inclusive development indicators. Clear indicators of the results of the functioning of inclusive models of agribusiness, in particular, the model of resource management, will form the potential of trust from the dock of potential partners, stakeholders, investors, additional opportunities for the scale of their dissemination and popularization among other types of economic activity.

The inclusive business model of resource potential management from the presented positions is characterized as a socially responsible business initiative that unites technologically related entrepreneurial structures (agricultural, intermediary, agro-industrial, trade) with different scales, financial potential, and market opportunities, small farmers, private households based on mutual trust, partnership, benefits into a single chain of creation of business and social values for the agrarian sector and rural areas (Fig. 6).

The central element of the inclusive model of management of the resource potential of agrarian business entities is a matrix that combines essential tools and methods of using the resources of the agricultural sector:

1. Ensuring equality of opportunities, prospects, and risks of activity for all participants of the inclusive project.

2. A mechanism of fair and mutually beneficial partnership.

3. Achieving a balance of individual and common interests of the participants of the model.

4. Implementation of business goals, participation, and creation of opportunities for achieving the goals of sustainable development of agribusiness and rural areas.

Supply chains are a modern tool that ensures compliance with the fundamental principles of an inclusive business model for managing the resource potential of agricultural producers. The formation of supply chains within the framework of the current organizational and economic mechanism of the inclusive model allows to achieve expected benefits from mutual partnership from the following main factors:

1. Increase in the supply of material and technical resources for agribusiness, which forms the prerequisites for establishing reasonable discounts on the part of industrial producers.

2. Increasing the level of organization of supply and eliminating (limiting the influence) intermediary structures in the market of material and technical means and agricultural services, increasing the degree of transparency of the market of material and technical resources and services.

3. Achieving economies of scale that are necessary for competition in regional, national, and global markets.

4. Optimization of logistics and cost of supply, growth of opportunities for import purchases of material and technical resources.

5. Optimization of warehousing costs.

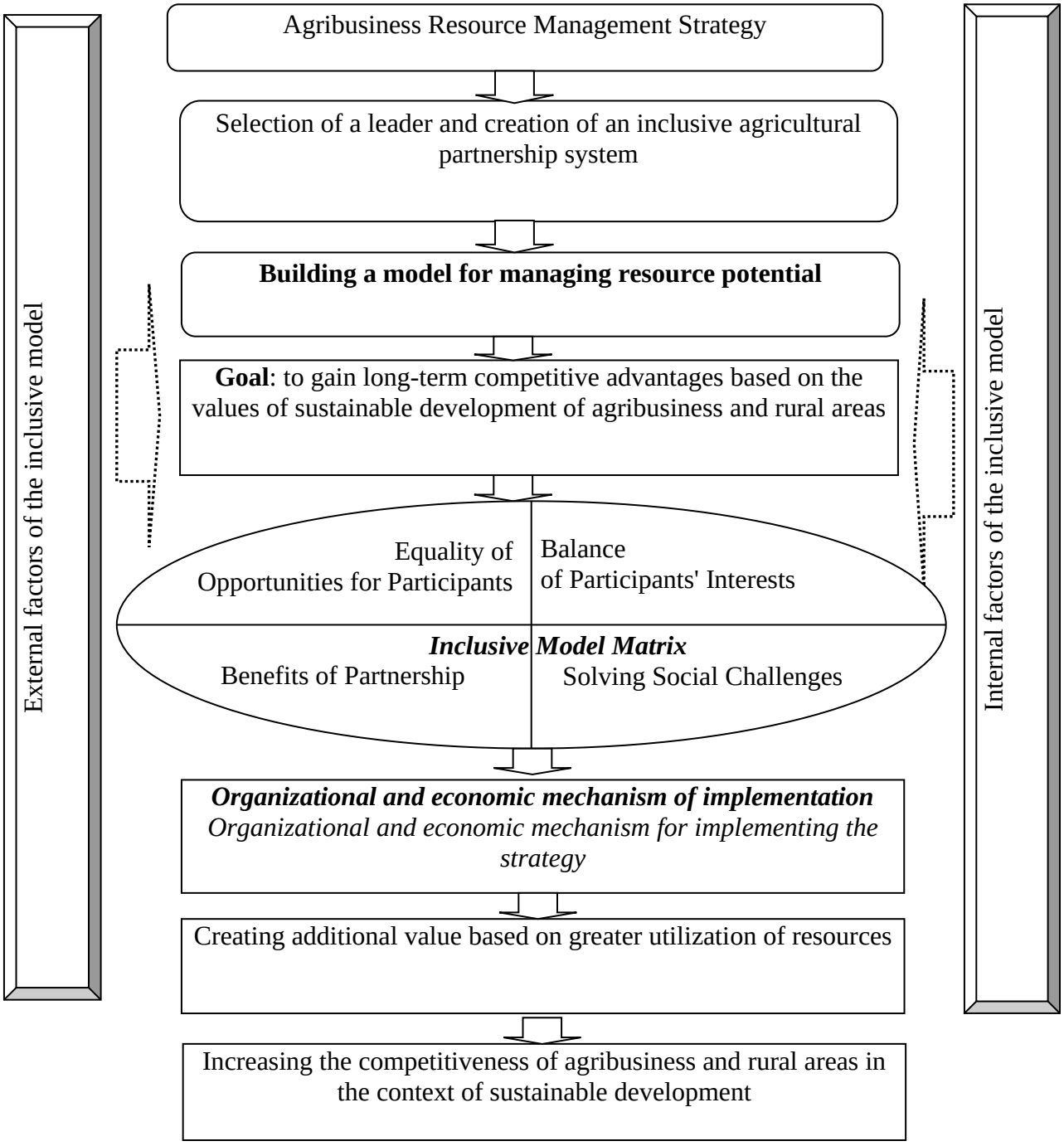

Figure 6 – Conceptual model of inclusive management of resource potential of agribusiness

Source: compiled by the author

6. The possibility of joint participation of agricultural producers in the state programs of preferential lending for the purchase of agricultural machinery and mineral fertilizers and access to the mechanism of reimbursement of part of the cost of material and technical resources, the formation of the leading herd and capital construction of small agro-entrepreneurial structures.

7. Involvement in joint mechanisms for the use of the power of agricultural brands and other tools of integrated marketing.

The optimal ratio of «volumes of supply – quality – price of resources» will form the basis for increasing the competitiveness of agricultural production. Access to markets will contribute to building agribusiness's productivity and effectiveness potential. The algorithm and results of the supply chains of resources of the inclusive model of management of the resource potential of agrarian business entities are presented in Fig. 7.

The actual situation with the material and technical support of domestic agribusiness today is characterized by experts as complex, requiring comprehensive and systematic modernization and restoration of technical potential. Normative indicators of the provision of material and technical resources, particularly fixed capital, in most small and medium-sized agricultural companies today are almost twice their actual value. As a result of the upward trend in the number of costs for the maintenance and maintenance of agricultural machinery and machine and tractor fleet, alternative tools and forms of solving the problems of their use are actively sewn in agribusiness: leasing, rent, outsourcing agricultural services, etc. Agricultural enterprises are increasing working capital in the structure of assets, violating the rational ratio between fixed and circulating assets, and trying to form a stock of a liquid cushion for the future.

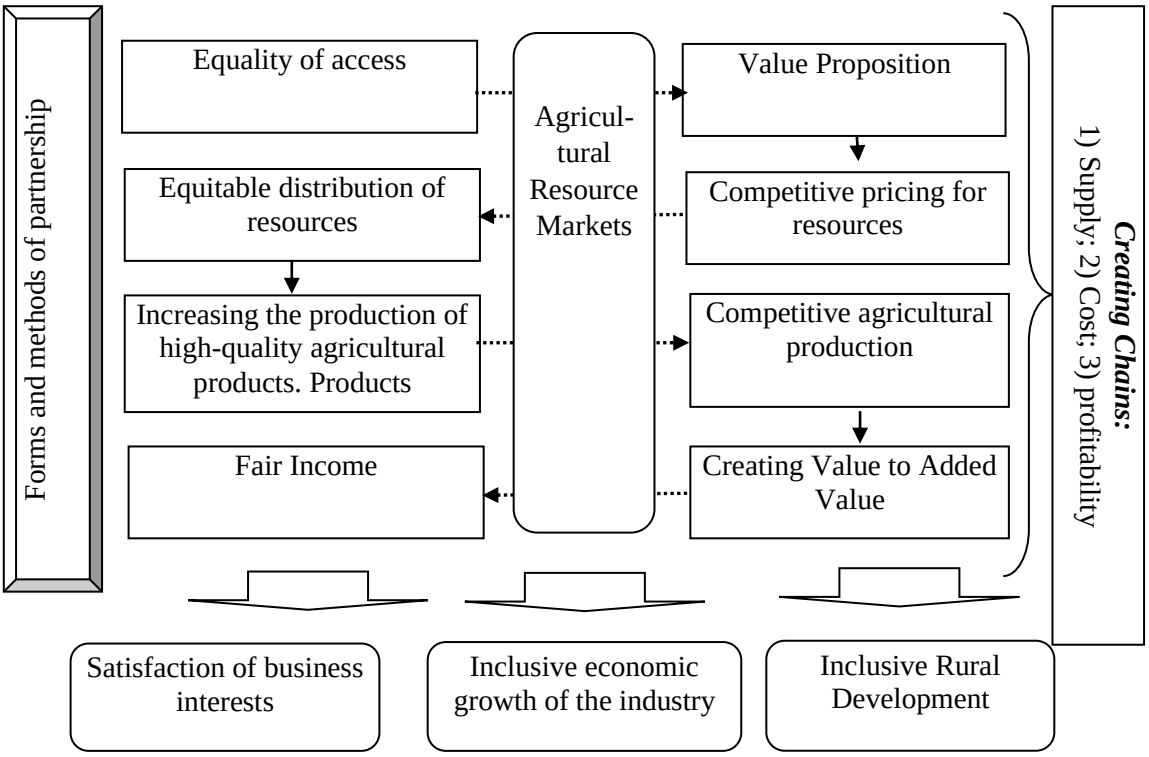

Figure 7 – Diagram of the algorithm of supply chains of an inclusive model for managing the resource potential of agribusiness

Source: author's development

The decrease in the cost of fixed assets is accompanied by a steady trend towards an increase in the efficiency of their use, which does not reflect the actual state of non-current assets management. Due to the lack of stable demand, the import potential of providing domestic agribusiness with material and technical resources could be more stable. The mechanism for importing production stocks also determines significant risks and threats. The trend of increasing the creation of territorial machine and tractor stations as centers of service for agribusiness entities is currently hampered by the unstable level of liquidity and the challenges of the business environment of the service market. At the same time, the objective needs to increase the competitiveness of domestic agribusiness requires constant updating and modernization of the material and technical base and the introduction of new production technologies, which, to a large

extent, are represented by fixed capital. The so-called "gap" between needs, opportunities, and financial potential in fixed assets management is formed.

A fairly high-efficiency level determines the effect of the mechanism of partial compensation of the cost of agricultural machinery, the main target of which was the stimulation of the national machine-building industry. The degree of fulfillment of orders of agricultural companies for partial compensation in recent years has reached 96% for 2017-2020. On this basis, about 60 thousand tons were purchased. Units of agricultural machinery [27]. At the same time, the mechanism of reimbursement of funds and renewal of the fixed capital base remains imperfect due to the limited access of small agricultural producers to the program instruments, the limited number of financial institutions (banks) participating in the process of reimbursement of funds, which in turn indicates the presence of inclusive gaps that can be eliminated through the use of a single inclusive model based on building resource supply chains.

To a certain extent, the solution to the problem of providing agribusiness with material and technical resources is possible through leasing instruments for attracting fixed assets to agribusiness. Today, there are about 552 leasing companies in Ukraine, in the structure of consumers of services, of which 94% are legal entities. Individual agricultural entrepreneurs remain outside the leasing services market, which is also a significant gap in inclusion in agriculture. At the same time, machinery, agricultural machinery, and equipment have been on the list of the most frequently financed leasing objects in recent years. There is also a development of monopolistic trends in the services market, in which 93.4% of their total volume is provided by the 20 largest leasing companies in Ukraine; the three leaders of agricultural leasing own 60% of all existing agreements [28].

At the same time, experts point out significant problematic aspects of leasing agreements, among which are

– complex and time-consuming leasing procedures and operations, the complexity of the terms of contractual contacts;

– high prices of leasing agreements;

– the conclusion of a leasing agreement requires additional conditions for accounting and administration of the lessee (State Commissions for Regulation of the Financial Services Market);

– high degree of riskiness of transactions with agribusiness entities for the lessor.

Despite this, agriculture is among the leaders in the types of economic activity that use the services of leasing companies (2nd place in the ranking of industries – 19% of the total market of services). Improving access to the opportunities of the leasing services market and the capital market and levelling the influence of prominent market players in the market of material and technical resources is one of the tasks of functioning the inclusive model of resource provision of agribusiness, which is proposed.

The trend in Ukraine is no less complex in the market of chemicals for agriculture. The global trend towards eco-production and using biological products in crop and animal husbandry is a priority. However, it is expensive at this stage of agribusiness development. The feature of the working capital market is its high sensitivity to demand, which is determined by the effective demand for certain food products. The general trend of healthy eating is becoming active worldwide, but at the same time, it requires additional costs and an appropriate level of solvency from food buyers. The issue of ensuring a balance between economic accessibility and the importance of eco-products on the scale of consumption of the entire nation today is a priority for Ukraine and many countries worldwide. Forming a potent solvent demand for eco-products globally, equal access for all consumers is a matter of strategic perspective. In this regard, agribusiness decisions are most often determined by pragmatism in cost management. They are focused on purchasing traditional working capital, production based on which is less

labour-intensive, materially and financially costly: seeds, mineral fertilizers, plant, and animal protection products, which at the cost of acquisition leave a reserve for the competitiveness of agricultural production. In the working capital market for agriculture, schemes, and intermediary mechanisms have already been formed, which are designed for a large-scale agribusiness structure with traditional demands and demand for production stocks. Agricultural producers' access to biological products remains limited due to unfavourable pricing policies, insufficient supply, and difficulties in scientific, technical, and financial support for developing their domestic production.

An essential element of the system of resource potential of agrarian business entities is human capital. In recent years, the very specifics of the labor market in the agricultural sector have contributed to the emergence of significant inclusive gaps, which were concentrated in the discrepancies in the level of income of the rural and urban population, limited access of rural residents to tangible and intangible benefits, and a significant difference in the quality of life of the rural and urban population. The absolute number and rates of reproduction of the rural population. If the employment rate of the working population of the country in 2021. in general, it was about 89.7%, and the employment rate of the population of rural areas did not exceed 17.3%. Traditionally, the wages of rural employees are 20-25% lower than that of urban workers, and the size of the average monthly total resources of rural households is 11.4% less than in cities. A third of all unemployed officially registered in the last stable year of 2021. the year, they consisted of agricultural workers. The industry is also the leader in informal employment (44.1%). Decades of such negative trends, along with a decrease in the prestige of agricultural labor, have led to a situation with the provision of personnel for domestic agribusiness. In this context, solving the problems of providing agriculture with qualified labor, as the main asset of agribusiness, is outlined as the most critical task that requires an inclusive approach to its solution. Creating new jobs, engaging in active labor activity, and providing equal opportunities for all population

categories solves the problem of increasing business competitiveness and critical socio-economic problems of rural development. In terms of personnel, an inclusive model of managing the resource potential of agribusiness should be focused on the active formation of human resources by ensuring equal access of the population to specialized education, training, advanced training, and professional retraining. The main principles of the inclusive model of using the resource potential in terms of human assets should be an organic combination of the interests of three parties: agribusiness (employers), employees, and rural areas. Inclusive programs for attracting and using personnel of agribusiness entities should be social and professional development, management of the quality of working life, individual corporate development, and HR-oriented agricultural management. Active tools of the organizational and economic mechanism for the use of human assets should be the formation of joint information platforms for education, agribusiness, science, agencies of professional industry competencies; targeted support programs professionally oriented rural youth and gender equality; professional coaching and internship programs, leadership and raising the level of corporate culture of agribusiness. The formation of sectoral, professionally oriented hubs for the training of highly qualified labor resources will attract the necessary investment flows for the implementation of inclusive levers and methods of personnel management, through which the effectiveness of the use of all types of resources of agricultural enterprises is mediated.

Implementing inclusive development models of business entities in the agricultural sector into economic practice today requires a comprehensive strategic approach with comprehensive institutional support at all levels of economic management. The change in the traditional paradigm of profitability and profitability of business towards considering public development priorities and socio-economic and environmental priorities of rural areas should be complemented by flexible instruments of state regulation, social and psychological work in society, search for effective

motivators for agricultural business, which will form the appropriate basis for the use of inclusive models of agribusiness and rural development. The implementation of the goals of inclusive socio-economic growth should be based on a deep understanding and perception of the opportunities, advantages, and strategic feasibility of structural transformations of agri-entrepreneurship in the direction of the need to ensure the living conditions of present and future generations, both in the national and global dimensions.

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