

# FORMATION OF AN INCLUSIVE MODEL OF DEVELOPMENT OF BUSINESS STRUCTURES OF AGRIBUSINESS: THEORY, METHODOLOGY, PRACTICE

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**Abstract.** This article contains a description of the theoretical and methodological principles and scientific and practical recommendations for the formation of an inclusive model of the development of entrepreneurial structures of agribusiness. The theoretical basis of this process is the principles and rules of managing the inclusive development of agribusiness entities, which take into account the advantages of using the main consumer properties of goods (economy, quality, creative differentiation) in combination with a certain structure of production activity (economic, qualitative, differential structure), development employee and compliance with the requirements of socio-ecological and economic standards. The methodological basis of the formation of an inclusive development model is a method based on the use of an index of inclusive development of entrepreneurial structures of agribusiness with the following components: an index of sustainability of inclusive development (long-term perspective); indicator of the state of inclusive development (short-term period). A scientific and practical recommendation is a management mechanism for the formation of an inclusive model for the development of entrepreneurial structures of agribusiness, which coordinates the action of interrelated methods, each of which corresponds to the general strategy (cost savings, high quality, creative differentiation), socio-ecological and economic standards, and their the aggregate contributes to the conditions of self-development and implementation of an inclusive investment project that satisfies the interests of business, society and the state; the mechanism ensures the inclusive development of entrepreneurial structures of agribusiness through the joint action of the laws of demand, supply, increased labor productivity, standardization and evolution of life.

**Keywords:** entrepreneurial structure, agribusiness, model of inclusive development, sustainability of development, state of development, management mechanism, socio-ecological and economic standards.

**JEL Classification:** O 10, Q 10

**Formulas:** 2, **figures:** 1, **tables:** 1, **bibl.:** 5

**Introduction.** Economic, sanitary and socio-political crisis phenomena testify to the violation of the law of evolution of life in Ukraine and the world (irreversibility, acceleration of rates, unevenness, ethical attitude to the development of all living beings). For now, everything that opposes this law is stopped. The restoration and improvement of the effectiveness of economic entities in agriculture and industries that provide it with a resource, sales and spatial basis of functioning is possible through the formation of an inclusive model of the development of entrepreneurial structures of agribusiness, which harmoniously satisfies the interests of business, society and the state. The study of theoretical, methodological and practical aspects of the formation of an inclusive model of the development of entrepreneurial structures of agribusiness is relevant.

**Literature review.** Problems of ensuring inclusive business development were investigated by D. Asemoglu, Z. Bedos, I. Bobukh, K. Vegelin, Y. Vlasenko, A. Hrytsenko, D. Gupta, D. Podesta, R. Reich, E. Reinert, T. Bazylyuk and O. Zhulin, O. Vdovichenko, K. Dzenzelyuk, L. Yemelianenko, S. Yermak, P. Yeshchenko, A.

Zhukovska, T. Zinchuk, T. Zatonatska, A. Karimova, T. McKinley, H. Maxton, I. Mantsurov, O. Maslak, O. Pavlov, N. Popadynets, V. Reshetylo, D. Robinson, O. Prognimak, O. Rogovskyi, V. Samofatova, L. Fedulova, R. Hausman, etc.

Varieties of inclusive models of business development were studied by Shevchenko S. «moral capitalism», «stakeholder capitalism» [1, 10], Zaporozhets H. «model of unifying culture» [1, 31], Solopun N. «socially transformative impacts – investments», as a business for the sake of society, where the primary goal is not profit, but the improvement of environmental and social indicators, the formation of a healthy and prosperous society [1, p. 133], Mikhalskaya D. «a model of business financing through green bonds» [1, p. 149], Shyshkevich O. «creative inclusive economy model» at the level of a business entity regarding meeting the needs of business, society and the state [1, p. 45], Skorobagatova N. «crowdsourcing model» as the involvement of a wide range of specialists with various creative abilities, knowledge and experience in solving production problems", Leonova S. «inclusive personality development» [1, p. 88], E. Burak «model of sustainable development of the organization» [1, p. 92], Kyrychenko A. «creative economy model» as a component of inclusive business development [1, p. 103]; Pushkar T. «a model of inclusive business development due to the displacement of a significant part of economic processes into the digital space» [1, p. 166].

At the same time, taking into account the depth, significance, and versatility of the scientific achievements of domestic and foreign scientists, it should be noted that a certain list of tasks of a methodological, conceptual, and methodical nature needs to be supplemented, clarified, and generalized.

**Aims.** The purpose of research, the results of which are presented in the article, is the development of theoretical and methodological principles and scientific and practical recommendations for the formation of an inclusive model of the development of entrepreneurial structures of agribusiness.

**Methods.** During the research, the methods of analysis and synthesis, induction and deduction, horizontal and vertical trend analysis, systemic and financial and economic analysis of entrepreneurial structures of Ukrainian agribusiness were used.

**The results.** The theoretical basis of the formation of an inclusive model of the development of entrepreneurial structures of agribusiness is the principles and rules of management of the inclusive development of agribusiness entities, which take into account the advantages of using the main consumer properties of goods (economical, quality, creative differentiation) in combination with a certain structure of production activity (economically, qualitatively, differential-dissipative structure), employee development and compliance with the requirements of socio-ecological and economic standards.

The methodological basis of the process of forming an inclusive development model is a method based on the use of the indicator of inclusive development with components:

$$K_i = (K_{il}, K_{ish}) \quad (1)$$

where  $K_{il}$  – the indicator of sustainability (long-term perspective);  $K_{ish}$  – the indicator of the state of inclusive development (short-term period up to one year) of entrepreneurial structures of agribusiness.

The first is calculated as the regression coefficient of the dynamics of the normalized stock of inclusive development of the economic entity for 3-4 cycles of development (9-20 years). In turn, the margin of inclusive development is the normalized (divided by the maximum) value of the enterprise's net income, which is multiplied by the number of years included in the analysis.

The second indicator has components:

$$K_{ish} = K_{ip} * K_{is} * K_{in} \quad (2)$$

where  $K_{ip}$  – an indicator of the implementation of an inclusive investment project,  $K_{is}$  – an indicator of inclusive self-development,  $K_{in}$  – an indicator that assesses the compliance of management methods with the system of socio-ecological and economic standards.

Each of the three components is evaluated using Boolean variables  $\{1; 0\}$ , where 1 indicates its positive value and 0 - negative. If  $K_{il} \geq 0$ , that is, the enterprise has an integral trend of the dynamics of the reserve of sustainability of inclusive development with profitable operation and all 3 checks of the management methods of its provision gave a positive result ( $K_{ish} = 1$ ), then the development can be considered inclusive  $K_i = (\geq 0; 1)$ .

The scientific and practical recommendations include the development of a management mechanism for the formation of an inclusive model for the development of entrepreneurial structures of agribusiness, which coordinates the action of interconnected methods, each of which corresponds to the general strategy (cost savings, high quality, creative differentiation), socio-ecological and economic standards, and their totality contributes to the conditions of self-development and implementation of an inclusive investment project that satisfies the interests of business, society and the state. This mechanism ensures the inclusive development of entrepreneurial structures of agribusiness through the joint action of the laws of demand, supply, increasing labor productivity, standardization and evolution of life.

Under agribusiness in the study, its broad definition was adopted: agriculture together with the resource, sales and spatial basis of functioning. The systematization of economic entities with different models of inclusive development was carried out according to the type of product produced (economical, high-quality, creatively differentiated), as well as the basic business strategy (cost savings, high quality, innovative and creative differentiation). The results of the analysis made it possible to identify the following types of models of inclusive development of agribusiness:

- economical product and cost-saving strategy (organic production, eco-waste, fish farming, diversification, processing, transport, energy, banking, market);
- high-quality product and high-quality strategy (inclusive agricultural engineering, plant protection, education, construction, hospitality);
- creatively differentiated product and innovative creative differentiation strategy (inclusive advertising of food products, agro-eco-tourism, exhibition activity, confectionery production, restaurant business, software product).

The division of products into economical, high-quality, and creatively differentiated products is due to a change in the consumer's consciousness during the informatization of society, the dynamics of which was described by A. Maslow through the pyramid of human needs satisfaction (physiology, safety - lower and

communication, respect, self-expression or self-actualization - higher needs) [2]. If in the author's time there were only a few self-actualized people (Thatcher, Schweitzer, Einstein, etc.), then in the period of informatization of society, every person aims at self-actualization and wants to save on goods that satisfy his lower needs (physiology, security). The main consumer property of the former is economy, and the latter is quality, because quality products and services are more economical in operation and consumption. A person's main emphasis in life is on the consumption of goods that satisfy his higher need for self-development or self-actualization. Their consumer property is innovative and creative differentiation. These goods are produced by the rapidly developing branches of the creative industry [3, p. 110]. This trend was noted by the Government of Ukraine in CMU Resolution No. 265 of April 24, 2019 "List of types of economic activity that belong to creative industries."

From the set of agribusiness structures, an economical (highly standardized) product is produced by:

- agricultural enterprises, agricultural holding structures, cooperatives, private entrepreneurs, households;
- producers of seeds, energy, products with high added value (enterprises processing agricultural products);
- banking and credit institutions, transport companies, sales organizations, markets, suppliers of water, seeds, fertilizers, etc.

A directly inclusive model of business structure development is a system of methods for managing functional activities (product formation, pricing, advertising, sales, production, personnel, budgeting, investment, financing).

The agribusiness structures that produce economical goods have in common a highly standardized product, competitive prices, advertising of moderate prices and high productivity, a developed sales network, mass production, the use of the labor of «sensor speakers», investment in high-performance equipment and technology, the use of credit and financial resources [3].

The source of inclusive development is the synergistic effect of the influence of factors that meet the needs of business, society, and state development. Inclusive development occurs when such a main consumer property of goods attributes as economy coincides with the type of structure of management of production activity (economic-dissipative) and psychophysiological characteristics of employees (dynamics-sensory) while meeting the requirements of socio-ecological-economic standards.

At the same time, the business is satisfied with a high level of profitability and the fulfillment of the corporate mission (providing the population with ecologically clean food products, preserving the fertility of the soil, developing communities in rural areas, etc.), society is satisfied with preserving the health of citizens and obtaining personality-developing jobs, and the state – positive results of monitoring compliance with socio-ecological and economic standards.

Historically, the violation of the law of evolution of life in agriculture occurred as follows. Since the 20th century, farmers began to actively use deep plowing of the land. Domestic scientists of that time (Ovsinsky, etc.) predicted its harmful effect on soil

fertility and plant protection from pests, weeds, and diseases, but their views were not accepted by the scientific community and producers. Deep plowing led to the death of microorganisms, which naturally took a direct part in the formation of plant productivity and the processes of protecting them from pests. Aerobic microorganisms were deeply plowed by plows, and anaerobic ones were plowed to the surface of the earth and died. «Natural crop builders and protectors» have been replaced by inorganic fertilizers, pesticides and herbicides. The first saltpeter was brought to Europe from Canada at a high price. As a result of the above, there is now a real threat of a catastrophic decrease in the content of humus in chernozems, the cluttering of agricultural soils with the remains of inorganic elements, and the cultivation of products harmful to human health.

The high modern level of sustainability of the development of enterprises in the agricultural economy of Ukraine is a consequence of good yields and, compared to other countries of the world, a lower level of soil saturation with residues of inorganic fertilizers, pesticides and herbicides due to the preservation of humus in chernozems due to the mass introduction of organic fertilizers in the former USSR (25 -30 t/ha). During the years of independence, the content of humus in the chernozems of Ukraine decreased by 2.7 times, but it is still sufficient for growing agricultural crops, which are competitive in terms of quality and price on the world market. The sustainability of the given advantage is violated by natural (drought) and political (armed conflict, which affects the increase in prices for inorganic fertilizers due to the isolation of producers and the increase in prices for the energy resources necessary for the production of fertilizers, as well as the complication of logistics).

The lack of measures to preserve soil and other natural resources, as well as the cultivation of ecologically clean agricultural crops, including during drought, characterizes the development of Ukrainian agribusiness entities as non-inclusive (such that in the long run it will lead to a decrease in production and liquidation).

We present the results of the calculation of the index of inclusive development for the largest agricultural holding structures of Ukraine. In the scientific literature, there is an alternative approach of S. M. Didukh, according to which a comprehensive indicator of the inclusive development of Kir agricultural holdings is used to form the rating of inclusive development [4]. A comparison of the values and conclusions based on the calculation of the  $K_{cir}$  and  $K_i$  indicators is given in the table 1.

**Table 1. Comparative analysis of the state of formation of an inclusive model of development of agricultural holdings of Ukraine**

Agroholdings	Components of a complex indicator				$K_{cir}$	Components of a complex indicator				$K_i$
	$K_{ir}$	$K_i$	$K_{rlp}$	$K_{sr}$		$K_{il}$	$K_{ip}$	$K_{is}$	$K_{in}$	
Kernel	0,960	0,900	0,700	0,933	0,873	0,0498	0	1	1	(0,0498; 0)
MHP	0,800	0,650	0,900	0,933	0,794	0,0407	1	1	1	(0,0407; 1)
Nibulon	0,840	0,700	0,750	0,800	0,760	0,0514	1	1	1	(0, 0514; 1)
Agroton	0,600	0,500	0,550	0,667	0,565	0,0415	0	1	1	(0,0415; 0)

Sources: developed by the author based on [4]

Agroholding structures in the table. 1 is located by the complex indicator. Kernel Holding ranks first in terms of growth and development (Kir), inclusiveness of the business model (Ki), and sustainability of development (Ksr).

The table contains representatives of three groups of Ukrainian holdings according to the presence or absence of: 1) sustainable or inclusive development strategies (Kernel – developed, MHP – developed), 2) corporate social responsibility programs (Nibulon – developed), 3) lack of formalized inclusive and social development strategies (Agroton).

According to the indicator of inclusive development, the rating of agricultural holdings is different:

1. Nibulon ( $P_i = (0, 0514; 1)$ );
2. MHP ( $0.0407; 1$ );
3. Kernel ( $0.0498; 0$ );
4. Agroton ( $0.0415; 0$ ).

The first two lead the rating of inclusive development in crop production (Nibulon) and livestock production (MHP), and the development of the latter cannot be classified as inclusive due to the lack of implemented investment projects that satisfy the interests of society, business and the state. If MHP implemented a biogas plant for processing poultry products into ecologically clean organic fertilizers, and Nibulon cleaned reservoirs, then Kernel limited itself to developing a strategy, and Agroton did not do this.

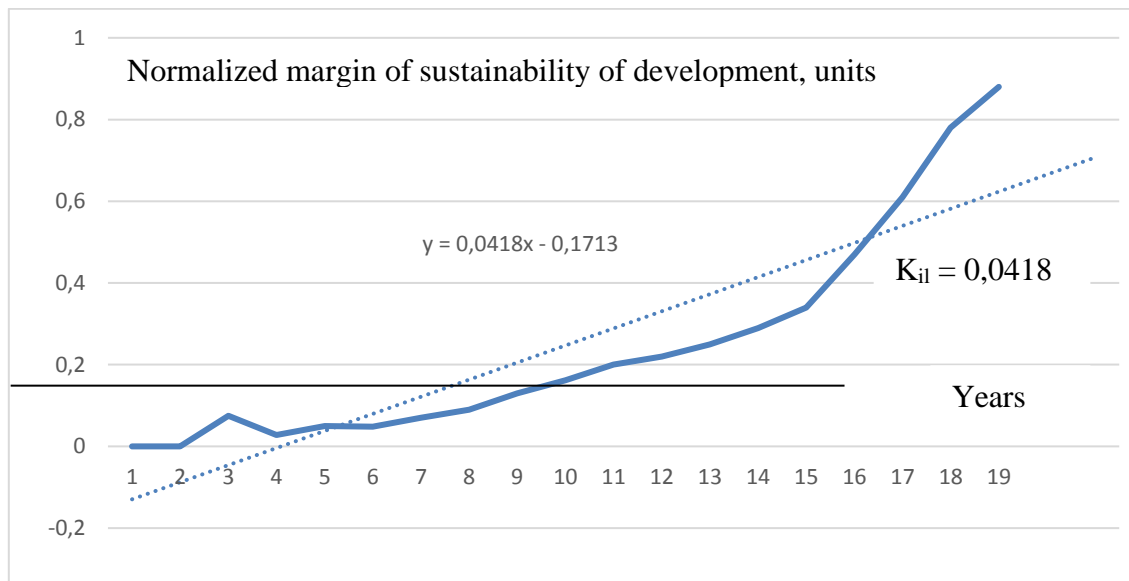
According to the «organic production» model, 294 economic entities are developing in Ukraine. We will cite the peculiarity of the development of the medium-sized (8 thousand hectares) enterprise of Agroekologiya. Percentage of operating expenses per UAH 1. net income is distributed as follows: material costs - 55%; wages with deductions for social activities - 19%; administrative costs – 11%; depreciation – 3.6%; sales - 2.7%. The average level of profitability of the enterprise for the last development cycle was  $P_p = (27,9 + 35,4 + 18,3 + 9,6) / 4 = 22,8\%$ . Agroecology actively works with scientific and educational institutions of Ukraine and the world: innovative developments in the field of organic production are patented, graduates of educational institutions find employment and gain experience during production practices, where they are taught to earn profits from the sale of organic products, to develop both crop production and animal husbandry, as well as to preserve the fertility of agricultural soils.

The calculation of the sustainability indicator of the enterprise is shown in fig. 1.

Data analysis of fig. 1 indicates an increase in the rate of development in the period of the last development cycle. This cycle covers the period between two crises (political - 2014 and sanitary - 2019), which indicates an increase in demand for organic agricultural products during crisis events.

From the set of agribusiness structures, quality (serial production) products are produced by: manufacturers of agricultural machinery, enterprises producing plant protection products; agricultural companies specializing in maintenance and repair of agricultural machinery; insurance companies working in the agricultural sector; private

veterinary enterprises; private educational institutions for training specialists for the agricultural sector; agro-industrial and civil construction, etc.



**Figure 1. Calculation of the index of sustainability of inclusive development of Agroecology (2001-2019)**

*Sources: Calculated by the author based on the company's financial statements*

The common characteristic of the inclusive development model of the listed enterprises is: high-quality serial product; a price that is proportional to the level of quality and reliability of products or services; advertising of high quality and performance under load; sales with an emphasis on high quality in conditions of demonstration of quality and comfort; mass production; personnel "statisticians-rationalizers in the field of quality"; elimination of unproductive costs and implementation of costs related to improving the quality of the final product; investment of funds in equipment and technology that contribute to the improvement of product quality; use of own financial resources to finance production processes [3].

The following advertising companies are involved in the production of a creatively differentiated product: exhibition centers that regularly hold fairs and exhibitions of agricultural products; agritourism companies; agricultural exhibition companies; manufacturers of confectionery, cosmetics, perfumes, jewelry, souvenirs from raw materials of plant and animal origin; restaurants, bars, houses of tea traditions; software manufacturers, etc.

Common to the listed enterprises are: a creative and differentiated product; advertisement of its innovative and creative properties; a price proportional to the level of creative differentiation; sales with an emphasis on creative properties in the setting of a demonstration of possible diversity; individual production by special order; staff "creative intuitives"; implementation of costs aimed at product differentiation; purchase of equipment and technologies that contribute to the creative differentiation of products and services; own financial resources [3].

The characteristics of the process of inclusive development of entrepreneurial structures of agribusiness depending on the production of three types of goods

(economical, high-quality, creatively differentiated) are: powerful and productive development; one that frees participants from dangers and hard work; informationally virtuous and aesthetically attractive development, respectively.

**Discussions.** The history of the development of agriculture in Ukraine shows repeated attempts to organize agrarian associations of enterprises: forms (artils - agricultural and agricultural, communities - agricultural, associations - consumer and savings and loan); types (credit, consumer, agricultural cooperatives) [97]. At the same time, the massive development of the cooperative movement in the rural sector of Ukraine's economy did not occur due to the non-inclusive model of development of commodity producers. Each business entity tried to gain competitive advantages and was not interested in the development of others. Under such conditions, effective equal cooperation had no basis for development. Currently, the situation has changed radically. A business entity that grossly violates ethical standards in relation to nature and society does not receive development. Honesty, truthfulness, mutual assistance and a trusting relationship with other subjects of the Ukrainian agro-food market quickly became part of business practice.

We will present the results of the study of the inclusive association of entrepreneurial structures of agribusiness of the Bilhorod-Dnistrovsky district of the Odesa region, which are developing according to the models of «organic production» and "inclusive transshipment, storage and sale of organic agricultural products". The unification took place in 2014 with the aim of joint use of financial and production resources of agricultural enterprises (Nova Tsarichanka-1, Svitanok-Agro, TOB named after Michurin) and agrotrader (Akkerman Zernoprom) to increase the pace of inclusive development. Trust in partners is important in the period of economic, sanitary and socio-political crisis phenomena. Agricultural firms entrusted the agrotrader with financial resources for modernization and received during the armed conflict «Ukraine-Russia»: finishing, quality control and storage of the harvest of the 2020-2021 agricultural year; financial resources for agricultural work in the 2021-2022 agricultural year; sales of products in conditions of blockade of Ukrainian seaports.

In 2022, the Inclusive Association of Entrepreneurial Structures of Agribusiness (IAESAB) managed to establish a logistics chain of grain, leguminous and oil crops transportation by grain trucks and barges along the Danube to EU countries (Romania, Bulgaria, Switzerland, Turkey, etc.). Tariff for road transport to the EU increased from 30 to 200-300 dollars. US per ton (6.5-10 times). To solve problems with the price of logistics, IAESAB used its own transport fleet (9 grain trucks) and railway transport. The main advantage of the union was the possibility of selling organic agricultural products (sunflower, wheat, etc.) at export prices that were 3-5 times higher than prices on national markets (the price of sunflower in Ukraine is \$300, ordinary sunflower in the EU - 600 dollars, organic sunflower in the EU - 1400 dollars per ton).

In the critical period of lack of sales (May-June), the financial capabilities of IAESAB were supported due to transshipment and transportation services of grain from Ukraine to EU countries by an agro-trader, which made it possible to receive a net income of UAH 35.5 million in 8 months of 2022. In the fall of 2022, enterprises will operate at full production capacity around the clock.



According to the recommendation of the Odesa National University of Technology, in order to fulfill the strict production norms at IAESAB enterprises, the selection of personnel with certain psycho-physiological characteristics (TART methodology) was carried out: agricultural enterprises (dynamics - tractor drivers, combine harvesters, accountants, financiers, statics - locksmiths-repairers of agricultural machinery, intuitives - agronomists and managers who possess the skills of organic production and ethical business management); agrotrader (dynamics - loading and unloading service operators, grain truck drivers, logisticians, financiers, statics - locksmiths-mechanics, employees of the grain quality control laboratory, intuitives - head of the department of foreign economic activity, advertising and contracts, manager). Therefore, personnel management of entrepreneurial structures of agribusiness is an important element of the model of their inclusive development.

**Conclusions.** The main conclusions of article are:

1. The theoretical basis of the formation of an inclusive model of the development of the entrepreneurial structure of agribusiness is the principles and rules of managing the inclusive development of agribusiness entities, which take into account the advantages of using the main consumer properties of goods in combination with a certain structure of production activity, employee development and compliance with the requirements of the system of socio-ecological and economic regulations. The methodological basis of the work is the method based on the use of the indicator of inclusive development of entrepreneurial structures of agribusiness with components: the indicator of sustainability and the state of inclusive development. The expediency of taking into account the forms of manifestation of specific economic laws and the law of life evolution is substantiated.

2. According to the results of the study, an approach to the selection of a source of financing for the inclusive development of agribusiness structures was determined, which, unlike the existing one, differs in the recommendation for economic entities regarding the use of resources from the implementation of their own inclusive investment project.

3. The use of a theoretical approach to determining synergy from the influence of factors that increase demand and its stimulation by supply is substantiated (the increase in demand occurs when the main consumer property of the attributes of goods coincides with the type of dissipative structure of management of production activities and psychophysiological characteristics of employees), which differs in that the process takes place provided that the entrepreneurial structures of agribusiness comply with socio-ecological and economic standards.

4. A systematic approach to the formation of a dissipative (highly organized) structure of business structures has been improved, which differs in terms of personnel requirements (mastery of knowledge and skills in the protection of agricultural soils, the use of biological means of plant protection, production of organic products, ethical methods and methods of conducting business).

5. A mechanism for transferring entrepreneurial structures of agribusiness to a state of inclusive development is proposed, which is based on the coordination of the market signal (about the vector of the main consumer property of the product) with a

certain trajectory (attractor) of the inclusive development of the business entity: the signal "economy" of the product (through a system of methods) transforms the entrepreneurial structure of agribusiness into an attractor of inclusive development «organic production, eco-waste, fish farming, diversification, processing, transport, energy, banking, market», the signal «quality» - into «inclusive agro-engineering, plant protection, education, construction, hospitality», the signal «inclusive innovative and creative differentiation» - into «inclusive advertising of food products, agro-ecotourism, exhibition activity, confectionery production, restaurant business, software product».

6. The scientific research made it possible to determine the algorithm for using methods and techniques for adjusting the methods of managing agribusiness business structures, which involves comparing the results with the system of inclusive development goals and socio-ecological-economic standards for each type of functional activity.

7. The development model «inclusive association of entrepreneurial structures of agribusiness» underwent further development, which, in contrast to the well-known one (agrarian cooperative, cooperative association), is created with the aim of satisfying the interests of society (consumers and employees with personality-developing attributes of economical, high-quality, creatively differentiated products), business - through the development of economic, qualitative, differential and dissipative production structures, the state - in compliance with the requirements of socio-ecological and economic standards.

8. According to the research results, a management mechanism for the formation of an inclusive model of the development of entrepreneurial structures of agribusiness was developed, which coordinates the action of interrelated methods, each of which corresponds to the general strategy (cost savings, high quality, creative differentiation), socio-ecological and economic standards, and their totality contributes to the conditions of self-development and implementation of an inclusive investment project that satisfies the interests of business, society and the state.

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