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Sessions

Towards a Greener Economy

Learning for Inside Sales Agents

AI in Action: Shaping the Future of Economics and Enterprise

People, Policy, and Enterprise Across Cultures

Navigating Complexity: Culture, Talent, and Global Business Dynamics

Economics in a Multicultural World

Real-World Insights: International Case Studies in Business and Innovation

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Food industry enterprises of Ukraine in the conditions of global integration processes

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ABSTRACT

Ukraine's food industry enterprises play a crucial role in the national economy, ensuring food security and contributing significantly to foreign trade. In the era of globalization, they face challenges such as rising international competition, adapting to global standards and regulations, increasing demand for eco-friendly products, and the need for digital transformation. This article provides a comprehensive analysis of how global integration processes influence the development of Ukraine's food industry and its adaptation to modern market conditions.

The study examines how enterprises adapt to international trade agreements, specifically the Association Agreement between Ukraine and the EU, which promotes product exports and the adoption of international quality standards. The research focuses on integration into global value chains, optimizing logistics processes, and enhancing marketing strategies for foreign markets. It emphasizes key competitiveness factors, including the adoption of innovative technologies, improved labor productivity, optimized production processes, and efficient use of resources, all contributing to industry growth.

Consumer preferences shifting toward environmentally friendly products are explored, which necessitates adapting business models to sustainable development principles. It shows how enterprises employ innovative solutions, including production automation, digitalization of management processes, the development of "green" energy, and the enhancement of natural resource efficiency. The focus is on how digital technologies transform business, particularly in supply chain management, data analytics, and marketing.

Specific recommendations have been proposed to enhance the efficiency of Ukraine's food industry enterprises in the context of globalization. These include modernizing production facilities, investing in eco-friendly technologies, expanding product ranges in line with global trends, and developing long-term export strategies. Special emphasis is placed on state support through tax incentives, subsidies for innovative projects, infrastructure development for global market integration, and training programs to improve workforce qualifications.

The research shows that integrating Ukrainian enterprises into global economic processes boosts competitiveness and supports sustainable industry development.

INTRODUCTION

The food industry of Ukraine is a strategically important sector of the economy, ensuring the country's food security and forming a significant export potential. In the modern conditions of globalization and intensive integration into international markets, enterprises in this sector face a number of challenges, including increased competition, growing regulatory requirements, and the need to implement innovative technologies. The growing demand for environmentally

friendly products, adherence to the principles of sustainable development, and digitalization of production processes are defining trends that determine the transformation of food industry enterprises in Ukraine.

Globalization creates both new opportunities and threats for Ukrainian enterprises. Access to international markets promotes the expansion of export geography, attraction of investments, and exchange of best practices. At the same time, competition from transnational corporations intensifies, requiring enterprises to adapt to modern economic conditions, implement international quality standards, and develop innovative strategies.

Particular attention should be paid to the introduction of environmentally sustainable technologies aimed at minimizing the negative impact on the environment. Consumers in global markets increasingly focus on products that comply with sustainable development principles, which encourages food industry enterprises to modernize production facilities and improve the efficiency of natural resource use (Hofstede, 2015).

In addition, the process of digitalization affects all aspects of enterprise operations, from automating production processes to data analytics for improving management decisions. The use of modern information systems enables enterprises to adapt quickly to changes, optimize logistics processes, and enhance competitiveness in the international environment (Schwartz, 2012).

The relevance of this research is determined by the need to develop effective approaches for adapting Ukrainian food industry enterprises to the challenges of globalization and integrating them into global value chains. Special importance is given to studies aimed at increasing enterprise competitiveness through the implementation of innovative solutions, development of sustainable practices, and application of digital technologies (GLOBE, 2020).

Global integration processes significantly impact the transformation of Ukraine's food industry enterprises, encouraging them to adapt to the conditions of the global economy. Ukraine's accession to the World Trade Organization (WTO) and the signing of the Association Agreement with the European Union have opened up new opportunities for exporting domestic products while necessitating compliance with international quality and safety standards for food products (McNamara & Newman, 2020).

Pimenova, Fyliuk, and Pimenov (2020) propose a **model for assessing the competitiveness and sustainable development** of Ukrainian agricultural enterprises. The study emphasizes that the competitiveness of food industry enterprises depends on a combination of financial stability, innovation capacity, and environmental sustainability. Their model integrates **quantitative and qualitative indicators**, enabling a **comprehensive evaluation of enterprise performance in a dynamic economic environment**.

Cepel, Belas, Rozsa, and Strnad (2019) explore the role of **selected economic factors** in shaping the business environment and influencing enterprise competitiveness. Their research identifies **macroeconomic stability, access to financing, and technological innovation** as key drivers of business success. In the context of Ukraine's food industry, these factors are particularly relevant due to the **sector's reliance on export markets and its sensitivity to fluctuations in global demand and trade policies**.

The implementation of international standards, such as ISO and HACCP, requires enterprises to modernize production processes, invest in new technologies, and improve staff qualifications. This enhances the competitiveness of Ukrainian products in global markets.

Integration into the global economy also stimulates enterprises to diversify their sales markets, reducing dependence on specific countries and regions. This is especially critical in the context of global economic instability and trade restrictions.

However, globalization also brings challenges. Increasing competition from foreign producers requires Ukrainian enterprises to improve efficiency and reduce costs. This drives the implementation of innovative technologies and optimization of business processes. Moreover, integration processes necessitate adherence to the principles of sustainable development, including environmental safety of production and social responsibility. These factors become crucial when entering international markets and cooperating with foreign partners.

COMPREHENSIVE ASSESSMENT OF TRANSFORMATIONAL CHANGES IN FOOD INDUSTRY ENTERPRISES OF UKRAINE

Transformational changes at enterprises are a key stage in adapting to changes in the external environment and the challenges of the modern market. In the context of globalization and intensified competition, enterprises are forced to revise their management approaches, implement advanced technologies, optimize business processes, and increase the efficiency of resource utilization. The assessment of transformational changes is an important tool for determining the success of such changes and their impact on the economic performance of the enterprise (Fiedler et al., 2023).

The methodological approach to assessing transformational changes involves using a set of indicators characterizing the financial condition, profitability, liquidity, operational efficiency, and innovative potential of the enterprise. The primary indicators of change include revenue growth rates, profitability levels, dynamics of liquidity and autonomy indicators, and changes in the capital structure. It is also important to consider social aspects such as employment levels, productivity growth, and employee satisfaction.

The process of assessing transformational changes consists of several stages. In the first stage, the baseline indicators of the enterprise's performance before the changes are analyzed. This establishes the initial state and identifies problem areas requiring transformation. In the second stage, the direct impact of the implemented changes on the enterprise's performance is evaluated. Specifically, the growth rates of key financial and operational indicators and changes in the enterprise's competitiveness are analyzed. The third stage involves analyzing the long-term results of transformational changes, particularly their impact on the enterprise's resilience in a volatile market environment.

An important element of the assessment is determining the integral indicator of transformational changes, which allows for summarizing various aspects of the changes and evaluating their overall effect. The formula for calculating the integral indicator is based on the use of normalized values of key indicators weighted by their significance in achieving the enterprise's strategic goals.

The results of assessing transformational changes help identify successful strategies and implementation shortcomings. This creates prerequisites for adjusting management decisions and developing new strategies to increase the enterprise's competitiveness and adaptability to changes in the external environment. Thus, the assessment of transformational changes is an integral part of an enterprise's strategic management process.

The methodological approach

A comprehensive assessment of transformational changes in food industry enterprises of Ukraine is a relevant task aimed at analyzing their development dynamics, identifying strengths and weaknesses, and substantiating managerial decisions to improve operational efficiency.

Such an assessment requires a systematic approach that includes the analysis of financial, operational, social, and market indicators.

Analysis structured by levels of influence:

1. Internal Factors of Influence:

Technological innovations. The use of digital platforms, automated production management systems, and the Internet of Things (IoT) contributes to increased enterprise productivity.

Investments in digital transformation. Financing technological upgrades, particularly in artificial intelligence and big data analytics, enables enterprises to better predict market trends.

Level of digital competencies of employees. Workforce training and education in the field of the digital economy determine enterprises' ability to adapt to changes and effectively utilize technologies.

2. External factors of influence:

International trade agreements. The Association Agreement between Ukraine and the EU opens new opportunities for exports but also requires compliance with digitalization and sustainable development standards.

Global competition. Ukrainian enterprises are forced to compete with international manufacturers, which stimulates the necessity of implementing modern technologies.

State policy of digitalization. The availability of programs supporting technological development plays a key role in attracting investments and ensuring financing for digital transformation.

3. Assessment of the dependence of enterprise success on the level of digital transformation:

Research shows that enterprises actively implementing digital technologies have higher productivity levels, greater export potential, and improved financial stability.

The use of big data analytics allows forecasting demand, adapting production, and minimizing losses, which enhances management efficiency.

Automation of logistics processes in the cluster economy helps reduce costs and accelerates interaction between enterprises.

Digitalization of production processes improves product quality control, increasing the competitiveness of Ukrainian enterprises in the international market.

Thus, the interconnection of internal and external factors determines the level of digital transformation and its impact on the efficiency of enterprises in the cluster economy.

In the first stage, data related to profitability, liquidity, financial stability, production volumes, labor productivity dynamics, wage levels, staff numbers, export potential, and product competitiveness is collected. To ensure the comparability of different indicators, their values are normalized, bringing them to a unified measurement scale (see Figure 1).

Further analysis is based on calculating the integral indicator, which aggregates financial, operational, social, and market characteristics. This approach enables not only the evaluation of the overall condition of enterprises but also the identification of development trends based on the analysis of dynamic series. Calculating average annual growth rates and growth rates allows for identifying the most progressive enterprises and assessing the efficiency of their activities in the context of economic changes.

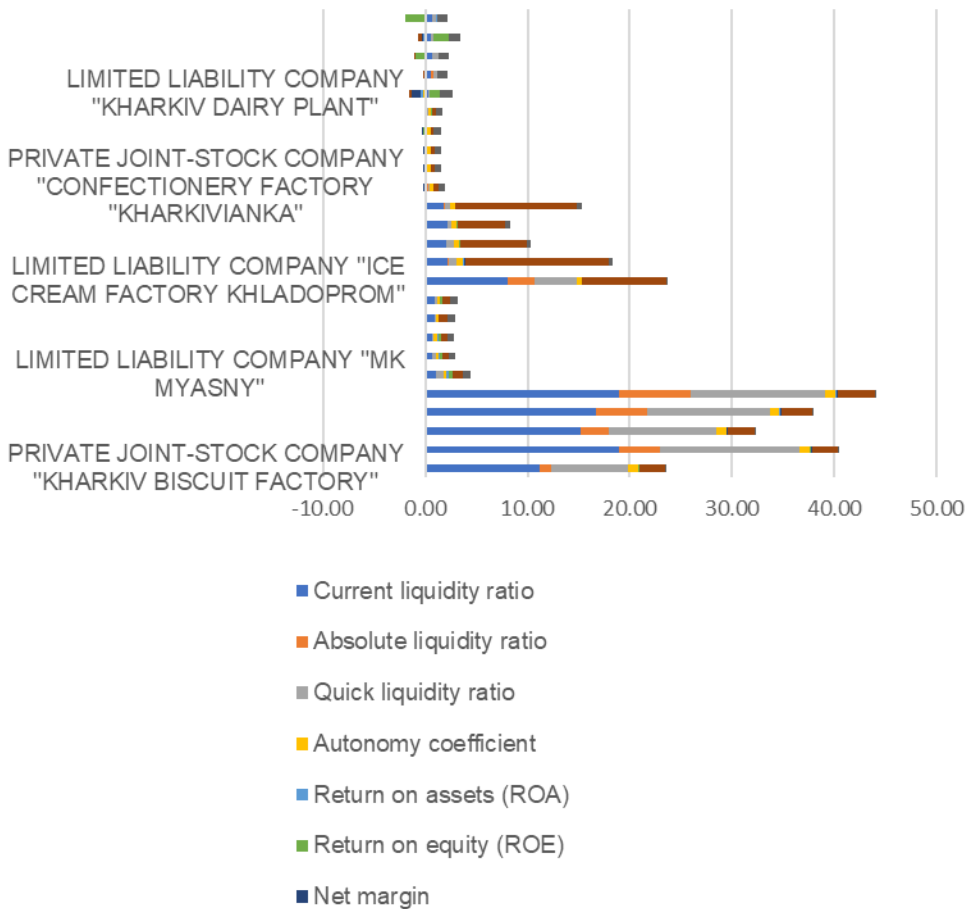


Figure 1. Main financial indicators of food industry enterprises

To evaluate development rates, the formula for calculating the Compound Annual Growth Rate (CAGR) is applied:

$$CAGR = \left(\frac{Value_{end}}{Value_{start}} \right)^{\frac{1}{n}} - 1 \quad (1)$$

ValueEnd– the indicator value at the end of the period;

ValueStart– the indicator value at the beginning of the period,

n – the number of years.

This method comprehensively evaluates enterprise growth and efficiency by considering multiple indicators over time.

To integrate various characteristics into a single evaluation, the formula for calculating the integral indicator is used:

$$Integral\ Index = \sum_{i=1}^n W_i * X_i \quad (2)$$

where:

Wi– represents the weight coefficient of each characteristic,

Xi– is the normalized value of each characteristic.

Let us summarize the calculations in a table:

Enterprise	Current Liquidity	Absolute Liquidity	Quick Liquidity	Autonomy Coefficient	Return on Assets	Integral Index
PRIVATE JOINT-STOCK COMPANY 'KHARKIV BISCUIT FACTORY'	1.000	0.418	1.000	1.000	0.750	0.833774
LIMITED LIABILITY COMPANY 'MK MYASNY'	0.072	0.004	0.076	0.469	1.000	0.324157
LIMITED LIABILITY COMPANY 'ICE CREAM FACTORY KHLADOPROM'	0.712	1.000	0.534	0.619	0.625	0.698215
PRIVATE JOINT-STOCK COMPANY 'CONFECTIONERY FACTORY 'KHARKIVIANKA''	0.000	0.019	0.000	0.496	0.531	0.209139
LIMITED LIABILITY COMPANY 'KHARKIV DAIRY PLANT'	0.004	0.000	0.003	0.000	0.000	0.001273

Table 1. Integral indicators for food industry enterprises

A visual representation is shown in Figure 2.

Comprehensive assessment results allow enterprises to be ranked, leaders in the industry to be identified, and weaknesses that require additional attention to be highlighted. This approach enhances the effectiveness of managerial decision-making, focusing on adapting to changes in the external environment, improving enterprise competitiveness, and achieving sustainable development.

Transformational changes in Ukraine's examined food industry enterprises demonstrate their adaptation to modern economic challenges and market conditions. According to the State Statistics Service of Ukraine, the financial result before taxation of large and medium-sized enterprises for January–September 2024 was positive and amounted to 720.6 billion UAH, which is 48.2% more compared to the same period in 2023 (State Statistics Service of Ukraine).

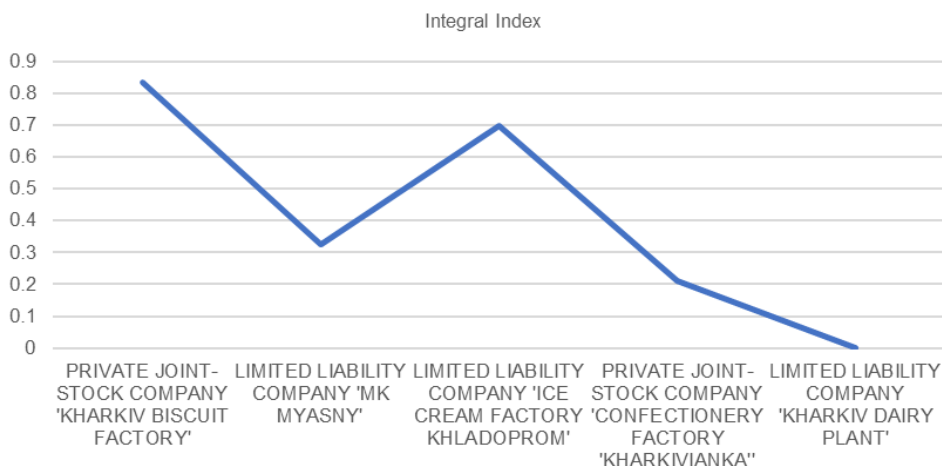


Figure 2. Visual Representation of the Integral Indicator for Food Industry Enterprises of Ukraine

The share of unprofitable enterprises during this period decreased by 12.5%, indicating improved financial stability in the sector (State Statistics Service of Ukraine).

Private joint-stock company "Kharkiv biscuit factory" shows high liquidity and profitability indicators stability. A high integral indicator reflects effective resource management and a stable market position.

Limited liability company "MK Myasny" demonstrates low liquidity indicators, which may indicate difficulties in covering short-term obligations – however, the high return on assets points to effective resource utilization.

Limited liability company "Ice cream factory Khladoprom" exhibits balanced liquidity and autonomy indicators, reflecting financial stability. The enterprise has the potential for profitability growth, supporting its further development.

Private joint-stock company "Confectionery Factory 'Kharkivianka'" is characterized by low liquidity and autonomy indicators, potentially signaling financial risks. However, positive dynamics in profitability indicate possibilities for recovery and growth.

Limited liability company "Kharkiv dairy plant" has the lowest integral indicators among the enterprises studied, indicating significant changes in management strategies to ensure competitiveness and stability.

The matrix approach to evaluating enterprise efficiency is a crucial tool for conducting a comprehensive analysis of their performance both in the short-term and long-term perspectives. This approach allows for considering operational efficiency indicators and strategic sustainability, which is particularly relevant for the cluster economy, where interaction among participants plays a key role.

The assessment of enterprises using the matrix approach is carried out using two dimensions. The horizontal axis represents short-term KPIs, which reflect the current effectiveness of enterprise activities, including profitability level, degree of digital transformation, and investment in innovation. The vertical axis includes long-term KPIs, which determine the

stability of enterprises in the future, encompassing market share, strategic resilience, and the level of international integration.

Using the matrix approach helps overcome the limitations of traditional one-dimensional analysis, which can result in the loss of significant aspects of enterprise performance. Additionally, this method helps address the issue of "stuck in the middle" companies that lack a clear market strategy and struggle to compete effectively in the long run.

Based on the results of the analysis, enterprises in the cluster economy can be classified into four groups:

Market leaders – enterprises with high short-term and long-term KPIs, demonstrating a stable financial position and growth potential.

Potential leaders – enterprises with high long-term KPIs but low short-term ones, indicating their significant potential for development.

Temporary beneficiaries – companies with high short-term KPIs but weak long-term ones, suggesting they might lose competitive positions over time.

Lagging companies – enterprises with low performance in both areas, requiring fundamental changes in their development strategy.

Analyzing specific enterprises in the cluster economy using this approach helps identify their strengths and weaknesses. PJSC's "Kharkiv Biscuit Factory" demonstrates stable financial performance, a high level of digitalization, and international expansion, making it a "Market Leader." LLC "MK Meat" has high profitability but requires improvements in long-term indicators, classifying it as a "Potential Leader". LLC "Ice Cream Factory Khladoprom" enjoys high short-term profits but lacks strategic resilience, making it a "Temporary Beneficiary". Meanwhile, LLC "Kharkiv Dairy Plant" shows weak results across all criteria, indicating the need for a business model revision and operational reorganization—placing it among "Lagging Companies". (see Figure 3)

Thus, implementing the matrix approach for enterprise performance analysis enables a more precise determination of their positions in the market ecosystem and supports the development of effective management strategies. This enhances not only the operational efficiency of enterprises but also ensures their long-term competitiveness in the cluster economy.

To enhance efficiency and competitiveness, enterprises in the cluster economy must implement comprehensive strategies for digital transformation, business model modernization, and strengthening market positions. A balanced development of short-term and long-term performance indicators is crucial to ensure the resilience of enterprises in volatile economic conditions.

For enterprises classified as "Market Leaders", it is essential to continue actively adopting advanced digital technologies, expanding international presence, and developing their own innovation ecosystems. This will not only help consolidate their market positions but also create the groundwork for strategic partnerships with global players.

"Potential Leaders" should focus on improving short-term performance indicators through the optimization of operational processes, increasing the level of production digitalization, and attracting investments in technological upgrades. Special attention should be given to adapting to changes in legislation and international market requirements.

"Temporary Beneficiaries" must ensure long-term business sustainability by expanding market share, introducing new products and services, and improving resource management quality. To mitigate the risks of losing competitive advantages, they need to invest in human capital development and the implementation of environmental standards.

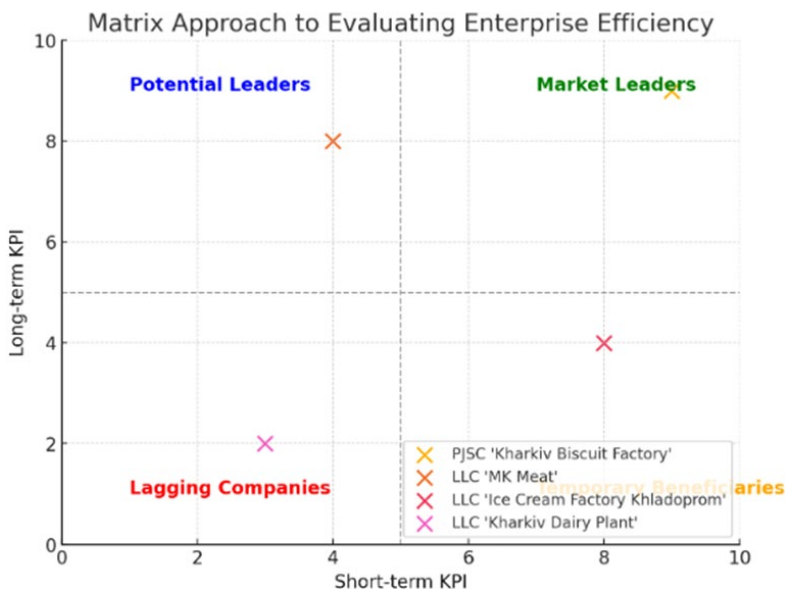


Figure 3. Matrix approach to evaluating the competitiveness of enterprises in the cluster economy

Enterprises classified as "Lagging Companies" require comprehensive restructuring, a reassessment of their business models, and the implementation of crisis management strategies. Their key priority should be the modernization of technological infrastructure, securing financial resources for upgrading production capacities, and integrating into regional or international cluster structures.

Overall, for all enterprises in the cluster economy, strategic adaptation to the conditions of digital transformation, the development of flexible management models, and the active utilization of innovative technologies are essential. This will improve operational efficiency, ensure long-term stability, and create favorable conditions for sustainable development in a globally competitive environment.

In general, the analysis of transformational changes in food industry enterprises highlights the need to implement strategies to enhance financial stability, improve management efficiency, and increase competitiveness.

CONCLUSIONS

Food industry enterprises demonstrate varying degrees of adaptation to modern market challenges, depending on their managerial strategies and levels of innovative activity.

Enterprises with a high level of adaptation actively implement innovations in production processes, enabling them to maintain competitiveness even under conditions of economic instability. Some enterprises' lack of flexibility in strategic management limits their ability to transform, leading to reduced operational efficiency. Innovation-active enterprises exhibit greater resilience to negative external influences, resulting from their orientation towards long-term strategic goals.

Integral performance indicators of enterprises enable assessing their overall efficiency, including financial stability, liquidity, and profitability. The highest values of these indicators are observed in enterprises with balanced capital structures and high levels of operational efficiency. The integral approach comprehensively evaluates the interconnections between financial, operational, and market performance indicators. The most efficient enterprises are characterized by high returns on assets and equity, ensuring their financial stability in the long term. A balanced capital structure reduces dependence on external financing sources and increases enterprise autonomy.

Normalization methodologies facilitate the unification of approaches to evaluating enterprise performance, enabling objective comparisons of their results and identifying development trends. Normalization eliminates the influence of differences in enterprise scales, enhancing the objectivity of comparative analysis. A unified approach to evaluation helps identify general trends in the industry and formulate recommendations for further management improvements. Analyzing normalized indicators reveals the most successful enterprises, which can serve as examples for implementing best practices.

The analysis of indicator dynamics demonstrated that the most progressive enterprises implement strategies to optimize business processes and introduce innovative technologies. Optimizing business processes reduces operational costs and increases resource utilization efficiency. Innovative technologies provide enterprises with the ability to meet growing consumer demands and adapt to changes in the market environment. Progressive enterprises actively invest in the development of human capital, contributing to improving employee qualifications and increasing labor productivity.

The study confirmed the necessity of a comprehensive approach to assessing transformational changes, including economic, social, and organizational aspects.

Considering economic aspects ensures a balance between financial results and long-term development needs.

Social aspects, such as employee satisfaction and employment levels, are critical factors for increasing enterprise resilience.

Organizational aspects, including the flexibility of management structures, enable rapid responses to changes in the external environment.

These findings highlight the importance of integrated evaluation and strategic planning to enhance the competitiveness and sustainability of food industry enterprises in Ukraine.

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