

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
НАЦІОНАЛЬНИЙ АВІАЦІЙНИЙ УНІВЕРСИТЕТ

Кафедра менеджменту зовнішньоекономічної
діяльності підприємств

ДОПУСТИТИ ДО ЗАХИСТУ

Завідувач кафедри

Оксана КИРИЛЕНКО

“ ” 2023 р.

КВАЛІФІКАЦІЙНА РОБОТА

(ПОЯСНЮВАЛЬНА ЗАПИСКА)

ВИПУСКНИКА ОСВІТНЬОГО СТУПЕНЮ
“МАГІСТР”

спеціальності 073 «Менеджмент»

ОПП «Менеджмент зовнішньоекономічної діяльності»

Тема: Процесний підхід в управлінні персоналом підприємства з урахуванням
міжнародного досвіду ТОВ «AGRICOM GROUP»

Виконав: Масовець Анна Миколаївна

Керівник: Д.е.н, професор. Паливода Олена Михайлівна

Консультанти з розділів:

Нормоконтролер з ЄСКД (ЄСПД): _____ (Коваленко Ю.О.)
_____ (Серьогін С.С.)

Київ-2023

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
FACULTY OF TRANSPORT, MANAGEMENT AND LOGISTICS
Management of Foreign Economic Activity of Enterprises Department

ALLOW TO THE DEFENSE

Head of the Department

_____ *Oksana KYRYLENKO*

“ _____ ” _____ *2023*

QUALIFICATION WORK

(EXPLANATORY NOTE)

Topic: Process approach in the management of enterprise personnel taking into account the international experience of AGRICOM GROUP LLC

Performed by: *Masovets Anna Mykolayivna*

Scientific adviser: *Doctor of Economics, professor. Palyvoda Olena Mykhailivna*

Consultants for the parts:

Norm-controller of USCD (USPD): _____ / *Yuliya KOVALENKO* /

_____ / *Stanislav SERYOGIN* /

Kyiv-2023

NATIONAL AVIATION UNIVERSITY

Faculty TML Department Management of Foreign Economic Activity of Enterprises
Department

Educational level Master

Speciality: 073 "Management"

Educational Professional Program: "Management of Foreign Economic Activity"

APPROVED

Head of the Department

Oksana KYRYLENKO

“ ” 2023

TASK

to perform Qualification work by student

Masovets Anna Mykolayivna

(surname, name, patronymic)

1. Topic of qualification work: Process approach in the management of enterprise personnel taking into account the international experience of AGRICOM GROUP LLC

approved by the Rector order of 12.10.2023, № 1768/cm

2. Deadline of qualification work: from "12" 10 2023 to "30" 12 2023

3. Initial data for qualification work: Financial and management reports of Agricom Group LLC; statute of Agricom Group LLC, data of the State Statistics Service of Ukraine, scientific works, Internet resources.

4. The content of the explanatory note (list of issues to be developed):

Required: to determine the essence and prerequisites for the formation of the personnel management system, approaches to the formation of the personnel management system of the enterprise, taking into account international experience; classify the general characteristics of "Agricom Group" LLC, analyze the financial and economic indicators of this enterprise and investigate the specifics of the development of the personnel management system of "Agricom Group" LLC; justify the priority areas of optimizing the personnel management system of "Agricom Group" LLC and evaluate the effectiveness of the proposed measures.

The list of mandatory graphic material:

Theoretical part: tables – 1, fig. – 7

Analytical and research part: tables – 8, fig. – 8

Project and advisory part: tables – 9, fig. – 2

SCHEDULE

№	Stages of Qualification work performing	Deadline of stages	Comment
1.	Collection of necessary information on the topic of the thesis	12.10.2023-08.10.2023	done
2.	Conducting an analysis of the accounting and statistical reporting of LLC "Agricom Group"	15.10.2023-13.10.2023	done
3.	Compilation of the list of literary sources used during the research	17.10.2023-18.10.2023	done
4.	Preparation and design of the analytical section of the thesis	19.10.2023-25.10.2023	done
5.	Preparation and design of the theoretical section	26.10.2023-29.10.2023	done
6.	The choice of directions for the development of the competitive advantages of Agricom Group LLC (scientific justification of the proposed measures in the project section and calculations of the main economic indicators)	30.10.2023-09.11.2023	done
7.	Completion of the recommendation section of the thesis	10.11.2023-15.11.2023	done
8.	Final design of the thesis (contents, introduction, conclusions, appendices, etc.)	16.11.2023-17.11.2023	done
9.	Preparation of the report and presentation of DR	18.11.2023-25.05.2021	done
10.	Signing the necessary documents in the established order, preparing for the defense of the thesis and preliminary defense of the thesis at the graduation department	26.11.2023-30.12.2023	done

Student _____ (Masovets A.M)

Scientific adviser of Qualification Work _____ (Palyvoda O.M)

АНОТАЦІЯ

Дипломна робота присвячена дослідженню системи управління персоналу на підприємстві та визначенню шляхів її удосконалення на прикладі ТОВ «Agricom Group».

У вступі визначено актуальність теми дослідження, мету і завдання дослідження, теоретичну та практичну значущість, зазначено предмет та об'єкт дослідження, вказано методи дослідження.

У першому розділі наведені теоретичні аспекти удосконалення системи управління персоналу підприємства при здійсненні зовнішньоекономічної діяльності. Розкрито особливості управління персоналом підприємства-суб'єкта ЗЕД та складових системи мотивації праці, основні методи реалізації системи мотивації.

Другий розділ присвячений загальній характеристиці профілю досліджуваного підприємства. Здійснено аналіз основних фінансово-економічних показників та зовнішньоекономічної діяльності підприємства ТОВ «Agricom Group».

У третьому розділі вказані пропозиції щодо удосконалення системи управління та мотивації персоналу, розроблено заходи щодо удосконалення мотиваційних переваг та проведено оцінку ефективності розроблених заходів.

У висновках узагальнено результати дослідження.

Ключові слова: управління персоналом, система мотивації, конкурентоспроможність, зовнішньоекономічна діяльність.

ABSTRACT

This thesis is devoted to the study of the personnel management system at the enterprise and the determination of ways of its improvement on the example of Agricom Group LLC.

The introduction defines the relevance of the research topic, the goal and task of the research, the theoretical and practical significance, the subject and object of the research, and the research methods.

In the first section, the theoretical aspects of improving the company's personnel management system during the implementation of foreign economic activity are given. The features of the personnel management of the enterprise subject to the ZED, the main methods of implementing the management system and personnel motivation are revealed.

The second section is devoted to the general characteristics of the profile of the enterprise under study. An analysis of the main financial and economic indicators and foreign economic activity of the enterprise was carried out, as well as the main features of personnel management of Agricom Group LLC were determined.

In the third section, proposals for improving personnel management are indicated, measures for improving motivational benefits are developed, and the effectiveness of the developed measures is evaluated.

The results of the research are summarized in the conclusions.

Keywords: personnel management, motivation system, competitiveness, foreign economic activity.

CONTENTS

INTRODUCTION	8
CHAPTER 1	13
THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF THE PROCESS APPROACH IN PERSONNEL MANAGEMENT	13
1.1. Basic concepts and principles of the process approach to HR management ...	13
1.2. Feasibility and benefits of applying a process approach to HR management .	27
1.3. International experience in using the process approach to HR management ..	36
CHAPTER 2	51
ANALYSIS OF ECONOMIC, FINANCIAL AND ECONOMIC ACTIVITIES OF "AGRICOM GROUP" ENTERPRISE	51
2.1. General description and analysis of the company's business activities	51
2.2. Research of financial and economic activity of the enterprise.....	70
2.3 Analysis of the company's foreign economic activity	82
CHAPTER 3	96
RECOMMENDATIONS FOR IMPROVING THE PROCESS APPROACH TO ENTERPRISE PERSONNEL MANAGEMENT	96
3.1. The main directions of improvement of the researched enterprise	96
3.2. Suggestions for implementing a process approach to HR management.....	114
CONCLUSION	143
REFERENCES	147

INTRODUCTION

Modern business is constantly evolving in the face of intense competition, rapid changes in technology and dynamic markets. In this context, effective human resources management is a key component of the successful operation of enterprises around the world. Ensuring high productivity, employee satisfaction, and compliance of corporate processes with modern standards and regulations are the challenges that companies' management constantly face.

The process approach to human resources management is recognized as one of the modern and highly effective methods of optimizing business processes and increasing efficiency. Focusing on processes is aimed at analyzing, modeling, integrating and optimizing activities, simplifying business processes and reducing costs. Processes become the center of attention in management, and personnel become an asset that contributes to the achievement of strategic goals.

The relevance of the chosen research topic is due to a number of factors that today determine the conditions for the functioning of enterprises and organizations in the market.

One of the key aspects is the growing competition in the context of globalization, which poses the challenge for companies to be efficient and optimize their human resources management.

Secondly, the modern business environment is characterized by constant change and instability, which requires organizations to adapt and implement innovative approaches to HR management. International experience can be a source of valuable knowledge and solutions for Ukrainian companies in this context.

The third factor is the growing importance of the quality of human resources management for achieving competitive advantage. The process approach can help optimize business processes and improve the internal organization of the enterprise, which is key to increasing efficiency and employee satisfaction.

Thus, the chosen topic is relevant in the context of modern business and can lead to the development of recommendations that will improve the management practices of Ukrainian enterprises.

The purpose of this thesis is to analyze and study the process approach to human resource management in enterprises, taking into account international experience, and to develop recommendations for implementing this approach in practice.

The objectives of the thesis include a number of key issues that are researched and analyzed in order to gain a deep understanding of the nature and impact of the process approach to human resources management, as well as to study international experience and its possible application. The main tasks of the thesis include:

1. Study of the main concepts and principles of the process approach to personnel management. To study the expediency and advantages of applying a process approach to personnel management based on international experience.

2. Research of the economic-financial-economic activities of the enterprise «Agricom group».

3. Analysis of the current state of personnel management in «Agricom Group». Study of organizational structure, personnel management methods, identification of strengths and weaknesses of the company's personnel management system.

4. Development of recommendations and suggestions for improving the process approach to personnel management of the enterprise "Agricom group".

These tasks are key to understanding the essence and impact of the process approach to human resources management on the example of Agricom Group and taking into account international experience. They are aimed at improving the quality of human resource management and enterprise efficiency.

The subject of the study is the process approach to human resources management at Agricom Group, which includes an analysis of methods and tools for implementing the process approach, its impact on organizational culture and company performance.

The object of the study is the activities of enterprises that successfully implement the process approach to human resources management, as well as international experience in applying this approach on the example of well-known companies.

To achieve the goal and solve the research objectives, various methods were used to obtain comprehensive and objective data, as well as to analyze them from different perspectives.

1. Analysis of literature sources. The first stage of the study included a thorough analysis of scientific and practical sources related to the topic of the process approach to HRM and international experience. This method provided an opportunity to get a general idea of the theoretical and practical aspects of the topic under study, as well as to identify current trends and key issues.

2. Conducting surveys. Interviews and surveys were conducted to obtain specific practical data and feedback from specialists and managers of Agricom Group. The interviews provided a deeper understanding of the company's activities and its experience in HR management. The survey included structured questions aimed at collecting specific data and feedback from the company's employees.

3. Analysis of statistical data and publications. To confirm the data obtained and research findings, we analyzed statistical data related to Agricom Group's financial performance. This method allowed us to identify trends and key indicators of the company's economic activity.

4. Comparative analysis. A comparative analysis was conducted to establish the relationship and identify the main features between international experience and Agricom Group's practice. This method allowed us to identify key aspects that may be useful for Ukrainian companies.

All of these research methods were used to obtain a comprehensive and objective approach to the study of the topic and to achieve the research objective. The results of these methods provided the necessary information to formulate the conclusions and recommendations in the work.

The information base of the research for this thesis is a critical component, as it provides access to important data and sources of information for analyzing and substantiating conclusions and recommendations. The information base consists of various sources, including:

1. Scientific works: one of the main sources of information is scientific works and dissertations devoted to the topic of process approach in HRM. These sources provide a theoretical foundation for research and understanding of the essence and methodology of the process approach.

2. Publications in periodicals: magazines and publications on management and business topics are also an important source of information. They contain articles, analytical materials, and interviews with experts that provide updated information on trends and practices in the field of HRM and process approach.

3. Statistical data: To analyze the economic performance of Agricom Group and to make a comparative analysis, we used statistical data on its financial performance and other relevant indicators. These data were obtained from financial statements and official sources.

4. Information from Agricom Group: Agricom Group provided information about its activities, including a description of business processes and human resources management practices. This information was used to analyze the state of affairs at the enterprise and to identify key aspects of their activities.

5. Information from other companies: in addition to Agricom Group, other companies that also use a process approach to HR management provided important information about their practices and experience.

This information was used for comparative analysis and identification of best practices. All of these sources of information were taken into account and analyzed to ensure an objective and comprehensive research of the thesis topic.

The thesis is of practical importance for Agricom Group, as it provides an opportunity to implement a process approach to human resources management, which contributes to

increased productivity and competitiveness. It also allows Ukrainian companies to use international experience in this area and improve their HR management. The results of the study provide a basis for further research and development of management practices.

The following sections of the thesis will discuss the results of the analysis, conclusions and recommendations for the implementation of the process approach to HR management in enterprises, taking into account international experience.

CHAPTER 1.

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF THE PROCESS APPROACH IN PERSONNEL MANAGEMENT

1.1. Basic concepts and principles of the process approach to HR management

The process approach to management views management as a sequence of interrelated actions and processes that are aimed at achieving success in an organization. Each of these actions, called a management function, is essentially a separate process.

Recent research and publications have been actively studying the features of the process approach to HR management. This approach attracts the attention of both domestic and foreign scientists, business coaches and experts. Among the well-known researchers who have made a significant contribution to this area are M. Hammer, J. Champy, M. Porter, T. Popova, S. Tkachova, M. Hvozď, V. Mytsko and others.

Despite the large number of studies, there are several important problematic issues related to process management of personnel. First of all, it concerns the need to develop technologies, methods and mechanisms to optimize business process management at enterprises. Focusing on the identification, detailed description, and management of business processes becomes part of a management methodology that has the potential to significantly improve the efficiency of an enterprise.

It also helps to increase the level of sustainability and competitiveness of the enterprise in the market. In general, the process approach to enterprise management is always in the focus of attention of scholars and practitioners, as it plays an important role in improving business processes and achieving success in modern entrepreneurship.

When studying the historical aspects of the development of the process approach to HRM, three main stages can be distinguished: pre-industrial, industrial and post-industrial. This evolution took place under the influence of various management concepts and approaches, such as systemic, functional, situational, administrative and marketing.

At the present stage, the process approach to HR management is becoming an important component of the successful functioning of enterprises. It is based on the idea of identifying, analyzing and optimizing business processes aimed at meeting customer needs and increasing efficiency.

According to V. Verba, business process modeling helps companies implement development projects and achieve their strategic goals. Thus, the process approach helps organizations to achieve competitive advantages and maintain a high level of quality in human resources management.

T. Popova defines the main components of the process approach to HR management as the organizational structure, business processes, process management system and the quality of these processes. This means that HR management processes should be organized, systematized and subject to continuous optimization in order to achieve greater efficiency and compliance with the strategic goals of the organization.

V. Petrosyants and D. Denevyzyuk also emphasize the importance of creating systems aimed at quality, efficiency and effectiveness. However, these systems are linked to the organizational structure of the enterprise and require its effective functioning.

V. Verba also considers three levels of business process management: operational, tactical and strategic. These levels allow to control and optimize processes at different levels of the enterprise. Summarizing these approaches, it can be argued that the process approach to HR management involves the systematic analysis, optimization and control of business processes in order to achieve the strategic goals of the organization. It is aimed at improving the efficiency and quality of HR management and helps companies remain competitive in the market.

The process approach to human resources management reflects the concept of viewing a company's activities as a complex system of interconnected and interacting processes. Although this methodology has been theoretically studied for a long time, it has only recently begun to be actively used in practice. The main reasons for its implementation are related to two important factors.

First, the modern world is characterized by an extraordinary speed of change in the economic, political and scientific spheres of society. These constant changes require companies to be flexible and adaptive. They must face and respond quickly to various environmental challenges, making timely decisions to improve the productivity and efficiency of their business.

Secondly, the active implementation of a quality management system in companies encourages them to rethink and organize their own activities based on processes. The quality management system requires defining the structure and sequence of processes that need to be implemented to achieve specific goals and objectives of the company.

Thus, the process approach to HR management involves considering its activities as a sequence of interdependent and interrelated processes aimed at achieving strategic goals. This approach focuses not on individual functions or departments, but on the business processes themselves that determine the path to success.

The organization is viewed as a system of interacting processes that perform specific tasks and are aimed at achieving its mission and strategic goals. An important component of this approach is the continuous evaluation and improvement of processes to increase efficiency and adapt to changes in the environment.

The process approach also provides for a clear definition of roles in process management, which helps to increase employee responsibility and facilitates coordination. An important element is the use of information systems to automate and optimize processes, which helps to use resources more efficiently.

In general, the process approach to managing an organization is a key methodology that helps to increase the efficiency and competitiveness of companies in the face of constant changes and challenges in the modern business environment.

The process approach to management is a modern organizational management strategy based on the concept of creating and managing a system of interrelated processes. It enables companies to achieve better results, increase efficiency and customer satisfaction.

The main goal of process management is the development of an organization aimed at improving its processes, which contributes to a number of benefits, such as customer focus, profit growth, increased efficiency, transparency, creation of a new management culture, and others.

Today's world is characterized by extraordinary dynamics of change in various spheres of society, including economics, politics and science. This instability and constant change require companies to be flexible and adaptive. They must be ready to respond to the various challenges that the environment has brought and make effective decisions to improve productivity and increase their competitive potential.

One of the key factors in implementing a process approach is the active use of a quality management system. This system requires defining the structure and sequence of processes that need to be implemented to achieve specific goals and objectives of the company. This approach allows the management of the organization to direct its activities to achieve the highest quality of products and services.

The process approach involves considering the company's activities as a complex system of interrelated processes aimed at achieving strategic goals. Instead of focusing on individual functions or departments, this approach puts the focus on the business processes themselves, which determine the path to success. The organization is viewed as a system of interacting processes that perform specific tasks and are aimed at achieving its mission and strategic goals.

An important aspect of the process approach is the continuous evaluation and improvement of processes in order to adapt to changes in the environment and improve efficiency. This includes analyzing the results of processes, identifying gaps and opportunities for improvement, and implementing appropriate adjustments.

In addition, the process approach provides for a clear definition of roles and responsibilities in process management, which helps to increase employee accountability and facilitates coordination. An important element is the use of information systems to automate and optimize processes, which helps to use resources more efficiently and ensures

the availability of the necessary information for making management decisions.

The process approach itself makes it possible to change the management system from a vertical orientation, where there is a hierarchical structure with higher and lower levels, to a horizontal one, where the role of the process owner and his or her personal interest in achieving process efficiency becomes important. The process owner is personally interested in its successful implementation, which creates motivational mechanisms for achieving high results.

The key elements of the process approach are the processes themselves, resources, process owner, and process boundaries. Processes are considered as management objects that determine the path to achieving a specific strategic goal of the organization.

Resources include all the necessary resources to execute processes, such as human, financial, material, and other resources. The process owner is responsible for implementing the process and achieving its goals. Process boundaries define the events that determine the beginning and end of the process.

The general benefits of implementing a process approach to management include improving the quality of interaction between company departments, reducing process execution time, increasing management efficiency, reducing costs, and improving process quality.

However, it is important to note that the success of the process approach implementation depends on the creation of a clear implementation concept at the initial stage, where the boundaries, terminology and approaches should be clearly defined. Typical implementation usually does not yield the desired results, so for a successful implementation of the process approach, the company's management must thoroughly understand the essence of this approach and determine how it can be effectively used for a particular organization.

Thus, the process approach to managing an organization is an important strategy to increase its competitiveness and efficiency in today's environment. It changes the management paradigm by viewing a company as a system of interrelated processes and provides an opportunity to achieve greater success by improving the quality of products and

services, optimizing resources, and creating an effective management environment.

The management process can be viewed as a sequence of interrelated actions that determine the success of an organization. These actions include management functions and form the basis of effective management. Management functions include planning, organizing, motivating, controlling and regulating, as well as communication and decision-making processes. Management or leadership is a separate important part of management.

Figure 1.1 shows the main functions of the process approach.

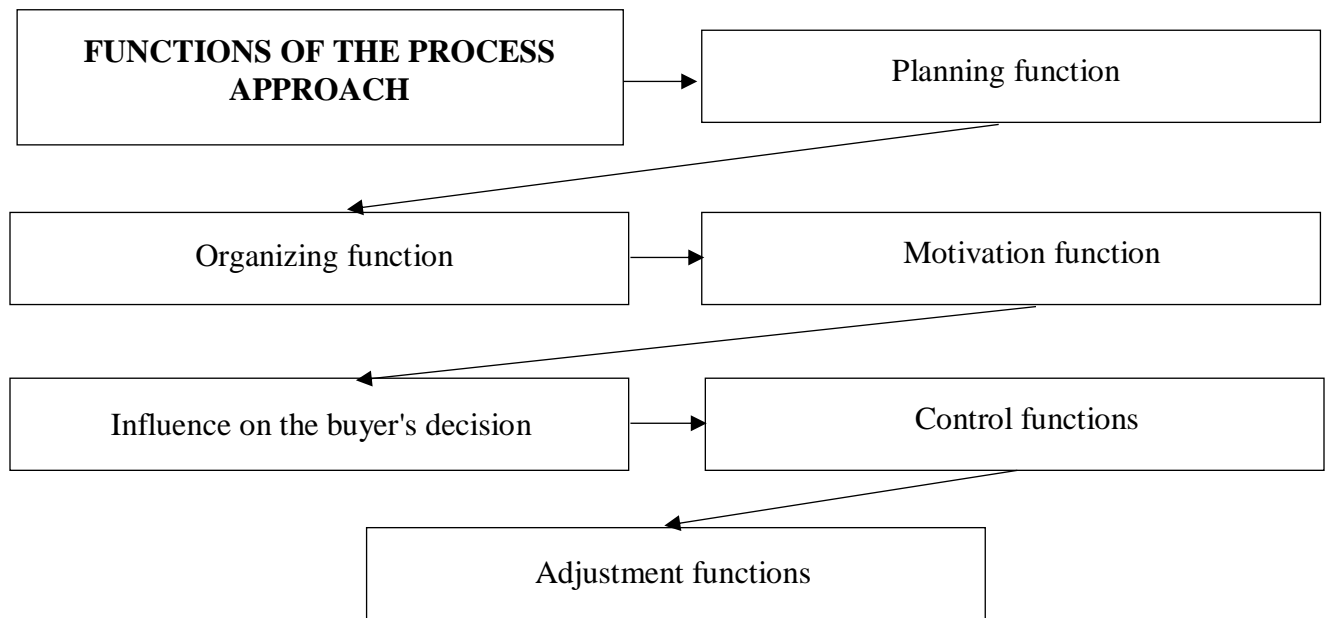


Fig. 1.1. Functions of the process approach
* Designed by the author

Let's take a closer look at them.

So, the first function of is the planning function. The planning function in management is an important strategic activity that determines the goals of the organization and how to achieve them. This process includes several important stages.

Planning begins with a clear definition of the purpose and goals of the organization. The goal defines the overall direction, and the objectives are the specific, measurable results that the organization seeks to achieve.

The next important step is to analyze the external and internal environment of the

organization. External analysis includes the study of economic, political, sociocultural, and technological factors that may affect the organization. Internal analysis evaluates the organization's internal resources, such as finance, personnel, and technology. Based on the defined goals and the results of the analysis, strategies are developed - these are strategic steps aimed at achieving the goals. Strategies define the general direction of action. This is followed by the development of specific plans that define the actions, timelines, responsible persons and resources required to achieve the goals. Plans help structure activities and ensure a systematic approach to achieving results. The plan also includes the identification of resources that are needed to accomplish the tasks. These may include financial resources, materials, technology, and personnel.

Control is an important part of planning because the plan must be implemented. For this purpose, control mechanisms are established to help track progress and respond to deviations in a timely manner. If the plan needs to be adjusted, management takes appropriate action. Evaluating results and learning from experience is the final stage of planning. After the plan is executed, the organization evaluates the results and analyzes what was done right and how plans can be improved in the future. Thus, the planning function includes defining goals, analyzing the environment, developing strategies, formulating plans, monitoring implementation, and evaluating results. This process helps the organization to define its path to success and ensure a systematic and structured approach to achieving goals.

The second function of is organizing. The function of organizing in management is one of the key components of the organization's management and plays an important role in creating a system and structure that helps to achieve the goals and objectives. This function includes a number of important aspects aimed at optimizing the organization's performance.

First of all, the organization function involves defining the structure of the organization. This means the distribution of responsibilities and functions between different departments and employees. The organization must have a clearly established hierarchy and accountability system to ensure effective operation.

The second aspect is the delegation of tasks and authority. It is important that management can delegate certain duties and responsibilities to other employees. This not only distributes the workload, but also helps to develop employees' skills and initiative.

The third aspect is the creation of an organizational culture. Organizational culture defines the core values, norms, and standards of behavior in an organization. It affects cooperation and communication between employees, as well as the overall climate in the team.

The fourth important component is ensuring effective coordination and communication. The organization must have mechanisms to ensure interaction between different parts of the organization and to resolve possible conflicts. Communication between employees and different levels of management is important to share information and resolve issues.

The fifth aspect is the development of effective work procedures and processes. The organization should have clear standards and procedures that help optimize work processes and ensure the quality of products or services. In addition, the organization function also includes creating conditions for employee motivation. This means creating a system of rewards, providing opportunities for development and recognizing employees' achievements. In general, the organizing function is important for creating an effective and productive work environment in an organization. This function helps to ensure optimal use of resources and achievement of the organization's strategic goals.

The third function is -motivation. The motivation function is extremely important in managing an organization and affects employee productivity and the overall success of the organization. Motivation encourages employees to achieve their goals and maintain a high level of work enthusiasm.

The first function of motivation is to create clear goals and objectives for employees. If employees understand exactly what is expected of them and what specific goals are to be achieved, it creates an internal purpose and persistence in doing their job.

Providing incentives is another important function of motivation. Incentives can be of different types: material, which include salaries, bonuses and other financial rewards, as well as moral, such as recognition and words of gratitude for achievements.

Incentives help encourage employees to be more engaged in their work.

Creating a favorable work environment is another important function of motivation. When employees have a comfortable working environment, access to the necessary resources, and the opportunity to express their ideas, it has a positive impact on their productivity and motivation.

Personal skill development and career growth is another motivational function. Providing opportunities for learning, training and professional development encourages employees to develop and improve their skills.

It is also important to recognize employees' achievements and reward them for their success. Recognition affects the sense of pride and satisfaction in their work. Community and team spirit are another important aspect of motivation. When employees feel supported and cooperate with their colleagues, it increases their motivation and contributes to the successful completion of tasks.

Taking into account individual needs and motives is also important. Each person has their own motives and needs, so it is important to have an individualized approach to motivating employees.

In general, the motivation function in management is key to achieving high productivity and success of an organization. By setting goals, providing incentives, creating a comfortable environment, and other measures, an organization can encourage its employees to achieve great results.

The fourth function is control. Management is a complex process that involves the coordination and control of actions and resources to achieve specific goals and objectives in an organization. The control function is one of the key components of this process. Control includes a number of actions and stages aimed at ensuring the achievement of the desired

results and avoiding possible deviations from the set goals.

First, control involves establishing standards or criteria that will serve as a basis for evaluating performance and results. This may include setting goals, quality standards, performance measures, and other considerations.

Once standards are set, monitoring involves collecting and analyzing information about actual results and performance. This may include collecting data on production, sales, costs, product quality, and other key indicators.

The next step is to compare the actual results with the established standards or goals. This allows you to identify any deviations or differences between what was planned and what actually happened. If the comparison reveals deviations, control helps to determine their causes. This is important because it allows you to avoid repeating mistakes and take appropriate corrective action.

Control also involves planning and implementing corrective measures. Once deviations are identified, an action plan must be developed to remedy the situation. This may include making changes to processes, improving standards, providing additional resources, or even revising the strategy. Control is an integral part of management that helps an organization stay on track to achieve its goals and perform its functions effectively. It is aimed at ensuring that work processes and results meet specified standards and criteria, which in turn helps to increase the productivity and efficiency of the organization.

And the last function is -regulation. The regulatory function is an important component of management aimed at eliminating deviations, failures, shortcomings and ensuring the effectiveness and achievement of the organization's goals. This function includes the development and implementation of measures aimed at solving problems and improving the functioning of the organization.

One of the main functions of regulation is to eliminate deviations. Deviations include any differences between actual results and planned goals or standards. Regulation helps identify these deviations and develop strategies to address them. This may include adjustments to the organization's processes, resources, or strategies.

Another important function of regulation is to review standards and criteria. Standards and criteria define how a certain process or activity should function. Regulation allows an organization to periodically review these standards and, if necessary, adapt them to changing conditions or objectives.

Regulation also provides for the elimination of deviations by revising standards and criteria. This means that the organization not only corrects current deviations, but also changes the standards and criteria to reflect lessons learned and new conditions.

Adjustment also includes adjustments based on the identified deviations. This means that the organization takes appropriate measures to remedy the situation and prevent similar problems from recurring in the future. The peculiarity of the control function is that it is an integral part of the organization's management system. Regulation can be improved not only internally in the organization, but also at the level of interaction with the managed system, which allows improving the interaction and efficiency of the entire organization.

Thus, the control function is an important element of organization management aimed at eliminating deviations, failures and shortcomings that may arise in the course of operations. Regulation helps an organization to remain flexible, adaptable to change, and contributes to its goals and success.

Process-oriented management emphasizes the importance of collaboration and interaction between these management functions, which together create the optimal way for an organization to succeed. This approach helps to avoid fragmentation and inefficiencies in management, and instead offers an integrated view of the management process as a holistic mechanism for achieving the company's goals. The process approach to management is a modern organizational management strategy based on the concept of creating and managing a system of interrelated processes. It provides companies with the opportunity to achieve better results, increase efficiency and customer satisfaction [24, p.79].

The main goal of process management is the development of an organization aimed at improving its processes, which contributes to a number of benefits, such as customer

focus, profit growth, increased efficiency, transparency, creation of a new management culture, and others.

Today's world is characterized by extraordinary dynamics of change in various spheres of society, including economics, politics and science. This instability and constant change require companies to be flexible and adaptive. They must be ready to respond to the various challenges that the environment has brought and make effective decisions to improve productivity and increase their competitive potential.

One of the key factors in implementing the process approach is the active use of a quality management system. This system requires defining the structure and sequence of processes that need to be implemented to achieve specific goals and objectives of the company. This approach allows the management of the organization to direct its activities to achieve the highest quality of products and services.

The process approach involves considering the company's activities as a complex system of interrelated processes aimed at achieving strategic goals. Instead of focusing on individual functions or departments, this approach puts the focus on the business processes themselves, which determine the path to success. The organization is viewed as a system of interacting processes that perform specific tasks and are aimed at achieving its mission and strategic goals.

An important aspect of the process approach is the continuous evaluation and improvement of processes in order to adapt to changes in the environment and improve efficiency. This includes analyzing the results of processes, identifying gaps and opportunities for improvement, and implementing appropriate adjustments.

In addition, the process approach provides for a clear definition of roles in process management, which helps to increase employee responsibility and facilitates coordination. An important element is the use of information systems to automate and optimize processes, which helps to use resources more efficiently and ensures the availability of the necessary information for making management decisions.

The process approach itself makes it possible to change the management system from a vertical orientation, where there is a hierarchical structure with higher and lower levels, to a horizontal one, where the role of the process owner and his or her personal interest in achieving process efficiency becomes important.

The process owner is personally interested in its successful implementation, which creates motivational mechanisms for achieving high results [17]. The key elements of the process approach are the processes themselves, resources, process owner, and process boundaries. This can be seen in Figure 1.2.

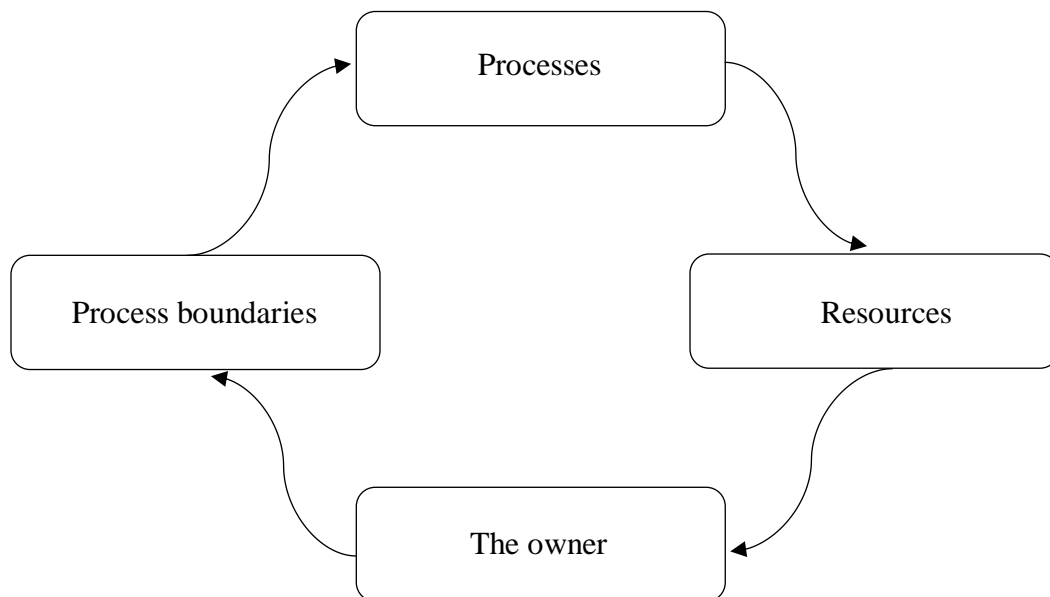


Fig. 1.2. Key elements of the process approach

Processes are considered as objects of management that determine the path to achieving a specific strategic goal of the organization. Resources include all the necessary resources to execute processes, such as human, financial, material, and other resources. The process owner is responsible for implementing the process and achieving its goals. Process boundaries define the events that determine the beginning and end of the process.

However, it is important to note that the success of the process approach implementation depends on the creation of a clear implementation concept at the initial stage,

where the boundaries, terminology and approaches should be clearly defined. Typical implementation usually does not yield the desired results, so for a successful implementation of the process approach, the company's management must thoroughly understand the essence of this approach and determine how it can be effectively used for a particular organization.

Thus, the process approach to managing an organization is an important strategy to increase its competitiveness and efficiency in today's environment. It changes the management paradigm by viewing the company as a system of interrelated processes and provides an opportunity to achieve greater success by improving the quality of products and services, optimizing resources and creating an effective management environment.

Key Concepts and Principles of the Process Approach to Human Resources Management provides important insights into what this approach means, what principles underlie it, and how it can be applied to human resources management. I believe this chapter helps you to understand the nature and benefits of the process approach and provides a clear understanding of its key aspects.

The process approach to human resources management is a systemic strategy aimed at achieving high efficiency and optimization of all processes related to human resources management in an organization. This approach involves a transition from fragmented and random management to systematic and targeted management of all HR-related processes. It is based on the idea that all actions and operations related to HR management can be viewed as an integrated set of processes that interact with each other and are aimed at achieving the overall goal of the organization.

One of the important concepts discussed in this section is "process". A process is a sequence of interrelated actions aimed at achieving a specific goal. In the context of human resources management, processes may include recruitment and selection, training and development, performance appraisal and management, motivation and compensation, and many other aspects of human resources management. The process approach involves considering each of these processes as a separate object of management, and emphasizes their interaction and interdependence.

This allows you to create a system in which all processes are aimed at achieving a common goal and optimizing results.

One of the key principles of the process approach is customer focus. In the context of HR management, "customers" can be both the organization's employees and external stakeholders, such as clients or partners of the company. HR processes should be aimed at meeting the needs and expectations of these customers. This may include providing employees with the necessary tools to do their jobs, providing opportunities for professional development, and creating comfortable working conditions.

Another important aspect of the process approach is continuous optimization and improvement. Processes should be regularly reviewed and improved to achieve greater efficiency and productivity. This requires the implementation of a system for monitoring and tracking results, as well as openness to change and innovation.

It is important to note that implementing a process approach requires significant effort and resources from the organization. It may require revision of corporate culture, staff training, and introduction of technologies. However, the benefits of this approach, such as improved productivity, reduced costs, increased staff satisfaction, the ability to adapt to change, can be significant. In general, the basic concepts and principles of the process approach to HRM reflect the importance and relevance of this approach in modern HRM.

1.2. Feasibility and benefits of applying a process approach to HR management

HR management in an organization using the process approach is gaining new and significant importance these days. This approach leads to a number of significant changes in the way an organization interacts with its staff and solves management tasks. Let's take a closer look at these changes.

This impact is shown schematically in Figure 1.3.

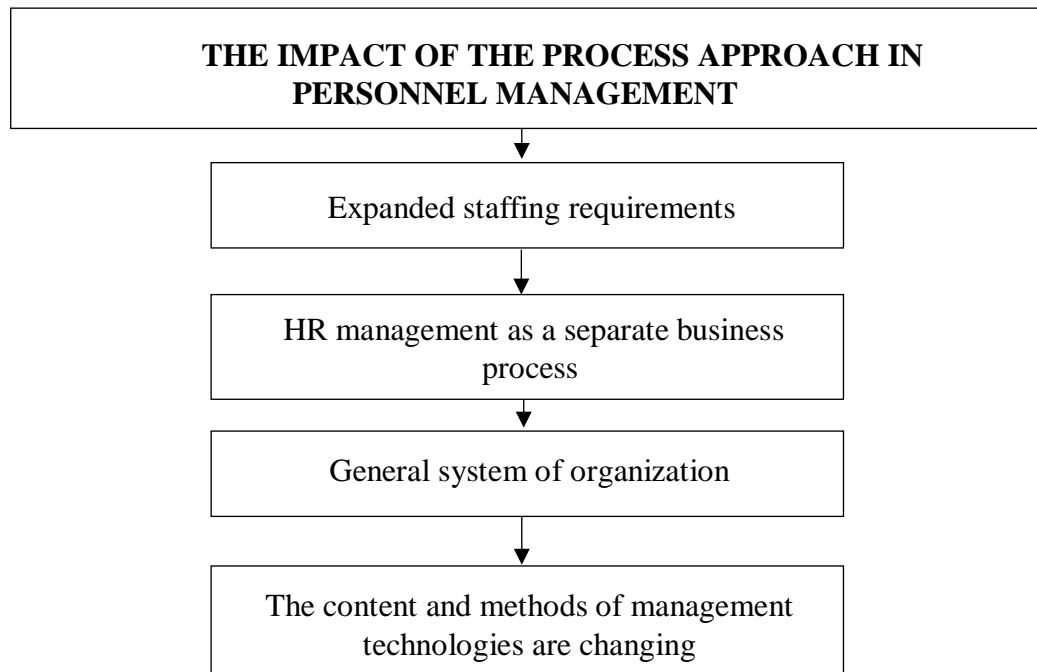


Fig. 1.3. The impact of the process approach in personnel management

First, the process approach expands the requirements for personnel in an organization. Each employee, whether he or she is an executor or owner of a particular business process, bears a great deal of responsibility. They must be responsible not only for the performance of their individual duties, but also for the quality of the entire business process in which they participate. This involves establishing and maintaining relationships with other participants in the process, as well as contributing to the satisfaction of customers or users of the results of this process.

Secondly, HRM is considered as a separate business process, which includes the definition of its inputs and outputs. Inputs include resources, tasks, goals, and other elements necessary for the effective functioning of the process. The outputs are the results of the process, including the quality of tasks and compliance with standards. In addition, HR management involves the identification of personnel suppliers (sources of personnel) and consumers (other business processes in the organization) that engage personnel and use their services.

Thirdly, HR management is intertwined with the overall system of processes of the organization. This means that it intersects with other business processes and has

interconnections with them. HR management affects other processes and, in turn, is subject to the overall strategy and goals of the organization.

Fourth, the content and methodology of HR management technologies are changing. New criteria for evaluating staff performance, methods of staff selection and adaptation are emerging. The system of audit indicators for HR sub-processes is adjusted and supplemented, which allows the organization to better monitor and evaluate staff performance, as well as to respond to changes and market requirements in a timely manner.

The main task is to ensure effective cooperation between them and to distribute the responsibility of managers for the implementation of the management process. This new approach emphasizes the principle of customer focus, as any employee can be a client of HR management services and evaluate the quality of these services from their own point of view.

Consequently, HR management in an organization becomes a more dynamic and open process aimed at achieving higher efficiency and competitiveness in the modern business environment.

HR management in modern organizations is influenced by various approaches and strategies. Among them, in addition to the process approach, functional, systemic, situational and project approaches are important. Each of them brings its own peculiarities and advantages to HR management. The main approaches and strategies are shown in Figure 1.4.

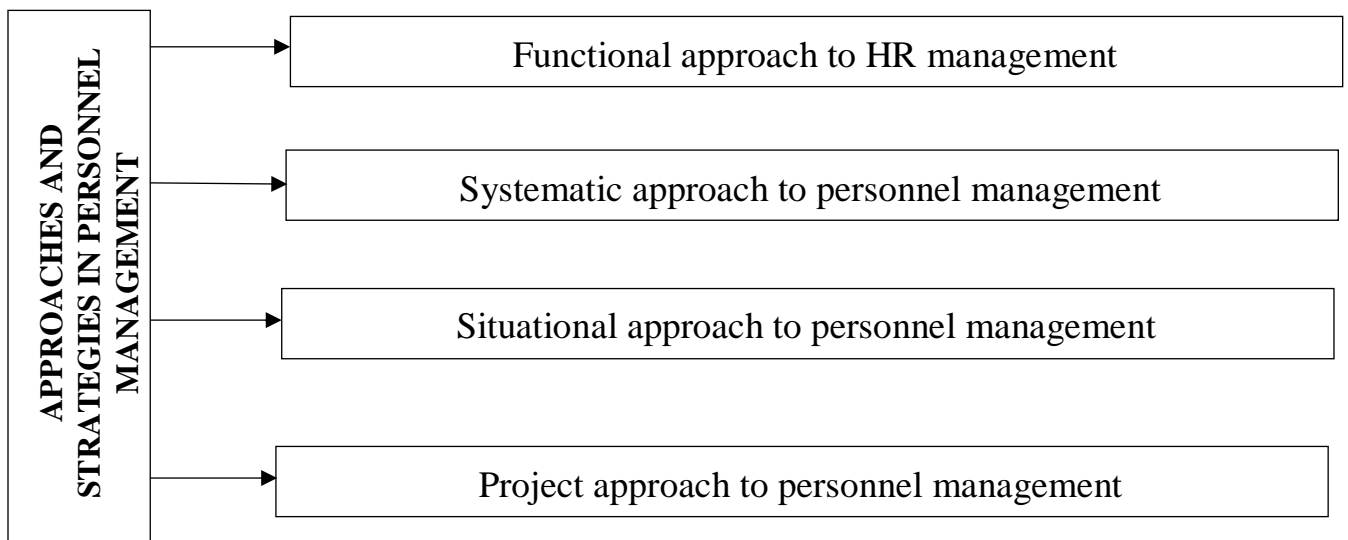


Fig. 1.4 Key approaches and strategies in HR management

The functional approach to HR management is one of the key strategies in the field of human resource management in organizations. This approach emphasizes the consideration of HR management through the prism of various functions performed by personnel in the organization.

At first glance, the functional approach may seem simple and logical. It allows you to divide the work in the organization into specific functions and responsibilities, which contributes to a clear distribution of responsibilities and roles among employees. Each function is defined by specific tasks and responsibilities that must be performed by employees.

The functional approach also helps to define the structure of the organization, as different functions can be grouped into separate departments or divisions. This allows the organization to coordinate work more effectively and ensure that tasks are completed.

However, the functional approach has its limitations. It can lead to silos and lack of collaboration between departments. Each department can become too self-sufficient and lose touch with other parts of the organization. This can lead to under-optimization of processes and an inability to respond effectively to changes in the environment. In addition, the functional approach may be less adaptive to changes in the organizational environment. It focuses on stability and structure, so it can be difficult to implement changes or adapt to new conditions. Therefore, the functional approach to HR management has its advantages and limitations. It helps to structure and organize work in an organization, but requires attention to collaboration and adaptation to change. The choice of this approach should take into account the specific needs and characteristics of the organization.

The systems approach to human resource management is a comprehensive and in-depth way of looking at human resource management in an organization. It is based on the idea that HR management is part of a large system where all components and processes interact with each other and the external environment.

The main idea of the systemic approach is that the organization is viewed as an integral system, and HRM is one of its key elements. This approach recognizes the importance of

interrelationships between all components of the organization, including human resources.

The systemic approach promotes a deeper understanding of the impact of external factors on HR management. It takes into account the economic, social, political and cultural aspects that can affect the work of the organization and its personnel. One of the important features of the systems approach is to support the integration of all functions and departments of the organization. It promotes coordination of the work of different departments and units and treats them as interdependent components of the system.

On the other hand, the systems approach can be difficult to implement due to its complexity. It requires in-depth analysis and consideration of many factors, which can be a time-consuming process.

Overall, the systems approach to HRM promotes a deeper and more comprehensive understanding of the organization's functioning and the importance of interrelationships. It emphasizes the role of HRM as an important component of the system that determines the success and effectiveness of the organization.

The situational approach to HRM is a strategy that emphasizes the adaptation of management approaches to specific situations and conditions that exist in an organization. This approach recognizes that there is no one-size-fits-all approach to HR management, and effective strategies must take into account the context and characteristics of each situation.

The basic idea of the situational approach is that managers should analyze and evaluate the current situation in the organization, taking into account various factors such as the organization's structure, industry, competitive environment, economic conditions, and many others. Based on this analysis, they make decisions and determine strategies that best meet the needs and requirements of a particular situation.

The situational approach promotes flexibility and adaptability in HR management. It allows organizations to be more responsive to changes in the environment and make timely adjustments to management decisions. However, the situational approach can be difficult to implement because of the need to constantly monitor and analyze situations. In addition, it may require a great deal of expertise and the ability to quickly select the best solutions.

I believe that the situational approach to HR management questions the universality and uniformity of management decisions and emphasizes an individual approach to each situation. It meets the needs of the modern business environment, where rapid changes and unexpected circumstances require adaptation and flexibility in management.

The project-based approach to HR management is one of the strategies that focuses on the use of personnel to ensure the successful implementation of projects and tasks of the organization. This approach recognizes that personnel are a key resource for achieving organizational goals and uses them as "human capital" to achieve strategic objectives.

The main idea behind the project approach is that HR management is focused on specific tasks and projects that the organization plans to accomplish. Personnel are selected and trained based on the specific needs of the project and the approach to work. Each employee should contribute to the achievement of project goals. The project approach helps the organization to be more flexible and adaptive to changes in the modern business environment. It promotes teamwork and shared responsibility for achieving specific goals.

However, the project approach also has its drawbacks. It can lead to increased competition among employees for participation in important projects, which can affect motivation and perception of work. In addition, an organization must be able to manage projects effectively to be successful.

Therefore, the project approach to HR management is aimed at achieving specific goals and objectives of the organization through the mobilization and use of personnel. This approach is relevant in today's business environment, where it is important to be flexible and effective in achieving success.

The process approach to HR management has a number of significant advantages over other approaches that significantly contribute to improving the efficiency and functioning of the organization. It consists in the creation of structured systems that simplify the regulation of HR activities and establish clear relationships with other parts of the organization.

The main advantages of the process approach are shown in Figure 1.5.

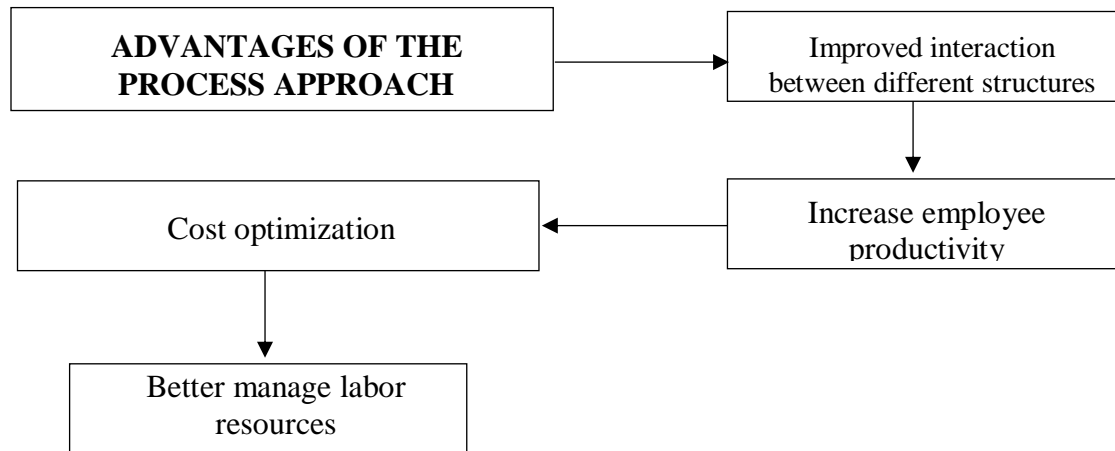


Fig. 1.5. Advantages of the process approach

The main advantage of the process approach is improved interaction between different structural units of the organization. When different departments work together within clearly defined processes, it increases coordination and improves communication within the company. As a result, employees become more accountable to their colleagues, which has a positive impact on the quality of their work.

The process approach also helps to increase employee productivity. Thanks to clear processes and work regulations, employees can perform their duties more efficiently. This leads to increased productivity and better overall performance.

Another important advantage is cost optimization. Businesses that use a process approach can identify more efficient ways of working and minimize unnecessary costs. This helps to increase profitability and ensures greater competitiveness in the market.

It's also worth noting that the process approach helps companies better manage their labor resources. This means that companies can more efficiently distribute tasks and resources among employees, increasing the overall manageability of the organization.

In general, the process approach makes an organization more organized, efficient, and attractive to employees, and helps to achieve greater success in the market.

At all stages of strategic HR planning, it is important to be attentive to the strategic goals of the organization and the resources available to achieve them. This process requires

a systematic analysis of not only the strengths and weaknesses of the internal environment, but also the opportunities and threats that come from the external environment and affect HR management.

The key point in planning is the development of an HR strategy and its components. Planning the implementation of this strategy involves identifying steps and actions to achieve strategic goals. It is important to regularly monitor the process and, if necessary, adjust the strategy to meet changing conditions.

The process approach to HR management helps to create structured systems that make it easier to regulate the activities of the HR department and establish clear links with other parts of the organization. It promotes effective interaction between structural units and improves the quality of the work of employees, who become more responsible to their colleagues.

It is also important to note that the implementation of a process approach to HR management helps to increase business efficiency and labor productivity. It helps to optimize costs, minimize risks, and increase the manageability of human resources. This approach makes an organization more attractive in the labor market. Having analyzed these aspects, we can confidently say that strategic HR management is a complex process that requires attention to many aspects. A properly developed and implemented strategy helps to achieve competitive advantages and increases the efficiency of HR management in modern organizations.

The process approach to HR management is an important innovation that has been widely used in modern organizations around the world. The application of this approach allows enterprises to achieve greater efficiency and effectively cope with complex tasks in the field of human resources management.

The expediency of applying the process approach is that it is aimed at systematizing and optimizing all personal processes in the enterprise. It allows you to review all aspects of HR management as separate, interconnected processes, which contributes to the growth of quality and efficiency of management. The process approach allows you to identify and

focus on the main processes that affect the achievement of the company's strategic goals.

The benefits of applying the process approach include:

1. Increase efficiency. The process approach allows you to identify and eliminate redundancies in processes, which leads to resource optimization and cost reduction.
2. Reducing risks. Systematic analysis and management of processes help to identify and prevent possible problems in human resources management.
3. Improving the quality of work. The process approach is aimed at creating standards and procedures that improve the quality of the work performed by the staff.
4. Increase staff satisfaction. Process optimization can ease workload and improve working conditions, which affects staff satisfaction.
5. Increased competitiveness. Faster response to market changes and greater adaptability allow the company to remain competitive.
6. Improved communication. The process approach helps to establish clear communication between different levels of management and employees.
7. Focus on results. The process approach allows you to identify key results and increase their achievement.
8. Continuous improvement. Implementing a process approach supports a culture of continuous improvement and innovation.

In general, the application of the process approach to HR management has many advantages that contribute to the achievement of the company's strategic goals and increase its competitiveness. It allows an enterprise to manage personnel more efficiently, optimize resources, increase the quality of work and ensure sustainable improvement in all areas of activity.

Therefore, the implementation of a process approach to HR management is an important strategic initiative for organizations seeking to achieve high results in today's business environment.

1.3. International experience in using the process approach to HR management

International experience in using the process approach to HRM indicates its great potential for increasing productivity and ensuring the quality of HRM in various industries and countries. Many international corporations and organizations are already successfully implementing the process approach in their HR practices.

The process approach helps to create a system based on structured processes and procedures. It enables companies to ensure consistency and standardization of HR management across markets and divisions. This is especially important in the context of globalization, when companies deal with different cultural, legal and organizational aspects.

One example of using the process approach is recruiting and selection of personnel in international companies. Companies can develop a unified recruitment system that includes selection criteria, testing, and interviews. This ensures that the process is objective and consistent across all labor markets where the company operates.

Another important component is staff assessment and development. In international companies, it is important to systematically assess the skills and potential of employees. The process approach helps to develop a unified assessment system that includes development goals, training plans, and simplifies monitoring of individual employee progress in different markets.

The process approach can also be used to manage labor relations, training and development, absenteeism and leave management, international mobility, compliance with international quality and safety standards, and the implementation of corporate culture and values. All of these examples demonstrate how the process approach can be useful in creating a unified and effective HR management system in international companies. It allows you to simplify processes, reduce risks and ensure consistency in HR management on a global level. Below are examples of the use of process experience far beyond the borders of our country, namely: USA, Japan, Germany and Switzerland.

Table 1.1 summarizes the use of the process approach to HR management in international companies.

Table 1.1.

Use of the process approach in HR management in international companies

Company	Country	Using the process approach	Key achievements
IBM	USA	Standardization and unity of management processes	Effective coordination of global staff
Volkswagen	Germany	Optimization of production processes, control and quality systems	Improved vehicle performance and reliability
BMW	Germany	Optimization of production processes, control and quality systems	Improved vehicle performance and reliability
Toyota	Japan	"Lean Manufacturing" for optimization of production processes	Reducing costs and ensuring high product quality
Nestlé	Switzerland	Creation of a unified knowledge management and personnel development system	Global staff development in line with standards

The first example we will look at is IBM, or International Business Machines Corporation, is one of the largest and most influential technology companies in the world. Founded in 1911, IBM is a century-old example of a stable, innovative company specializing in a variety of technology areas, including computing, artificial intelligence, cloud computing, cybersecurity, and many others.

Human resource management at IBM is a critical component of their success. The company is known for its large number of employees spread across the globe and the need to manage this diverse and talented workforce. To cope with this challenge, IBM uses a process approach in its HR management.

An important aspect of this approach is the understanding of HR management as a sequence of interdependent activities and processes. This means that the entire life cycle of an employee at IBM is carefully designed and structured into processes, from hiring to retirement or other forms of ending cooperation with the company.

At the first stage, which is key to building a successful workforce, finding and hiring the right candidates is a big skill for IBM. They use standardized processes to advertise job

openings, screen resumes, interview, and decide who is best suited for a particular role. It is important to note that IBM focuses not only on professional skills, but also on how the candidate fits into the corporate culture and values of the company.

After hiring an employee, IBM provides a number of programs and opportunities for their development. They invest significant resources in staff training and development, focusing on the idea of learning as a continuous process. This includes not only technical training, but also soft skills development, leadership programs, and other initiatives.

To ensure employee motivation, IBM uses a reward and incentive system that is also based on a process approach. Regular performance appraisals and reviews, as well as development plans, help employees understand how they fit into the company's overall strategy and how they can improve their performance.

Another important aspect of IBM's HR management is the creation of horizontal and vertical connections between different teams and divisions of the company. This helps to increase communication and cooperation between employees, which can affect the quality of tasks and the achievement of strategic goals.

It is important to note that IBM is constantly adapting its approach to human resources management, taking into account changes in the technological environment and the labor market. They actively use new technologies, such as artificial intelligence and data analytics, to improve their HR processes.

All things considered, IBM is an example of a successful company that uses a process approach to its HR management. Their system of hiring, training, developing, and motivating staff helps them attract and retain the best technology talent and remain a competitive company in the global market.

The following example is Japan. Toyota, one of the largest automotive companies in the world, sets the standard for production quality and efficiency through its use of a process approach to human resources management. The Lean Manufacturing system, also known as Lean Production or Toyota Production, is a key aspect of this approach. The essence of Lean

Manufacturing is to introduce efficiency and minimize losses at every stage of the production process. Its basic principles are shown in Figure 1.6.

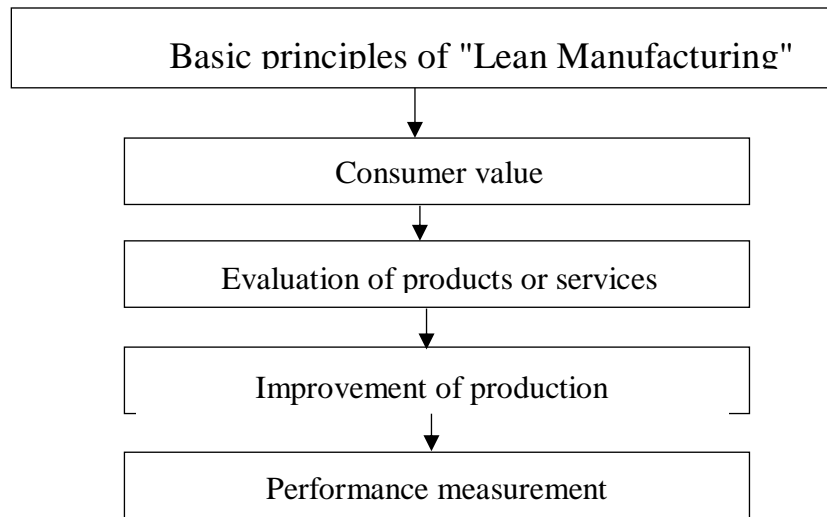


Fig. 1.6. Basic principles of "Lean Manufacturing"

Customer value is a key aspect of Toyota's Lean Manufacturing approach to achieving high product quality and customer satisfaction. This principle implies a deep understanding and active consideration of what is important to customers and how their needs are related to a product or service.

The founders of the Lean approach, such as Toyota, understand that they primarily evaluate products by their usefulness and ability to meet their needs. Therefore, the company actively studies the market and interacts with customers to find out what characteristics of a product or service they consider important. This may include aspects such as quality, functionality, price, reliability, ease of use, and others.

Once these important aspects have been identified, the company focuses all its efforts on meeting these needs to the best of its ability. This may include continuous improvement of product quality, development of new functionalities, rationalization of production processes, and other measures that allow to create a product or service that actually meets the needs and expectations of customers.

Customer value also includes the continuous improvement and adaptation of a product or service to changing market needs. Toyota and similar companies continuously monitor

and analyze changes in customer tastes and perceptions, and they are willing to make changes to their products or services to stay relevant and competitive.

Thus, customer value in the Lean Manufacturing approach means that the company does everything possible to ensure that its product or service is as useful as possible and meets the needs of customers, which contributes to high quality and success in the market.

The next principle is flow definition. Flow definition is an important component of the Lean Manufacturing methodology, which is actively used by Toyota and other companies to optimize production processes. This aspect involves careful planning and management of the flow of work and materials throughout the production process in order to increase productivity, reduce costs, and shorten the time required to manufacture products.

The founders of Lean understand that excessive inventory and unnecessary movements in the production process are avoidable costs. Therefore, companies such as Toyota are making efforts to reduce or completely eliminate excessive stocks of raw materials, semi-finished and finished products. This frees up financial resources that were previously frozen in inventory and reduces the risks associated with stagnant goods in warehouses.

To achieve this goal, companies determine the optimal flow of work that ensures the most efficient movement of materials and processing of production process parts. This may include developing detailed production schemes and plans, distributing tasks among employees, and setting time standards for certain operations.

By defining flow, companies can achieve greater precision in production, reduce the time parts spend on production lines, eliminate redundant operations, and ensure a smoother and more productive process. This is important for achieving maximum product quality and meeting market demand in the shortest possible time.

Thus, defining the flow in Lean Manufacturing management helps companies avoid unnecessary inventory, optimize production processes, and ensure that products are brought to market faster and more efficiently. This aspect plays an important role in ensuring the competitiveness and success of the enterprise.

The definition of flow in the context of the Lean Manufacturing methodology is still a key aspect of optimizing production processes. The main idea is to create the most efficient and optimal sequential movement of work and materials through the production process in order to achieve the highest productivity and product quality.

Flow definition involves the detailed design of the sequence of activities performed at each stage of production. This includes planning the movement of materials, workers, machinery, and equipment, ensuring that production runs smoothly and efficiently. The company determines what steps and operations are necessary to make a product and develops plans to ensure that these steps are completed as quickly and efficiently as possible.

The main benefits of flow definition include avoiding excess inventory and optimizing production time. The absence of excessive inventory allows the company to free up financial resources that were previously frozen in inventory and use them for other purposes. Optimization of production time allows to speed up the process and enable products to reach the market faster, which is critical in today's competitive environment.

In terms of standardization, this component of the Lean methodology involves setting clear standards for each stage of production. The company develops detailed instructions and procedures for each operation to ensure consistency of processes and high quality products. Standardization allows the company to ensure that all employees understand and perform their duties properly. This is important for maintaining production consistency and quality.

Companies that use the Lean methodology always strive to reduce losses. This means that they constantly analyze their processes to identify any type of loss, including excess inventory, excess time, overproduction, rework, and others. The company then takes steps to eliminate these losses and optimize production processes. This helps to reduce costs and increase productivity, which are the key goals of Lean Manufacturing.

Continuous improvement is also an integral part of the Lean approach. Companies are constantly analyzing and optimizing their production methods and processes in order to achieve even greater efficiency and effectiveness. This may include the introduction of new

technologies, modernization of equipment, development of innovative production methods, and more. Implementing continuous changes and improvements helps companies stay competitive and ready for market challenges.

Flow definition, standardization, loss reduction, and continuous improvement are key components of the Lean Manufacturing methodology that help companies achieve optimal productivity, efficiency, and quality.

Thus, Toyota, one of the most famous Japanese car manufacturers, successfully uses the Lean Manufacturing methodology (better known as the Toyota System or Toyota Production System) to achieve great success in production. The basic philosophy is to optimize all aspects of production to ensure high productivity and quality.

This methodology has allowed Toyota to reduce costs, avoid excessive inventory, and significantly improve production efficiency. Key aspects include flow definition, which aims to create an optimal sequential flow of work and materials, standardization, which helps to ensure process uniformity, loss reduction through continuous analysis and elimination of all types of losses, and continuous improvement of production methods and processes.

Japanese companies such as Toyota are recognized for their ability to innovate and their commitment to excellence. Their dedication to quality and productivity helps them maintain their global competitiveness and reputation as leading players in the production of quality automobiles.

Another example is Germany. In Germany, which is famous for its high industrial activity and production quality, the process approach is an important tool for optimizing production processes and personnel management in companies in various industries, including the automotive sector.

Companies such as Volkswagen and BMW are actively using process management tools to achieve high productivity and ensure excellent quality of their products. The process approach is also used in career planning and employee development in German companies.

Process management in German industrial companies includes several key aspects. These stages are illustrated in Figure 1.7, and we will consider them in more detail below.

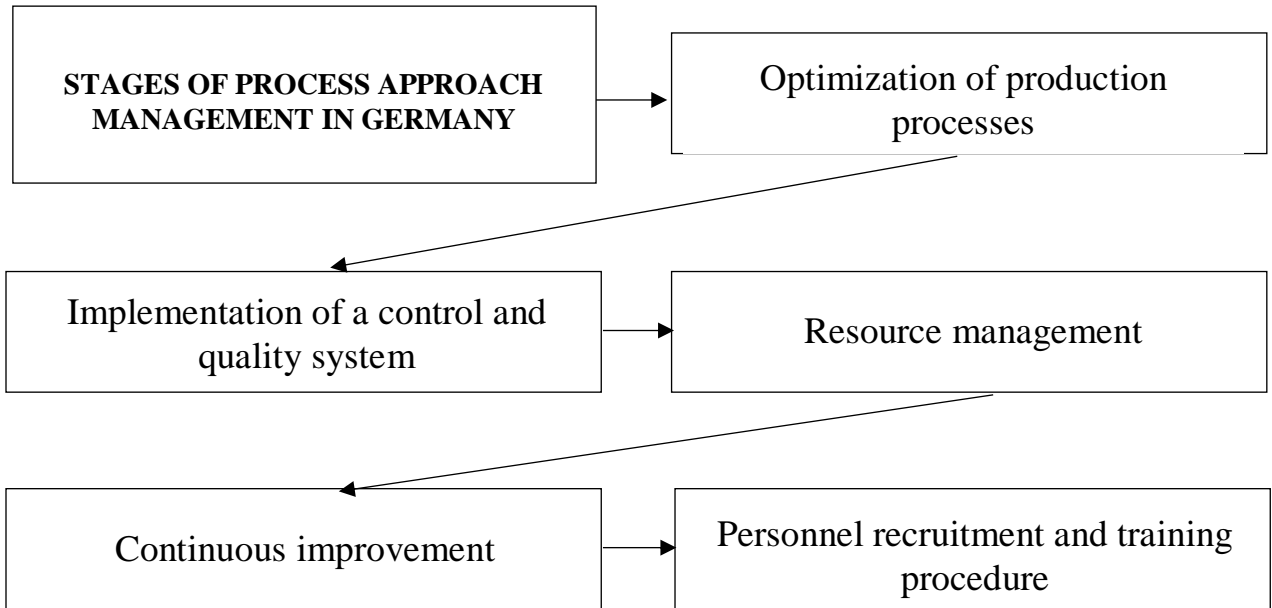


Fig. 1.7. Process management in German industrial companies

First, an important aspect is the optimization of production processes. Large automotive manufacturers in Germany are improving production lines and processes using process management principles. They are making efforts to automate and optimize production to increase productivity, reduce costs, and ensure high quality production.

Secondly, the process approach helps to implement control and quality systems that ensure that each stage of the production process meets the established standards. This makes German automotive brands known for their reliability and excellent product quality.

Third, resource management is an important aspect. The process approach helps to rationalize the use of resources, including human resources. Companies can effectively allocate their staff, ensuring optimal utilization of labor capacity and increasing productivity.

Fourth, continuous improvement is an important aspect. Companies are constantly analyzing their processes, looking for opportunities to improve them, and implementing changes to optimize them.

Fifth, the process approach is also used in human resources management. Companies develop procedures for recruiting and training staff, as well as promote the career

development of their employees. This helps to ensure the availability of qualified personnel and maintain their productivity.

In large German corporations, there is a practice where employees actively interact and work together to improve processes. This helps to engage employees' ideas and initiatives, increases their own responsibility for the results of their work, and contributes to a more open and innovative environment.

Thus, in Germany, the process approach in human resources and production is an integral part of the corporate culture, which helps to achieve high productivity, quality and efficiency in all aspects of business. This improvement system allows German companies to remain competitive in the global market and maintain their reputation as leading players in the industrial sector.

And the last example Nestlé, a Swiss international corporation specializing in the production and marketing of food, is one of the largest and most influential companies in the world in this field. It was founded in 1866 in Switzerland by Henry Nestlé, and today the company has a global influence and presence in more than 180 countries.

Nestlé specializes in producing a wide range of food products, including beverages, breakfast foods, confectionery, dairy products, products for children, adult health and nutrition, and pet foods. It owns many well-known brands such as Nescafé, KitKat, Maggi, Purina, Haagen-Dazs, and others.

Nestlé's key philosophy is the concept of "Good Food, Good Life", which emphasizes its commitment to creating high-quality and delicious products that promote a healthy lifestyle and help people enjoy life.

In terms of human resources, Nestlé is actively implementing a process approach to ensure that its workforce is managed effectively. Here is more about it.

Nestlé's human resources system is an important component of its success and its commitment to effectively managing its workforce. This system is based on processes and standards that help the company to ensure the uniformity and quality of HR management at

all levels and in all countries where it operates. This system covers all key aspects of HR management.

First, it includes the recruitment process. This means that Nestlé has clear procedures and standards for selecting new employees, which helps ensure that the highest standards are met when selecting candidates.

Further, the HR management system includes staff training and development. Nestlé provides its employees with opportunities for professional growth and learning new skills. This may include trainings, courses, and other forms of training that help staff improve their skills and contribute to their career development.

Motivation is also an important part of the HR management system. Nestlé creates incentives for its employees to encourage them to achieve high performance. This can include bonus systems, corporate incentives, and other initiatives that help to increase employee motivation. Employee evaluation is an essential part of Nestlé's HR management system. The company uses various methods and tools to evaluate the performance of its staff to identify their strengths and weaknesses and provide constructive feedback.

Also, Nestlé recognizes the importance of uniformity and standardization in HR management and uses a process approach to ensure that global standards and procedures are followed in all its divisions and subsidiaries around the world. This allows the company to ensure unity and the same standard of HR management, regardless of location.

Through this unity in HR management, Nestlé is able to ensure a common approach to important aspects such as recruitment, training, motivation and evaluation of employees across all its business units. This helps the company to ensure high quality HR management and adherence to best practices around the world.

Moreover, this approach facilitates easier coordination and cooperation between different divisions of the company and contributes to solving common problems and challenges. This makes Nestlé more adaptable and competitive in a global market where uniformity and standardization are important success factors.

Therefore, the use of the process approach helps Nestlé to ensure the unity of global standards and procedures in HR management, which contributes to its success and competitiveness in the global market.

I would like to focus my attention on the fact that Nestlé pays great attention to the development and training of its staff as one of the key aspects of HR management. The company implements a training and development system that covers all levels of employees and is aimed at their professional growth and development of new skills. This Nestlé training and development system provides employees with opportunities to improve their professional skills, learn new methods and technologies in their field.

The company provides access to learning resources, trainings, seminars and online courses to promote the personal and professional growth of its staff. The key advantage of this system is that it covers all levels of employees, regardless of their status or position. This helps to create a favorable environment for continuous learning and development of the entire team, which in turn contributes to the quality and efficiency of work.

Through Nestlé's development and training system, the company is able to ensure that it has highly skilled and competent employees who are ready to meet the challenges of modern business. It also helps to attract and retain talented employees, as they see opportunities for their development and career growth in the company.

It is safe to say that Nestlé's training and development system is an important element of HR management, which promotes professional growth and development of employees' skills, and ensures the availability of qualified personnel to achieve the company's strategic goals.

Nestlé invests significant efforts in ensuring social responsibility in HR management, and this aspect is an integral part of their corporate approach. The company focuses on creating a safe and supportive working environment for its staff, as well as fulfilling its various social commitments.

In its efforts to ensure safety in the workplace, Nestlé adheres to high standards of occupational health and safety. The company is actively implementing preventive measures

to avoid accidents and illnesses, aimed at maintaining the physical and psychological health of its staff.

The company is actively implementing preventive measures to avoid accidents and illnesses, aimed at maintaining the physical and psychological health of its staff.

In addition, Nestlé cares about the social well-being of its employees. The company provides various social benefits and programs aimed at improving the quality of life of its staff. This may include health insurance, pension plans, parental support, programs to improve work-life balance, and many other initiatives.

In addition, Nestlé actively embeds the concept of equality and diversity in its HR practices. The company strives to create an inclusive environment where every employee feels important regardless of status, race, gender, age, disability or other personal characteristics.

Therefore, Nestlé's social responsibility in human resources management is manifested in the creation of safe and favorable working conditions for employees, as well as the introduction of social benefits and measures to improve their quality of life. The company is committed to the concept of equality and diversity to ensure an inclusive environment for all its staff.

All these examples demonstrate the wide range of applications of the process approach in different industries and countries. The process approach helps organizations to ensure effective and efficient human resource management, improve the quality of services and products, and increase customer and employee satisfaction.

Examples of the use of the process approach to HRM from Western countries can be extremely useful for enterprises in Ukraine. They can learn how to optimize and standardize their management processes, rationalize the use of resources, improve quality control systems, and develop their employees.

Examples from the automotive sector in Germany can encourage Ukrainian companies to implement advanced production technologies and quality management

systems. This will help increase the efficiency and competitiveness of manufacturers in the international market.

The example of Nestlé's human resources management can be important for Ukraine and other countries in several ways.

First, Nestlé focuses on the development and training of its staff. Ukrainian enterprises should take this approach into account and develop a system of training and professional development of employees at different levels. This will help improve the professional competence and competitiveness of Ukrainian employees.

Secondly, Nestlé cares about the social responsibility of HR management by creating safe and favorable working conditions for its employees. Ukrainian companies can try this approach and work to ensure decent conditions for their staff, which will have a positive impact on the quality of work and health of employees.

Thirdly, Nestlé uses a systematic approach to human resources management, standardizing processes across all its divisions. Ukrainian companies may benefit from learning from this experience and standardizing their internal HR processes to increase efficiency and coordination.

Fourth, Nestlé emphasizes responsible HR management, which means the ability to adapt its practices to local conditions and cultural sensitivities. Ukrainian companies can learn to take into account the context and peculiarities of their labor market for effective HR management. Overall, Nestlé's example can serve as a source of learning and inspiration for Ukrainian companies, contributing to better HR management, higher quality employees, and a safe and productive work environment.

In addition, HR management in Ukrainian companies can adopt the principles of involving employees in improvement processes and creating a favorable environment for their professional growth. In general, Western examples demonstrate how the process approach can contribute to increasing the productivity, quality and competitiveness of enterprises in Ukraine, as well as improving human resource management.

Thus, the international experience in applying the process approach to HRM reflects the best practices and trends that exist in the global business environment. This experience demonstrates how organizations from different countries and industries use the process approach to optimize HR management and achieve strategic goals.

It should be borne in mind that this approach can be adapted to different conditions and tasks, and it is becoming a key tool for achieving success in global business. One of the most important aspects of the international experience of using the process approach to HR management is its versatility. This approach can be applied in any region of the world and in any business sector. It helps organizations to work more efficiently, regardless of their size, industry specifics, or regional characteristics.

One of the main advantages of the process approach is the increased efficiency of HR management. International companies use this approach to create clear and structured management procedures that help to achieve high productivity. An important component of this is the standardization of processes, which helps to reduce risks and improve the quality of staff performance.

Another significant advantage is the ability to reduce costs. International organizations use the process approach to identify redundancies in HR management and reduce operating costs.

This helps businesses manage resources efficiently and increase profitability. The process approach also helps to reduce the number of errors and improve the quality of work. International companies are actively using quality control systems in human resources management, which allows them to detect and correct errors at an early stage, ensuring the reliability and high quality of the work performed.

Improving employee satisfaction is another significant benefit of using a process approach. Ensuring optimal working conditions and taking into account the individual needs of employees help to create a favorable working environment and increase staff satisfaction.

Improved communication is another advantage. International companies use a process approach to improve internal and external communication, which helps to reduce conflicts

and improve cooperation. Focus on results is a key aspect of the process approach. International companies actively define key results and success metrics, which helps to focus efforts on achieving specific goals.

Continuous improvement is an important part of international experience. Organizations recognize the importance of continuously analyzing and optimizing processes to meet changes in the environment.

Summarizing, international experience in using the process approach in HRM indicates the great potential of this approach to improve efficiency, reduce costs, improve quality and staff satisfaction. It provides companies with tools and methods to achieve strategic goals and remains relevant in the modern business world.

The process approach to HR management is a system of methods and principles based on the view of an organization as a set of interrelated business processes focused on achieving strategic goals.

In this section, we have reviewed the main aspects of the theoretical and methodological foundations of the process approach, its feasibility and advantages, as well as the importance of implementing this approach in the modern HR management environment.

The process approach provides an opportunity to better understand and optimize business processes taking place in the organization, which contributes to the achievement of strategic goals and increase its efficiency. It is also important to keep in mind that the process approach requires active participation of personnel and continuous improvement of processes, which ensures the organization's adaptability to changes in the environment.

This approach helps to improve productivity, reduce costs, shorten the time to complete tasks, reduce errors, and increase staff satisfaction. Its integration into management practice can be an important factor in an organization's competitiveness in the market and success in the face of constant change.

CHAPTER 2.
ANALYSIS OF ECONOMIC, FINANCIAL AND ECONOMIC ACTIVITIES
OF "AGRICOM GROUP" ENTERPRISE

2.1. General description and analysis of the company's business activities

Agricom Group is a large Ukrainian enterprise in the agricultural sector that specializes in the production and supply of food. This holding is known for its significant role in the agriculture and food industry of Ukraine [2]. The company is officially registered in Ukraine, in the capital city of Kyiv, at 62/64 B. Vasylykivska Street, 6th floor. This is important information that indicates the location and main business address of the company.

Petro Melnyk is the CEO of Agricom Group. The company's CEO plays a key role in determining the development strategy and making strategic decisions. In this case, Petro Melnyk is responsible for managing the holding and directing its activities to achieve its goals and objectives.

Agricom Group is a major player in the Ukrainian agricultural market, operating in the food production and supply sector. Its presence and activities are important for the national agricultural sector and the food industry.

The main summarized information about the company can be found in Table 2.1.

Table 2.1.

General information about the company's activities

Parameter	Basic information
Company name	Agricom Group
Industry	Agricultural sector
Products	Gluten-free oatmeal product
Trademarks	«San Grano», «Kindness», «WOWСЯНКА», «San Granola» та «YUMMOJI».
Markets	Domestic market of Ukraine and exports to 40 countries
Head office	Ukraine, Kyiv, 62/64 B. Vasylykivska St., 6th floor
General Director	Petro Melnyk
Features	Integrated approach to crop production and processing with quality control at all stages of production
	Ownership of several trademarks
	Active presence in international markets

*created by author

Agricom Group is a strong market player specializing in the cultivation and processing of gluten-free oats. Its market presence is impressive and it is known for its unique specialization in gluten-free products.

One of the main features of the company is that it has several own brands, including San Grano, Dobrodiya, WOWSYANKA, San Granola and YUMMOJI. This demonstrates the variety of products they offer and their willingness to satisfy different taste preferences of their customers. Own brands can also indicate a high degree of control over the quality of their products, which is an important factor for consumers.

Agricom Group's organizational structure is an integral part of its successful operations and a key tool for managing the company. This structure consists of various divisions, services and functional groups, each of which is responsible for a specific aspect of the business.

Let's take a closer look at this organizational structure and its constituent elements in Figure 2.1, and then explore it in more detail.

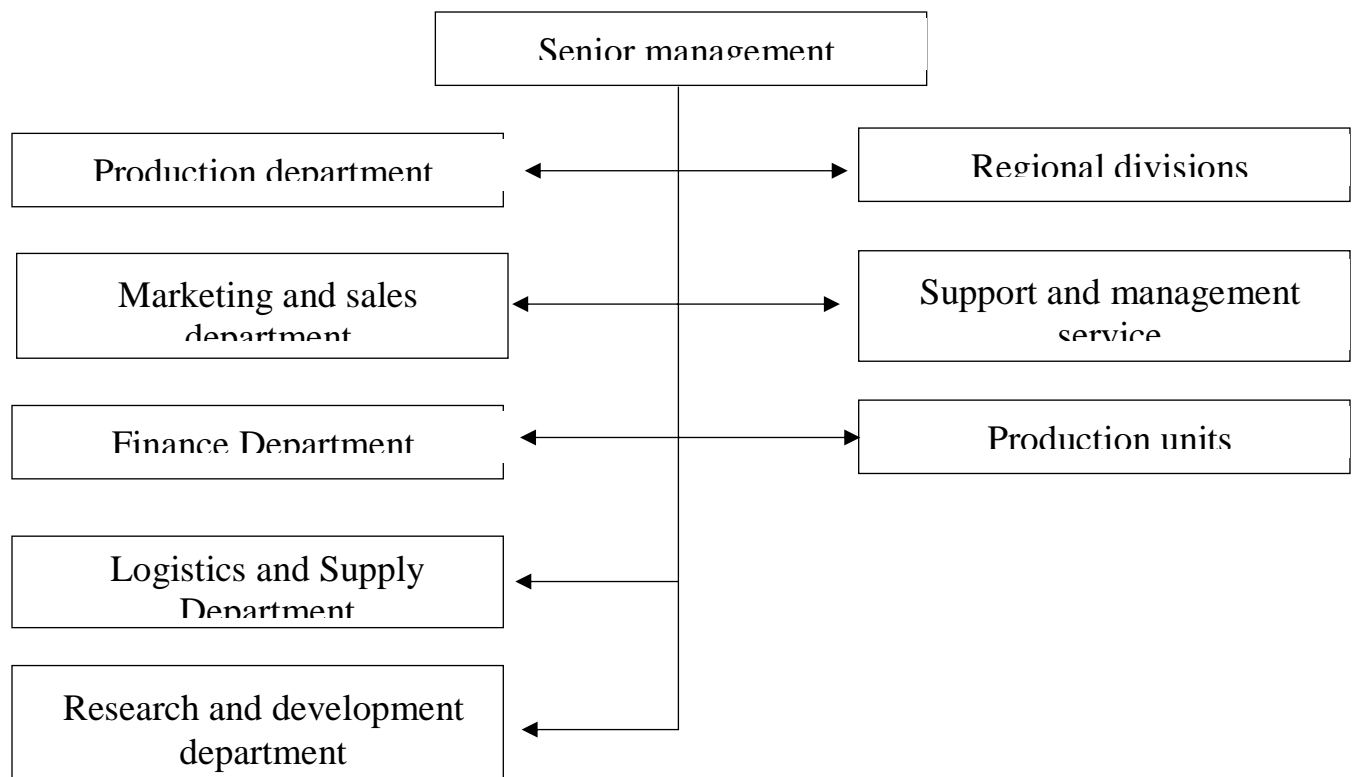


Figure 2.1. Organizational structure of the enterprise

Let's take a closer look at this complex, yet practical, organizational structure of an enterprise.

1. Top management: At the top of Agricom Group's hierarchy is the Chief Executive Officer (CEO). This position is responsible for making strategic decisions and determining the overall development strategy of the company. The CEO has great power and responsibility to the shareholders and the Board of Directors. The CEO interacts with other senior executives and determines the overall course of the company.
 2. Functional subdivisions:
 - Production: This department is responsible for growing crops on Agricom Group's land plots. It manages the processes of growing various types of grain crops and other plants required for further processing.
 - Marketing and Sales: The marketing department develops marketing strategies for Agricom Group's products. This department is important for advertising and selling products on the markets of Ukraine and other countries.
 - Finance and Accounting: The Finance Department is responsible for the effective management of the company's financial resources, including accounting and financial analysis.
 - Logistics and Supply: This department ensures the optimal delivery of raw materials and finished products to designated locations, including international logistics.
 - Research and Development: The Research and Development department explores new innovative production methods and develops new products and technologies.
- Регіональні підрозділи:
- Local branches and divisions: Agricom Group has several local branches and offices in different regions of Ukraine where production or marketing activities are carried out. These branches specialize in specific aspects of the business.

3. Support and management services:

- Information Technology (IT): Responsible for maintaining and developing the company's IT infrastructure, including computer systems and software.
- Legal Department: deals with the company's legal issues and provides legal support.
- Project Management: coordinates the implementation of new initiatives and projects of the company.
- Quality and Safety Department: responsible for product quality control and ensuring safety in the workplace.

4. Production divisions:

- Land Resources and Agriculture: the company's main business area, which includes growing crops and processing land resources.
- Processing and production: responsible for processing raw materials into finished products.
- Storage and Logistics: This department provides storage of products and coordinates logistics operations.

The organizational structure of Agricom Group is aimed at ensuring efficient production and sales of products, quality control and compliance with the company's strategic goals at all levels of management. This structure allows the company to optimize its work processes and respond to changes in the agricultural and food industry.

The most impressive feature of the company is its international national presence. The company is not limited to the domestic market of Ukraine and actively exports its products to more than 40 countries. This is evidence of its success and influence on a global scale. Import and export activities allow the company to expand its audience and share its products with the world, contributing to the growth of its popularity and recognition.

It is also worth noting that the company specializes in gluten-free oats, which may indicate its attention to consumer needs and focus on a healthy lifestyle. Growing and

processing gluten-free oats can meet modern dietary trends and the requirements of consumers looking for alternatives to traditional food products. This may become one of the competitive advantages of Agricom Group and contribute to its further development.

Agricom Group stands out in the market for its integrated approach to business activities in the agricultural sector. The company does not just perform individual stages of agricultural production, but also integrates the entire chain - from growing crops to their further processing. This integrated approach has a number of important advantages and opportunities.

First, this approach allows Agricom Group to control product quality at all stages of production. They start with the selection of crop varieties and their cultivation in compliance with high quality standards. This ensures that the raw materials for further processing are of high quality and meet the requirements of consumers.

Secondly, an integrated approach allows us to provide our customers with high-quality products. Since Agricom Group controls all stages of production, they can confidently assert the quality of their products. This creates trust among customers and contributes to the popularity of their products in the market.

Third, the integrated approach allows Agricom Group to use resources more efficiently and reduce production losses. Since they own and control each production chain, it allows them to optimize processes and use resources rationally.

Agricom Group's integrated approach is not only a strategic decision, but also an important factor in their success in the agricultural market. This approach emphasizes their ability to provide high quality products and meet the requirements of modern consumers.

Agricom Group is an impressive player in the food industry, and its success is due to the strength and diversity of its products. The company is renowned for its ability to grow and process gluten-free oats, offering consumers a wide range of high-quality food products. Let's take a closer look at the details of Agricom Group's capacity and product portfolio.

The Ukrainian agro-industrial group, Agricom Group, owns a significant area of agricultural land in various regions of Ukraine. This includes the territories in Zhytomyr,

Chernihiv and Luhansk regions, with a total area of 28 thousand hectares. This is a huge land mass used by the company for agricultural purposes.

The company also operates two elevator complexes, which play an important role in the storage and transportation of crops. The total capacity of these elevator complexes is 63 thousand tons. This means that Agricom Group has sufficient infrastructure to store and transport its own crops and can process and store agricultural products on a large scale.

These land clusters and elevator complexes are an important part of Agricom Group's integrated approach to agribusiness. Owning and managing land resources allows the company to control the quality of crops grown at all stages of production.

Moreover, the presence of powerful elevator complexes simplifies the storage and transportation of agricultural products, making Agricom Group a significant player in the agricultural commodities market in Ukraine and abroad.

One of Agricom Group's significant achievements is the launch of Europe's most powerful fully automated production complex for cereal-based flakes and products derived from them. This innovative plant is located in the village of Mykhailo-Kotsiubynske in Chernihiv region of Ukraine.

An important aspect is the fact that this plant was commissioned in May 2018 and required a significant investment of \$11 million. This production complex is unique in Europe as it is characterized by full automation of production processes. It specializes in processing cereals and creating products based on them, including flakes.

An important feature is that the automated approach allows to increase productivity and quality of production, reduce labor costs and reduce the risk of errors in the production process. Comprehensive control over all stages of production ensures stable and high-quality products that meet the highest quality standards.

Agricom Group's achievements in automating the production of cereal-based flakes are an important contribution to the development of Ukraine's agricultural sector and confirm the company as an innovative leader in agriculture. Such a plant contributes to the efficient use of agricultural resources and increased competitiveness in the international market.

We can confidently say that Agricom Group is defined as a company that is actively focused on the market and on meeting the needs of its customers. The company focuses its business activities on understanding the needs of its customers and strives to provide them with high quality service.

Thus, the strength of Agricom Group is reflected in its ability to increase production volumes, implement innovative solutions, expand land areas, specialize in gluten-free oats and actively export. All of these aspects combine to create an impressive and reliable company that not only meets the needs of consumers, but also makes a significant contribution to the development of the food industry in Ukraine and beyond.

In terms of the market, Agricom Group sets itself several important goals. First, it is to provide customers with high quality products that meet their needs and expectations. The company is always focused on creating products that satisfy the taste preferences and requirements of its customers.

Secondly, Agricom Group strives to develop long-term and mutually beneficial relationships with its partners. This means that the company cares about partnerships based on mutual interest and trust.

Cooperation with other companies generally contributes to the growth and development of Agricom Group. The company demonstrates its many years of experience and innovative approach in the agricultural sector. This allows it to remain a competitive company in the food market.

The constant search for new technologies and improvement of production processes help Agricom Group to ensure the quality and efficiency of its products. In general, Agricom Group is an example of a company that is active in the market, sets high standards of quality and consumer value of its products and resorts to strategic partnerships to achieve its goals in the field of agro-industrial production.

The main goal of Agricom Group is to provide consumers with high quality, healthy and affordable food products. This goal defines the main focus of the company and determines its strategic direction in the agro-industrial sector. Agricom Group aims to

combine Ukrainian agriculture with high-tech Ukrainian enterprises to create products that meet the needs of consumers and meet quality and safety requirements.

To achieve this goal, the company must have its own goals and values that will ensure its performance.

The main goals and values of the company are shown in Figure 2.2.

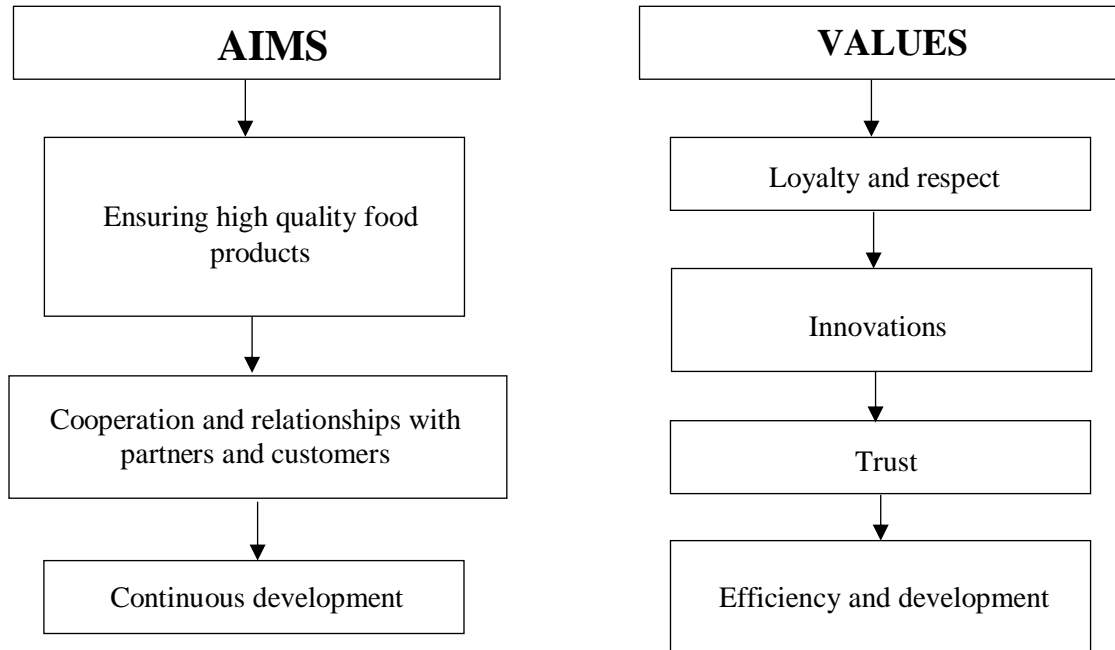


Fig. 2.2 Company goals and values

*created by author

Providing high-quality products plays an important role in the company's operations. Agricom Group actively invests in growing crops in Ukrainian fields, taking care to meet the highest quality and safety standards. The company's products are supplied to the market only after thorough quality control and verification of compliance with all requirements.

Consumer health and safety is one of the top priorities of Agricom Group. The company recognizes the importance of ensuring food safety and manufacturing products that contribute to a healthy lifestyle for its customers.

The emphasis on growing and manufacturing products at its own facilities in Ukraine emphasizes the company's commitment to supporting the domestic market and promoting

domestic production. It also helps to increase the availability of products for Ukrainian consumers and develop the national economy.

In general, Agricom Group is defined by its consistency in providing quality products and focus on high standards in the food industry. The company combines Ukrainian resources and technologies to create products that meet the needs and expectations of consumers, promote healthy lifestyles and develop the country's economy.

The values that reflect the activities and approaches of Agricom Group are the basic principles that guide the company in its business activities and cooperation with employees, partners and customers. Let's take a closer look at these values.

First, loyalty and respect. One of the key values of Agricom Group is to treat its stakeholders with loyalty and respect. This is reflected in their approach to employees, customers and partners. The company believes that creating a favorable and trusting environment is an important prerequisite for successful cooperation.

Loyalty to its staff is one of the company's strategies to ensure high productivity and morale among employees. Agricom Group invests resources in the training and development of its employees, creating opportunities for career growth and professional development. This loyalty is reciprocal, and the company expects its employees to be committed and responsible.

Respect for customers is the obligation to meet their needs and expectations. Agricom Group carefully studies the market and researches the tastes of its customers to provide products that meet their needs. This includes growing and processing products that meet the requirements of gluten-free nutrition.

Also, the company values its partners very much, adhering to a policy of honesty and transparency in relations. This allows us to build sustainable and mutually beneficial relationships with partners who jointly contribute to the development and success of Agricom Group.

Second, innovation. Innovative approach is an integral part of Agricom Group's strategy.

The company is always ready to introduce new tools and technologies to improve its products and processes. This is important to ensure high quality products and maintain competitiveness.

The process of innovation in Agricom Group includes research and development of new products, introduction of new production methods, and use of advanced technologies in agriculture.

Third, trust. Trust is a key component of Agricom Group's success. The company strives to build trusting relationships not only with employees, but also with customers, partners and other stakeholders. Honesty, transparency and fairness in all transactions and decisions are mandatory.

Mutual trust among the Agricom Group team is a strong factor that helps us to achieve our goals and fulfill our tasks responsibly. Collective responsibility implies that each employee contributes to the overall success of the company.

Fourth, efficiency. Agricom Group focuses on high efficiency of its operations. This means maximizing results and reducing unnecessary time and resources. The company aims to achieve great results in the shortest possible time.

Efficiency is a key factor in maintaining Agricom Group's competitiveness in the market. This allows the company to provide consumers with high-quality and affordable products grown in Ukrainian fields.

Fifth, development. Development is an important value for Agricom Group. The company understands that continuous development is the key to reaching new heights and identifying opportunities where they did not exist before.

Development at Agricom Group is based on enriching the experience and knowledge of each team member. The company encourages the exchange of knowledge and experience and promotes open communication between employees and partners.

In general, these values shape the culture of Agricom Group and determine its approach to work, cooperation and strategic decisions. They ensure stability and sustainable growth of the company, making Agricom Group successful in its industry.

Now let's talk about the product range. Agricom Group is famous for its variety of products aimed at meeting the needs of consumers and responding to modern trends in healthy eating. The company's core business is growing and processing gluten-free oats. Let's take a closer look at Agricom Group's product range, which is shown in Table 2.2, and later we will analyze it in more detail.

Table 2.2.

Agricom Group's product range

Product name	Description
Oat grain	Oats are grown on the company's own land plots in accordance with quality and environmental standards.
Flakes	They are produced using advanced technologies, guaranteeing high quality and taste characteristics.
Gluten-free products	This includes bread, cereals and cereals that meet high safety and quality standards.
Cakes and cookies	They are made on the basis of original recipes and can be used for celebrations.
Cereals and bars	A variety of oat-based cereals and bars that are nutritious and tasty sources of energy.
Muesli and granola	Delicious and healthy products suitable for breakfast or snacking.
Bread and pastries	Gluten-free bread and pastries for people with food restrictions that meet safety standards.

*created by author

This table provides a general overview of Agricom Group's products and their diversity to meet the needs of consumers for gluten-free and healthy food products.

Let's take a closer look at Agricom Group's product portfolio, which includes:

1. Oats. One of the key product lines of Agricom Group is oat growing. The company invests significant resources in growing oats on its own land plots. This product is the basis for many other products manufactured by the company.

2. Flakes. Agricom Group owns a state-of-the-art flakes production facility. These tasty and crispy products are made using advanced technologies, which guarantees their high

quality and taste. Agricom Group's cereals are a good addition to breakfast and snacks.

3. Gluten-free products. The company produces a wide range of gluten-free products, including bread, cereals and porridges. These products play an important role in the diet of people with celiac disease or other dietary restrictions. They meet high safety and quality standards.

4. Cakes and cookies. Agricom Group produces delicious and high-quality cakes and cookies based on its own recipes. These products are designed to meet the gastronomic needs of consumers and can be used at various events and celebrations.

5. Cereals and bars. The company also produces a variety of oat-based cereals and bars. These are popular products among healthy eating advocates as they are a tasty and nutritious source of energy.

6. Muesli and granola. Agricom Group offers delicious muesli and granola that can be used as a breakfast or snack. These products are rich in fiber and nutrients.

7. Bread and pastries. The company produces gluten-free bread and pastries that are becoming indispensable for people with dietary restrictions. These products meet high quality and safety standards.

The main advantage of Agricom Group's products is the high quality of raw materials and production, as well as compliance with modern safety and healthy eating standards. The company actively cooperates with research institutions and specialists to constantly improve its products and meet the needs of consumers. Agricom Group remains a leader in gluten-free products, offering high quality and tasty products for different categories of consumers.

The range of Agricom Group's products directly depends on the company's raw material base. Thanks to its own land plots in different regions of Ukraine, the company can grow high-quality raw materials, in particular oats, on its fields. This raw material forms the basis for the gluten-free signage product, which is one of the key categories in their product portfolio. This integrated approach allows them to control the quality of the raw materials at all stages of cultivation and ensure that they meet all the safety and quality standards required for gluten-free products. Thus, Agricom Group's raw material base and product range are

closely interconnected, contributing to the production of high-quality food products. So, let's take a closer look at it.

Agricom Group's raw material base is one of the key components of the company's success and its ability to provide high-quality products to consumers. The company owns a significant land area in different regions of Ukraine, which allows it to grow raw materials on its own and control the growing processes at all stages. The main aspects of Agricom Group's raw material base include the following.

As already mentioned, the company owns significant land resources in different regions of Ukraine, in particular in Zhytomyr, Chernihiv and Luhansk oblasts. The land plots with a total area of about 28 thousand hectares are used for growing crops, in particular oats, which is one of the key raw materials for Agricom Group's products.

One of the advantages of growing raw materials in-house is the ability to control quality and compliance with standards at every stage of cultivation. Agricom Group adheres to high standards of environmental safety and product quality, ensuring that its raw materials meet all the necessary requirements.

The core business of Agricom Group is an integrated approach to business activities in the agricultural sector. This means that the company combines the cultivation of crops with their further processing. This approach allows us to ensure stable access to raw materials and control the quality of products from the initial stage of cultivation to the finished product.

Agricom Group owns two elevator complexes: "Dobrodiya Foods and Bilokurakynе Elevator, which have a total capacity of 63 thousand tons. These facilities are used for storage and transportation of crops, ensuring a reliable supply chain of raw materials for processing.

Photos of these elevators can be seen in Figures 2.3 and 2.4, respectively.



Figure 2.3. Dobrodiya-Foods elevator



Figure 2.4. "Belokurainsky elevator

Agricom Group is always open to the use of the latest technologies and innovations in the cultivation and processing of raw materials. This allows us to improve the efficiency and quality of production, as well as reduce our environmental impact.

Thus, the raw material base of Agricom Group is an integral part of the company's success and a guarantee of high-quality products. The company owns vast land plots in different regions of Ukraine, which allows it to grow raw materials on its own and control all stages of cultivation, from sowing to harvesting.

One of the main advantages of growing raw materials in-house is the ability to control product quality at every stage of cultivation. Agricom Group prefers to use high standards of environmental safety and quality, ensuring that its raw materials meet all the necessary requirements.

This approach helps the company to ensure that its products meet the highest standards and customer requirements. An integrated approach to business activities, which includes growing crops and their further processing, is one of the main objectives for Agricom Group. This approach allows the company to control the quality and stability of the supply of raw materials for its own needs and ensures a reliable supply chain for the entire production process.

Thus, Agricom Group's raw material base is a reliable source of high-quality raw materials for food products. The company has all the necessary resources and controls all stages of cultivation, adhering to high quality and safety standards. This ensures that Agricom Group's products meet the highest requirements and satisfy the needs of consumers.

Sales of Agricom Group's products is also an important component of its successful operations, as it determines the sale and distribution of the company's products in the markets. The company invests considerable effort in developing and optimizing various aspects of sales, based on domestic and international strategies. Sales channels are shown in Figure 2.5.

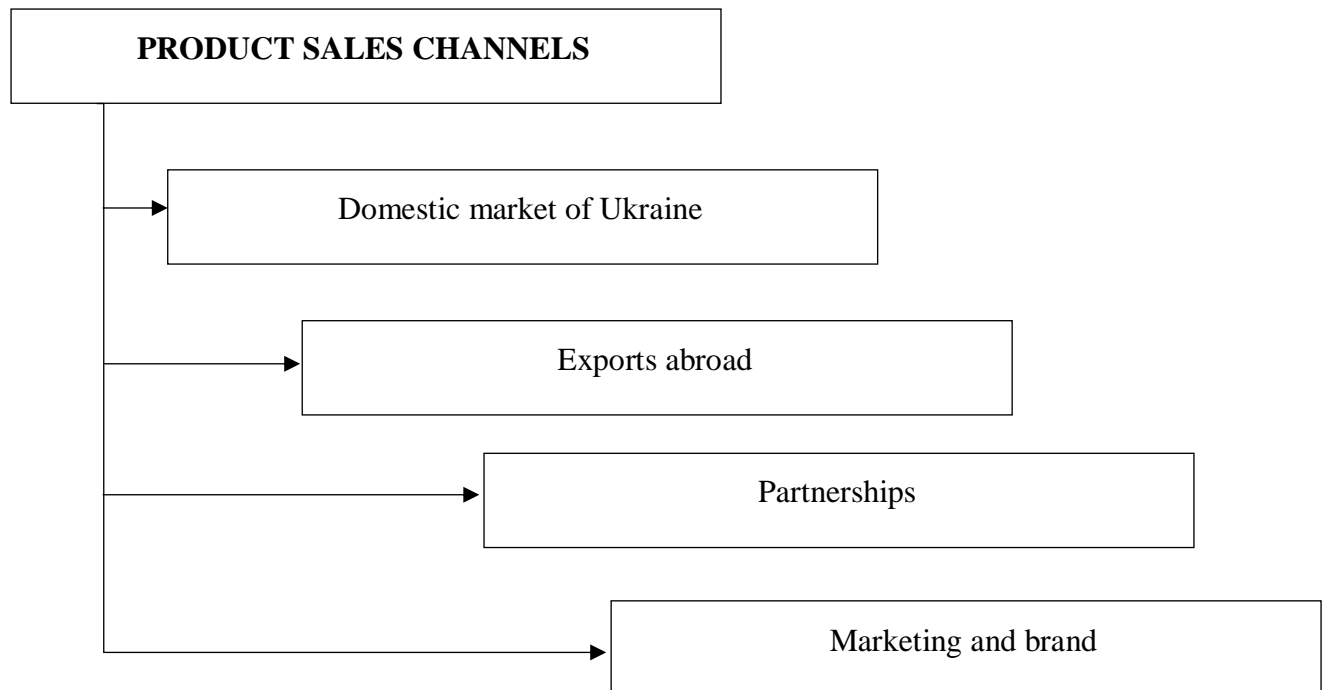


Fig. 2.5 Sales channels for the company's products
*created by author

One of the main sales strategies for Agricom Group is to focus on the domestic market of Ukraine. The company carefully analyzes the needs and demand for its products in different regions of Ukraine and tries to ensure the availability of its products in all key retail outlets and supermarket chains across the country. This allows the company to ensure availability and affordable prices for domestic consumers.

Along with the domestic market, Agricom Group is actively expanding its global presence by exporting its products to more than 40 countries. This aspect of sales is key for the company as it opens up new markets and opportunities for sales growth. The company ensures that its products comply with international quality and safety standards, which helps it to win the trust of consumers abroad.

Strategic partnerships are another important component of sales for Agricom Group. The company establishes partnerships with other players in the food industry, such as retail chains, distributors and other food producers. This allows the company to expand its product range and ensure the availability of its products in different market segments.

In addition, Agricom Group actively uses marketing and branding to promote its products. The company has several trademarks that are recognized in the market and are signs of quality. Investments in advertising and branding help the company to attract the attention of consumers and strengthen their trust in Agricom Group products.

Consumer perception of products is an important aspect of sales. Agricom Group always strives to meet the taste and dietary needs of consumers, which contributes to the popularity and demand for their products. Much attention is paid to the quality, taste and healthy composition of the products, which allows them to meet the needs of the most demanding customers.

Thus, sales of Agricom Group's products is a task that the company approaches comprehensively and systematically. Focusing on domestic and international markets, relying on strategic partnerships and marketing efforts, the company continues to grow and expand its presence both in Ukraine and abroad.

And the last thing I would like to mention is the infrastructure and production structure of the company.

Agricom Group's infrastructure plays an important role in ensuring the efficient operation and development of the company. This infrastructure includes various facilities and resources required for the production, processing and marketing of agricultural products.

One of the key components of the infrastructure is the company's land plots. Agricom Group owns a large area of land in different regions of Ukraine, including Zhytomyr, Chernihiv and Luhansk oblasts.

These land resources are used for growing crops, in particular oats, which is one of the key raw materials for the company's products.

Agricom Group's land is cultivated using modern methods and technologies, which contributes to high yields and quality of agricultural products. The infrastructure also includes its own production facilities, where raw materials are processed and finished products are manufactured.

Agricom Group has modern plants and equipment that meet safety and quality requirements. These production facilities are located in strategic regions, which allows us to reduce transportation costs and provide quick access to raw materials and finished products.

In addition, Agricom Group's infrastructure includes elevator complexes designed to store and transport crops. These facilities have a large capacity and allow the company to ensure a stable supply of raw materials for further processing.

Another important part of the infrastructure is the logistics network and transport fleet, which ensure delivery of products to consumers both in Ukraine and abroad. Agricom Group is actively developing a network of retail outlets and stores where its products are available to consumers.

All these infrastructure components are integrated into a single system that ensures reliable and efficient production, processing and marketing of the company's agricultural products. Agricom Group's infrastructure is the basis for its success and allows us to provide our customers with high quality and tasty products.

The production structure of Agricom Group is a key component of the company's organizational system and determines the way the company's production activities are organized. It covers all aspects of production, from growing agricultural raw materials to processing and packaging of finished products. This structure is carefully designed and optimized to ensure high product quality and production efficiency.

An important feature of the production structure is an integrated approach that combines the cultivation of crops with their further processing. This means that Agricom Group controls the entire production cycle, starting with sowing and tillage, continuing with cultivation and harvesting, and ending with processing of raw materials in its own production facilities.

Organizationally, the production structure is divided into several main divisions that interact with each other to ensure smooth and efficient production. This includes the departments of crop cultivation, logistics and transportation, production and processing, quality control and safety, and marketing and sales.

Each division has its own specialists and specialized equipment needed to perform specific tasks. For example, the Crop Growing Department is responsible for planning and organizing crops, caring for crops, and harvesting.

The processing department processes raw materials, turning them into finished products. The quality control department monitors the compliance of products with safety and quality standards.

The production structure of Agricom Group is based on modern technologies and innovations, which allows the company to remain competitive in the food market. Each division implements best practices and technologies to improve productivity and product quality.

Overall, the production structure of Agricom Group is a well-organized and optimized system that allows the company to provide high-quality products and meet the needs of consumers for food products.

The business activity of an enterprise is a complex and changing process that includes

many aspects and factors that affect its success and efficiency. An enterprise, regardless of the industry and market in which it operates, must constantly adapt to changing conditions and the impact of external and internal factors.

We have reviewed the general characteristics and will analyze the business activities of the enterprise, focusing on the key aspects that determine its functioning and competitiveness.

The enterprise under consideration in this paper is a representative of the agricultural sector and is called Agricom Group. It specializes in the cultivation of agricultural products and their subsequent sale in various markets. The company's activities are aimed at satisfying the demand for quality products and providing consumers with healthy and safe food raw materials.

One of the main activities of Agricom Group is growing crops and breeding livestock. To achieve these goals, the company uses large land plots and modern equipment, as well as engages qualified personnel.

The result of these activities is the production of high quality products, which are then offered on the market for sale. One of the factors that is of great importance for the success of business activities is the effective management of resources and processes at the enterprise. In this case, several key aspects of Agricom Group's HR management can be distinguished.

One of the important management tasks is to organize work on the farm and in the fields. This affects the productivity and quality of work of the staff.

Their contribution to the company's development depends on the proper selection and training of employees. It is necessary to ensure that all employees have the proper level of qualifications and knowledge.

Effective management involves constant monitoring of the fulfillment of tasks and compliance of processes with quality requirements.

Ensuring proper incentives and motivation for staff helps to maintain a high level of productivity and employee satisfaction.

Agriculture is constantly evolving, so it is important to introduce new technologies and methods of work to optimize processes.

The success of Agricom Group largely depends on how effectively it implements and uses the process approach to HR management. This approach is aimed at achieving internal efficiency, optimizing work processes and maximizing staff productivity.

The process approach involves identifying and documenting the key business processes of the enterprise, developing instructions and standards for their implementation, as well as continuous monitoring and analysis of the results.

It allows the company to reduce costs, improve product quality, increase efficiency and competitiveness in the market.

The application of the process approach to HR management opens up opportunities for Agricom Group to improve all aspects of its operations. From optimizing production processes and reducing costs to improving product quality and employee satisfaction, these are just a few of the benefits that can be achieved through the process approach.

Thus, the general characteristics and analysis of Agricom Group's business activities confirm the relevance and feasibility of implementing a process approach to human resources management in this company. This approach can be a key factor in achieving success and sustainability in the market of agricultural goods and services.

2.2. Research of financial and economic activity of the enterprise

The economic management subsystem of Agricom Group presents itself as a key component in the company's management, based on a detailed analysis of various economic indicators.

This system is designed to take into account and analyze numerous aspects of the company's financial health, market activity and profitability.

The key economic indicators that are subject to careful analysis and monitoring are summarized in Table 2.3 and allow the company's management to obtain a clear picture of the company's financial condition.

Table 2.3

Key economic indicators of the company

Indicators	Year			Deviation absolute, +/-		
	2022	2021	2020	2022/2021	2021/2020	2022/2020
Revenue, UAH million.	9470237	8225588	7817848	1244649	407740	1652389
Gross profit, UAH ths.	2666978	739409	2261784	1927569	1522375	405194
Profit from operating activities, UAH thousand.	2239518	237307	1027771	-2476825	1265078	1211747
Net profit, UAH thousand.	422905	486412	2053123	509317	1566711	2076028
Assets, thousand UAH	18518475	17777909	17249877	740566	528032	1268598
Shareholders' equity, UAH thousand.	4676228	5316479	3382475	640251	1934004	1293753
Property, plant and equipment (net book value), UAH thousand	4008981	3317783	3298765	691198	19018	710216
Return on equity	2,4	2,5	2,4	0,1	0,1	0,0
Revenue per employee, UAH thousand.	4358	3600	4042	758	443	316
Net profit per employee, UAH thousand.	11	-213	-1062	223	849	1072
Capital equipment, thousand UAH/person	1845	1452	1706	393	254	139
Return on assets, %.	0,12	-2,74	-11,90	2,86	9,17	12,03
Return on equity, %, in	0,49	-9,15	-60,70	9,64	51,55	61,19
Profitability of operations, %.	0,24	-5,91	-26,26	6,16	20,35	26,50

This table includes key indicators that determine the efficiency of Agricom Group's operations and allow us to make informed decisions.

The dynamics of Agricom Group's financial results in 2020-2022 is shown in Figure 2.6.

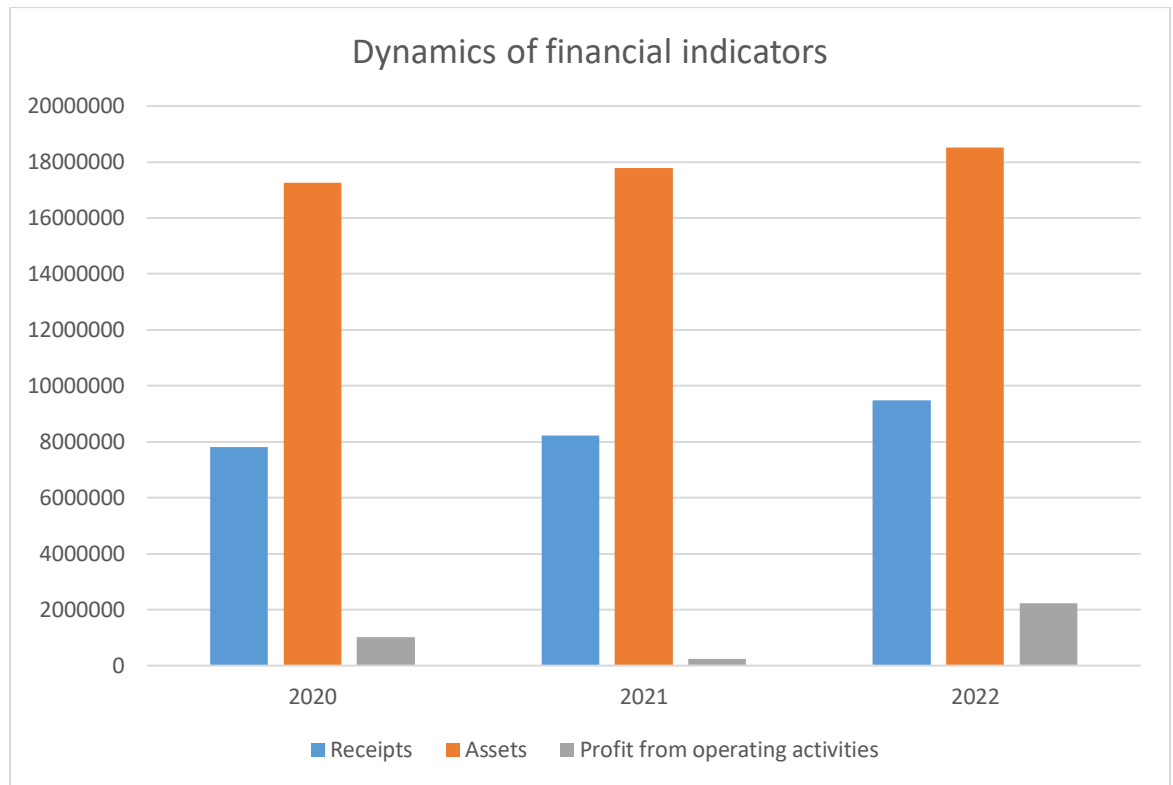


Fig. 2.6. Dynamics of Agricom Group's financial results in 2020-2022

*created by author

In particular, one of the most important indicators is profitability, which determines the ratio between revenue and total costs. This indicator is an important tool for determining how efficiently a company uses its resources and generates profit.

High profitability may indicate a successful business. Another important indicator is the volume of financial assets. This indicator indicates the financial potential of the company and its ability to invest in business development and invest in new opportunities. Analyzing costs and their structure is also an important part of economic management.

A detailed study of expenses allows you to identify areas where you can optimize and reduce costs. In addition, financial condition indicators, such as liquidity, are calculated to assess the company's readiness to pay current obligations and overcome financial difficulties. This helps the company plan its financial operations and avoid liquidity shortages.

All these indicators together create an objective picture of Agricom Group's economic condition and provide important information for strategic decision-making.

Now let's look at the financial performance of the company for a slightly longer period, for 2017-2021. The data are presented in Table 2.4.

Table 2.4.

Key financial indicators of the enterprise

Indicators	Years				
	2017	2018	2019	2020	2021
Investitions, mln	9,2	1,9	1,2	1	0,8
Banking portfolio, mln.	5,9	10,1	13,1	12	9,3
Revenue, mln.	23,7	20,8	21,6	19,7	-
Brand market share "Dobrodiya Foods, %.	-	10,4	11,9	13	13,7
Share of exports in sales of Dobrodiya Foods products, %.	7	20	39	53	70
Production capacity of Dobrodiya Foods, % (MP)	-	49	51	80	84
Number of innovative projects implemented during the period	3	3	4	3	3

Next, we will analyze the main economic indicators of the company's financial performance by calculating and analyzing the cost price, which is shown in Table 2.5

Table 2.5

Analysis of the cost of production

Costs	2020		2021		2022	
	mln UAH	%	mln UAH	%	mln UAH	%
Material costs	67437,0	70,6	67601,7	91,8	95960,7	92,2
Labour costs	1532,0	1,6	1703,6	2,3	2206,9	2,1
Deductions for social events	694,0	0,7	726,4	1,0	1017,2	1,0
Depreciation and amortisation	313,0	0,3	427,5	0,6	618,6	0,6
Other operating expenses	25557,0	26,8	3165,4	4,3	4247,6	4,1
Total	95533,0	100	73624,6	100	104051,0	100

Continuation 2.6

2021								
Indicators	Availability at the beginning of the year		Profit		Out		Availability at the end of the year	
	mln UAH	%	total	income	total	liquid.	mln UAH	%
Total OSES	14023,0	100	121493	1410,0	1974,0	-	24542,5	100
incl. Gross fixed assets of the main activity	14023,0	100	121493	1410,0	1974,0	-	24542,5	100
Other industries	-	-	-	-	-	-	-	-
Non-productive offices	-	-	-	-	-	-	-	-
2022								
Indicators	Availability at the beginning of the year		Profit		Out		Availability at the end of the year	
	mln UAH	%	total	income	total	liquid.	mln UAH	%
Total fixed assets	24542,5	100	13956,0	13845,7	1527,3	0,1	357971,2	100
incl. G&A of the main activity	24542,5	100	13956,0	13845,7	1527,3	0,1	357971,2	100
PPE of other industries	-	-	-	-	-	-	-	-
Non-productive fixed assets	-	-	-	-	-	-	-	-

Paying attention to the indicators of the revenue-to-cost ratio of the Quota, we can observe significant changes in their dynamics over three years - 2020, 2021 and 2022. This ratio is an important tool for determining the efficiency of a company's operations and its ability to generate profit relative to costs.

In 2020, the QoE was 11.86%, which may indicate that for every hryvnia the company spent, it received only 11.86 hryvnia of profit. Such a low ratio may indicate cost efficiency, but not very high profitability.

In 2021, the QoE increased sharply to 32.87%. This indicates a significant improvement in cost efficiency compared to the previous year. According to this indicator, we can say that the company began to generate more profit from each invested hryvnia, which is a very positive signal.

However, in 2022, the QoE fell to 23%. This dynamics can be caused by various factors, including changes in production volumes, raw material prices, or changes in the company's strategy.

A decrease in the Quota is not necessarily a negative development, but it indicates that the company may need to improve its cost efficiency.

As for the Q/Q ratio, it shows the ratio of profit to expenses.

In 2020, the ratio was 48%, which means that the company received 48 kopecks of profit for every hryvnia of expenses.

In 2021, this figure dropped to 24.21%, and in 2022, it decreased to 12%.

This may indicate that profit relative to expenses has decreased, which may be due to changes in market conditions, competition, or other factors.

In general, the dynamics of the Qvod and Qvb indicators indicate important changes in the company's performance, its ability to generate profit and optimize costs. It is important to analyze these indicators to make informed strategic decisions.

Table 2.7

Analysis of the structure of fixed assets

Main assets	2020		2021		2022	
	mln UAH	%	mln UAH	%	mln UAH	%
1. Buildings and structures	22025	50,34	21614	35,54	32477,5	31,08
2. Machinery and equipment	11426	35,45	22578	56,76	45103,2	64,00
3. Vehicles	1176	4,37	171	3,76	286,1	3,59
4. Tools, appliances, inventory (furniture)	143	0,02	524	1,14	387,9	1,10
Other operating systems	4395	9,82	1273	2,80	318,5	0,23
Total	38023	100	44542	100	79371,2	100

Source: compiled by the author based on company data

The analysis of the structure of the company's fixed assets for three years - 2020, 2021 and 2022 - indicates changes in the distribution of these assets and possible impacts on the company's financial condition.

Let's start with the year 2020. This year, there are four groups of fixed assets, and each of them has its own percentage contribution to the overall structure. The first group includes 50.34% of assets, the second - 35.45%, the third - 4.37%, and the fourth - only 0.02%. It should be noted here that the second group of fixed assets has a significant share in the structure, which may indicate significant investments in this type of asset.

In 2021, there were some changes in the distribution of fixed assets. The share of assets from the first group (50.34%) decreased to 35.54%, which may indicate a possible reorganization or reduction in the amount of assets in this group. The third group also decreased from 4.37% to 3.76%. On the other hand, the second group increased from 35.45% to 56.76%, which indicates important investments in this type of assets. The fourth group also increased from 0.02% to 1.14%.

In 2022, there is a further increase in the second group of fixed assets to 64.00% compared to 56.76% in 2021. This may indicate a continued high level of investment in this

type of asset. The other groups saw decreases: the first group decreased by 31.08%, the third by 3.59%, and the fourth by 1.10%. These changes can be caused by various factors, such as strategic decisions of the company, changes in market conditions, or demand for specific types of assets. An increase in investment in certain groups of fixed assets may indicate the company's strategic development in these areas, while a decrease in other groups may be the result of asset optimization or a change in the company's priorities.

Table 2.8

Indicators of movement and utilization of material costs and balances in finished goods warehouses of Agricom Group in 2020-2022

Indicators	Year Absolute deviation			Year Absolute deviation			
	2022	2021	2020	2022 / 2021	2021/ 2020	2022 / 2020	2022 / 2020, %
Inventories at the end of the year (production), UAH	1624761	693432	382765	931329	310667	1241996	76,4
Cost of sales (goods, works, services), UAH thousand	6803259	7486179	5556064	-682920	1930115	1247195	18,3
Material costs, UAH thousand.	6461339	7758747	7468027	-1297408	290720	-1006688	-15,6
including used inventory	4699332	5642937	4908734	-943605	734203	-209402	-4,5
Share of used inventory in cost of sales of sales	0,691	0,754	0,883	-0,063	0,130	-0,193	27,9
Purchased inventories, UAH thousand.	6269730	4711608	4598067	1558122	113541	1671663	26,7
The ratio of used and purchased of production inventory	0,750	1,198	1,068	-0,448	0,130	-0,318	-42,4

Analyzing the general indicators of the movement of material costs and finished goods inventories of Agricom Group in the period from 2020 to 2022, we can identify interesting trends that indicate changes in the company's material management and production.

Firstly, it should be noted that the volume of inventory (goods and materials) used increased by UAH 209,402 thousand, which is a 4.5% increase compared to 2020. However, an important aspect is the decrease in the share of materials in the cost of sales. In 2020, this

share was 88.3%, but in 2022 it decreased to 69.1%. This indicates optimization of the use of materials and possible increased control over their use in production.

Second, it is important to note the dynamics of the ratio of used to purchased inventories. In 2020, this ratio was 1.068 units, and in 2022 it decreased to 0.75 units, which means a 42.5% decrease. This may indicate more efficient inventory management and a reduction in excessive inventory.

These trends indicate a positive development in inventory management and optimization of material utilization, which can contribute to Agricom Group's efficiency and competitiveness in the market.

Figure 2.1 can provide a more visual representation of these dynamic changes in the company's material and inventory movements.

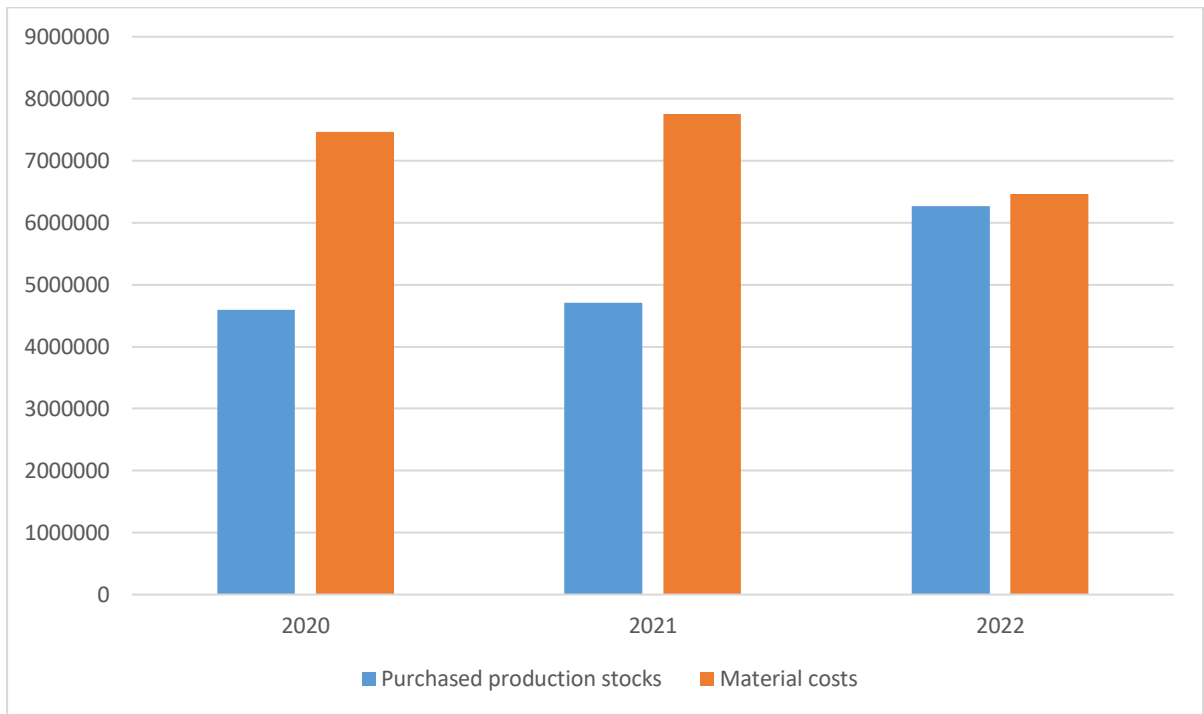


Fig. 2.7. Dynamics of the company's materials and inventory movement

The analysis of the data in Figure 2.5 shows that Agricom Group made changes to its cost structure and production technologies in 2020-2022. The main trend is a decrease in

production costs and material costs. This demonstrates the company's desire to optimize costs and increase production efficiency.

However, this optimization has also led to a decrease in the utilization of material costs and finished goods inventory. This may be due to changes in production technologies, as well as to the specifics of supply and storage of materials in the warehouses of the company's sales and operating divisions.

These changes indicate that Agricom Group is actively working to optimize its operations to reduce costs and increase efficiency, which can help it maintain a competitive position in the market and ensure sustainable growth in the future.

Therefore, the company's performance indicators are an important tool for assessing its success and stability in the market. Agricom Group, thanks to its high professionalism, innovative approach and focus on high standards, can be proud of its impressive achievements and impressive performance.

One of the key indicators that the company pays attention to is the volume of production. Agricom Group strives to constantly increase production volumes, which is a sign of the company's growth and development. This is achieved thanks to a large raw material base, own land plots and modern production facilities. The annual increase in production volumes allows the company to meet customer demand and strengthen its market position.

The volume of exports is also an important indicator. Agricom Group is actively developing its international business and exports its products to more than 40 countries. This demonstrates the company's high competitiveness in the international market and its ability to attract new customers. Exports contribute to the expansion of sales geography and a diverse customer portfolio.

Financial performance is also an important component of Agricom Group's success. The company demonstrates stable financial results that reflect its effective financial strategy. Increased sales and profitability demonstrate efficient use of resources and financial management. In addition, the company invests heavily in the development and

modernization of its production facilities, which helps to increase efficiency and competitiveness.

Of course, market demand for Agricom Group's products is also an important aspect. The steady growth in demand demonstrates the high consumer value and popularity of the company's products among consumers. A diverse range of products, including gluten-free products, cakes, bread, cereals and others, meets the diverse needs of customers and helps to increase sales.

Innovations and research are also indicators of success. Agricom Group is always open to introducing the latest technologies and developing new products. This innovative approach allows the company to maintain competitiveness and enter new markets.

Overall, Agricom Group's performance reflects confidence in its success and potential for future growth. The company not only achieves impressive results, but also continues to develop and expand its operations, making it one of the leading companies in the food industry in Ukraine and abroad.

Studying the financial and economic activities of an enterprise is an important part of analyzing its condition and development. We have reviewed the financial aspect of Agricom Group's activities in detail and analyzed key financial indicators that reflect the financial health and sustainability of the company.

Agricom Group is engaged in agriculture, which is an important industry for many countries, including Ukraine. Crops growing and livestock breeding are the main areas of its operations. The main objectives are to produce quality products, sell them and ensure profitability.

One of the key aspects of the company's financial and economic activities is efficient management of financial resources. Agricom Group owns significant land areas and modern equipment for agricultural production. Efficient use of these resources is an important task to ensure the economic efficiency of the company's operations.

The analysis of Agricom Group's financial performance points to a number of important conclusions. One of the most important characteristics is the liquidity of the company, which

determines its ability to repay its obligations to creditors in a timely manner. Sufficient working capital is essential to ensure financial stability. Another important indicator is the profitability of the company, which indicates its ability to operate profitably.

The analysis also allows us to identify factors that may affect the financial position of Agricom Group. These may include changes in prices for agricultural products, weather conditions, rising costs of raw materials and supplies, and market conditions.

Agricom Group's successful financial performance can be achieved through careful planning, cost control, efficient use of resources and prudent risk management. Another important factor is the diversification of activities, which can reduce the impact of external factors on financial stability.

Therefore, the financial and economic activities of Agricom Group require constant analysis and improvement to ensure its sustainability and competitiveness in the market. Careful management of financial resources and an effective strategy will help to achieve these goals and ensure further development of the company.

2.3 Analysis of the company's foreign economic activity

The foreign economic activity of Agricom Group is crucial for its success and continuous development. As a food producer and supplier, Agricom Group actively interacts with international organizations and partners to achieve its strategic goals in the global market. It is worth considering the details of how Agricom Group expands and strengthens its foreign economic activity and cooperation with international organizations. Agricom Group focuses on the effective use of international market opportunities to ensure sustainable growth and expand its influence. Let's take a look at the most important aspects of its foreign economic activity. The company's foreign economic activity is shown in Figure 2.8.



Fig. 2.8 Foreign economic activity of the company

*created by the author

Let's take a closer look at the main aspects of the company's foreign economic activity.

Exporting products is one of the key strategies of Agricom Group to develop and enhance its international competitiveness. Active expansion of the global presence is an integral part of the company's activities and has a significant impact on its success and achievement of strategic goals. Let's take a closer look at this aspect.

Exporting products is an important strategic direction for Agricom Group, as the company specializes in food production. Exports allow the company to expand its audience and markets, ensuring a stable demand for its products. In addition, this process helps to spread Agricom Group's brand around the world, increasing consumer confidence.

Agricom Group exports a variety of food products that include different product categories. The main products exported by the company include:

1. Grain. One of the main products exported by Agricom Group is grain. Grains of various crops, such as wheat, corn, barley and others, are important agricultural products used in various food industries.

2. Oil. Oil is another important component of the company's export portfolio. It

can be produced from various raw materials, such as sunflower, soybean, rapeseed, and others, and is used for cooking and other products.

3. Flour and cereals. Agricom Group also exports flour and cereals, which are important components of the diet of consumers in different countries. They can be produced from different types of grain and provide consumers with high quality products.

4. Ready-to-eat products. Agricom Group also produces ready-to-eat products, such as canned food, snacks and others, which can be in demand on international markets.

Agricom Group exports its products to more than 40 countries. This includes countries in Europe, Asia, North and South America, Africa and many other regions. Such a wide geographical coverage allows the company to diversify risks and ensures its resilience in case of changes in certain market segments.

To ensure successful exports, Agricom Group adheres to high standards of quality and safety of its products. The company is regularly audited and certified to ensure that its products meet international standards and requirements.

One of the competitive advantages of Agricom Group is its ability to adapt to the different requirements of different markets and consumers. The company is working on developing innovative products that meet the needs of different audiences.

Agricom Group actively uses marketing and brand to support its exports. The company develops and promotes its brands in international markets, building consumer trust and loyalty.

The company continues to develop its foreign economic activities, expanding its product range and markets. It is also considering opportunities for new partnerships and strategic collaborations to strengthen its positioning in international markets.

Overall, exporting products is an important element of Agricom Group's global strategy, helping the company to increase sales, expand its geographic presence and raise its brand awareness around the world.

The next aspect of -is strategic partnerships. Strategic partnerships are a key component of Agricom Group's successful operations. This company places great emphasis

on cooperation with other players in the food industry market, and this is of great importance for its development and achievement of strategic goals.

Let's take a closer look at this aspect and define how Agricom Group builds its strategic partnerships and how they affect its business.

Strategic partnerships are special agreements and cooperation between two or more organizations to achieve common goals that may not be achievable by each party individually. In the case of Agricom Group, strategic partnerships are seen as a means of expanding the range of products, developing new markets and strengthening positions in existing markets.

It is important to note that Agricom Group carefully selects its strategic partners. They are selected based on several criteria, including compatibility of goals, resources and strategies. Partners should complement each other and have a common interest in achieving specific objectives.

One of the key aspects of Agricom Group's strategic partnerships is joint product development. This may include joint research and development work, technology and knowledge sharing, as well as co-financing of projects. This approach allows the company to expand its product range and offer consumers new and high-quality products.

Cooperation with strategic partners allows Agricom Group to access new markets and expand its global presence. The partners may have their own resources and distribution networks that help the company penetrate new markets and gain new customers.

Another advantage of strategic partnerships is the ability to reduce risks. Joint financing of projects, sharing of resources and expert support can reduce financial and operational risks associated with the implementation of new initiatives.

Collaboration with strategic partners stimulates innovation and development. Sharing ideas and best practices helps to improve processes and increase the company's competitiveness.

Strategic partnerships are an important tool for Agricom Group in achieving its business goals and developing in international markets. Cooperation with other players in the industry

allows the company to expand its product range, expand its geographical presence and reduce risks. This approach contributes to innovation, development and strengthening of Agricom Group's position in the global food industry.

To strengthen its presence in the international market and increase the recognition of its products, Agricom Group actively participates in international exhibitions and fairs. This activity opens up many opportunities for the company, including the opportunity to present its products to a wide international audience, meet potential customers and partners, and learn about the latest trends in the food industry.

Participation in international exhibitions and fairs is an effective way for Agricom Group to promote its products on a global scale. In this context, the company acts not only as a producer, but also as a representative of the Ukrainian agricultural sector as a whole. An important aspect of this activity is the opportunity to create a positive image of Ukraine as a reliable supplier of quality agricultural products.

The involvement of a national company in international events also helps to expand its network of contacts and cooperation with other players in the global food industry. This can lead to new export agreements and contracts, as well as the creation of strategic partnerships for further business development.

In addition to participating in exhibitions and fairs, Agricom Group actively cooperates with international organizations and agencies that specialize in supporting and developing agriculture and food trade. This cooperation can take various forms, including participation in programs to support the agricultural sector, attracting financial support, and obtaining information about new opportunities and standards in the global agricultural market.

This exchange of information and resources allows Agricom Group to keep abreast of current trends and market conditions, as well as to adapt its strategy to changing conditions and customer requirements.

In particular, the company can be informed about new safety and product quality standards, which allows it to meet the requirements of international markets and ensure the high quality of its products.

Therefore, participation in international exhibitions and cooperation with international organizations are important elements of Agricom Group's foreign economic activity, helping it to increase its competitiveness and expand its opportunities in the global food industry market.

Agricom Group actively cooperates with international organizations and agencies focused on promoting the development of agriculture and food trade. This cooperation opens up opportunities for the company to participate in programs to support and develop the agricultural sector and provides it with access to information about new prospects and standards in the global agricultural market.

In the context of this cooperation, Agricom Group may participate in various initiatives and programs aimed at supporting the agricultural sector and increasing its competitiveness. This may include financial support for agricultural projects, training and consultancy for farmers and agricultural enterprises, as well as partnerships for joint implementation of projects in agriculture.

In addition, Agricom Group receives information on current trends and standards in the global agricultural market from international organizations and agencies. This information helps the company to keep abreast of the changing market situation and adapt its strategy to meet new requirements and opportunities.

An important aspect of this cooperation is the exchange of experience and best practices with other agricultural sector players and international partners. This exchange can lead to the creation of new innovative solutions and improvement of product quality, which, in turn, contributes to the competitiveness of Agricom Group in the international market.

In general, cooperation with international organizations and agencies is an important element of Agricom Group's foreign economic activity, which allows the company to respond effectively to changes in the global agricultural environment and expand its opportunities in the international food industry market.

Agricom Group actively cooperates with international organizations and agencies focused on promoting the development of agriculture and food trade. This cooperation opens

up opportunities for the company to participate in programs to support and develop the agricultural sector and provides it with access to information about new perspectives and standards in the global agricultural market.

In the context of this cooperation, Agricom Group may participate in various initiatives and programs aimed at supporting the agricultural sector and increasing its competitiveness. This may include financial support for agricultural projects, training and consulting for farmers and agricultural enterprises, as well as partnerships for joint implementation of projects in agriculture.

In addition, Agricom Group receives information on current trends and standards in the global agricultural market from international organizations and agencies. This information helps the company to keep abreast of changes in the market and to adapt its strategy to new requirements and opportunities.

An important aspect of this cooperation is the exchange of experience and best practices with other agricultural sector players and international partners. This exchange can lead to the creation of new innovative solutions and improvement of product quality, which, in turn, contributes to the competitiveness of Agricom Group in the international market.

In general, cooperation with international organizations and agencies is an important element of Agricom Group's foreign economic activity, which allows the company to respond effectively to changes in the global agricultural environment and expand its capabilities in the international food industry market.

The next factor -is quality. To successfully conduct foreign economic activity, Agricom Group must comply with international standards of product quality and safety. This includes relevant certifications and audits to confirm that products meet the requirements of international markets.

For Agricom Group's successful foreign economic activity, it is important to comply with high international standards of quality and safety of its products. This means that the company must meet the strict requirements and standards set by international markets.

To achieve these goals, Agricom Group implements a number of measures and procedures. One of the key aspects is product certification. This means that the company applies to well-known international organizations and agencies that evaluate and verify the quality of its products.

The certificates issued after successful certification show that Agricom Group's products meet the requirements and standards of safety and quality in the global market. This gives customers confidence and helps us to enter international markets with high quality and safe products.

In addition, to maintain compliance with international standards, Agricom Group is regularly subject to audits and inspections. These audits may be conducted by independent experts or representatives of international organizations. They evaluate production processes, quality management and compliance with safety standards at the enterprise.

The results of the audits help identify possible shortcomings and improve the quality and safety control system. In addition to certifications and audits, Agricom Group also cooperates with specialized consulting agencies and experts in the field of product quality and food safety. This cooperation allows the company to keep abreast of the latest trends and new quality and safety requirements in international markets.

In general, compliance with international quality and safety standards is extremely important for Agricom Group in the context of its foreign economic activities. This helps the company to maintain and expand its position in international markets and ensures a high degree of trust from customers and partners.

To ensure financing of its foreign economic activities, Agricom Group has established effective cooperation with international banks and financial institutions. This cooperation is an important component of the company's successful expansion into international markets and development of its foreign economic operations.

One of the key financial aspects of foreign economic activity is access to the necessary financial resources for export and import operations. Agricom Group cooperates with

international banks to obtain loans, financial support and other financial services that help to ensure sufficient resources for its international operations.

This cooperation allows Agricom Group to effectively manage financial risks associated with currency fluctuations, changes in raw material prices and other factors that may affect its foreign economic activities. With the help of financial instruments provided by banks, the company can effectively ensure financial stability and reliability in the context of international business.

In addition, cooperation with international financial institutions allows Agricom Group to receive consultations and expert support in financial management and strategic planning.

This contributes to the efficient use of financial resources and planning of financial strategies to achieve maximum results in foreign economic activity. In general, Agricom Group's cooperation with international banks and financial institutions creates a solid financial foundation for its foreign economic operations and helps the company to successfully develop its international activities.

Agricom Group's foreign economic activity is an important and complex aspect of its business. To ensure successful development in international markets, the company actively cooperates with international logistics companies. This cooperation plays a key role in ensuring fast and reliable deliveries of its products to foreign markets.

International logistics is one of the important aspects of Agricom Group's foreign economic activity. The company must ensure that its products reach customers around the world on time and in the best possible condition. For this purpose, Agricom Group cooperates with professional logistics companies that have extensive experience in international transportation and distribution.

This cooperation allows Agricom Group to optimize logistics processes, reduce costs and improve the quality of customer service. The company's logistics partners help to solve various tasks, from harvesting and packaging to customs clearance and delivery to end customers.

Agricom Group's successful foreign trade activities also require consideration of many other aspects, such as political stability, economic conditions and product quality requirements. The company takes into account all these factors and actively cooperates with international organizations and partners to achieve its strategic goals in international markets.

In general, Agricom Group is confidently moving in the global foreign economic space due to its comprehensive approach to cooperation with international organizations, logistics partners and other international business participants. Such cooperation helps the company not only to expand its global sales, but also ensures that Agricom Group's foreign economic activities are of high quality and reliability.

To further improve Agricom Group's operations and its successful expansion in the international market, a number of strategic directions and measures can be considered.

First is the development of new markets. One of the ways to increase the competitiveness of Agricom Group is to expand the geography of its operations. The company can explore new markets and countries with demand for its products and infrastructure to supply them. An effective study of the market characteristics, legislation and cultural aspects of each country will help to successfully enter new markets and maintain sustainable growth.

The second is product diversification. An agricultural company may consider diversifying its products by adding new products or categories. This may include expanding the range of food products or producing higher value-added products, such as organic products or ready-to-eat meals. Diversification will help a company reduce risks and dependence on certain products or markets.

Third is innovation and research. Innovations in agriculture and the food industry can significantly improve the productivity and quality of Agricom Group's products. Investing in the research and development of new technologies for growing, processing and storing crops will allow the company to increase yields, reduce costs and ensure consistent product quality.

The fourth is cooperation with local farmers. An agricultural company may consider opportunities to cooperate and support local farmers and agrarians. A joint program of growing and processing agricultural products can ensure a stable supply of high quality raw materials, as well as contribute to the development of the local agricultural sector.

Fifth is social responsibility. Agricom Group may actively emphasize social responsibility and sustainable development. This includes the introduction of environmentally friendly technologies, support for local communities, and openness in relations with consumers and partners.

Sixth - quality control and safety standards. Continuous quality control and compliance with international safety standards are critical to success in international markets. The company should invest in modern quality control systems and staff training to ensure compliance with market requirements.

Seventh - financial stability. Ensuring financial stability and access to resources for further growth will help Agricom Group in its foreign economic activities. Cooperation with international banks and financial institutions can provide the necessary capital for expansion and development.

Eighth - supply chain management. Effective supply chain management, including logistics and warehousing, can help reduce costs and ensure speed of delivery in international markets. Supply chain optimization can also help address sustainability and environmental issues.

Ninth - marketing. Effective marketing can help Agricom Group position its products on the international market. Growing attention to the quality, origin and environmental aspects of products creates opportunities to increase brand awareness and attract new customers.

And the tenth is cooperation with consumers and partners. Establishing open and long-term cooperation with customers and partners can ensure sustainable relationships and mutual benefits. By taking into account the needs and requirements of markets and

customers, Agricom Group can create excellent relationships that will contribute to the company's sustainable development.

Agricom Group has significant potential for further growth and development in the international market. Improvements in the above areas will help the company to maintain its place in the competitive market and reach new heights in foreign economic activity.

The analysis of Agricom Group's foreign economic activity shows that the company is taking an active and successful approach to developing its presence in the international food market. In a world where international trade and global interconnections are becoming increasingly important, Agricom Group has managed to achieve significant success in cooperation with various international organizations, develop strategic partnerships and establish supplies to more than 40 countries. The key aspects of the success of Agricom Group's foreign economic activity are:

— Exports to more than 40 countries: Agricom Group is actively expanding its global presence, supplying a variety of food products to international markets, including grain, oil, flour, cereals and ready-to-eat products. This demonstrates the high level of competitiveness and quality of their products.

— Strategic partnerships: Agricom Group develops strategic partnerships with various international organizations, agencies and governmental institutions to promote the development of agriculture and food trade. This allows the company to participate in programs to support and develop the agricultural sector, as well as to gain access to new opportunities and standards in the global agricultural market.

— Participation in international exhibitions and fairs: Agricom Group actively participates in international exhibitions and fairs, which allows the company to present its products to a wide international audience, meet potential customers and partners, and learn about the latest trends in the food industry. This activity at exhibitions helps the company to expand its contacts and increase sales.

— Cooperation with international logistics companies: the company actively cooperates with international logistics companies, which helps to ensure the speed and

reliability of product deliveries. This is especially important in the food industry, where preserving the quality and shelf life of products plays an important role.

— Compliance with international quality and safety standards: Agricom Group pays great attention to compliance with international quality and safety standards. This includes certifications and audits that confirm the compliance of products with the requirements of international markets.

In general, Agricom Group's foreign economic activity is characterized by success and activity in the international food market. The company demonstrates the ability to adapt to global challenges and increase its presence in the world, providing access to quality food for consumers around the world.

The analysis of Agricom Group's business, financial and economic activities demonstrates its stable and successful position in the agricultural sector. The company focuses on growing and processing crops and selling its products on the international market.

Summarizing the key aspects of its operations, we can highlight several important points.

Agricom Group has a significant raw material base in Ukraine, which allows it to grow crops on its own and control the production processes. This provides a reliable source of raw materials for processing and production of high quality products.

The company is actively developing sales markets both in Ukraine and abroad, exporting its products to more than 40 countries. This is evidence of a successful sales and marketing strategy aimed at expanding its global presence. The company combines the cultivation of crops with their further processing. This integrated approach allows us to control the quality and efficiency of production at all stages.

Agricom Group actively cooperates with various international organizations and agencies that promote the development of the agricultural sector and food trade. This cooperation allows the company to access new opportunities and standards in the global agricultural market.

From a financial point of view, Agricom Group is characterized by stability and growth. Despite changes in the level of material costs and other indicators, the company is able to maintain high financial stability and invest in development.

As a result, Agricom Group is a successful agricultural production and processing company. Its high quality products, active foreign economic activity and cooperation with international partners make it an important player in the global agricultural market. Nevertheless, the company must continue to improve its processes, adhere to high quality and safety standards, and participate in the development of the industry to remain competitive in the future.

CHAPTER 3.

RECOMMENDATIONS FOR IMPROVING THE PROCESS APPROACH TO ENTERPRISE PERSONNEL MANAGEMENT

3.1. The main directions of improvement of the researched enterprise

Improvements in Agricom Group's operations may include a number of key areas aimed at increasing the efficiency and sustainability of the business. Some key areas of improvement are shown in Figure 3.1.

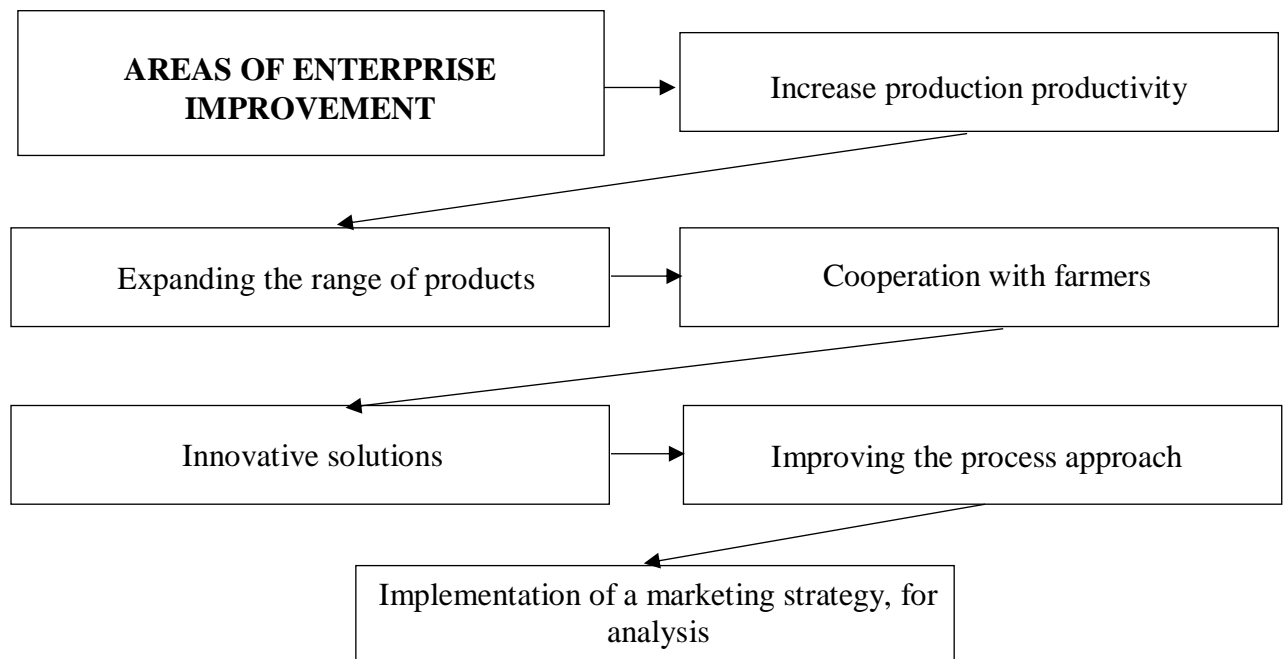


Fig. 3.1 Key areas for improving the company's operations

*created by the author

Let's take a closer look at each of these aspects.

So, the first aspect is increasing production productivity. Increasing production productivity is a key aspect for Agricom Group and any agro-industrial enterprise. This strategy is aimed at increasing the production of crops and products while minimizing costs and resources.

To achieve this goal, Agricom Group implements various approaches and technologies that help to increase productivity and optimize production processes.

One of the main ways to achieve increased productivity is to use the latest technologies. Agricom Group is actively implementing modern agrotechnical solutions, such as agricultural machinery and equipment, which allow us to optimize the processes of sowing, tillage, irrigation and harvesting.

The use of automated systems and GPS technology helps to ensure accurate and efficient agricultural operations. In addition, optimization of growing processes is an important aspect. Agricom Group studies and implements advanced crop management practices, such as developing optimal sowing schemes, using high-quality varieties and hybrids, and maintaining soil fertility.

This helps to ensure high quality and quantity of crops. Another important component of increasing productivity is the use of innovative methods of cultivation and harvesting. Agricom Group invests in the development and implementation of the latest technologies, such as automated harvesters and product sorting systems. This allows us to increase the speed and quality of harvesting, as well as reduce losses during processing.

As part of its productivity strategy, Agricom Group also actively cooperates with scientific institutions and research centers to study and develop new agricultural technologies.

This cooperation allows the company to remain at the forefront of pharmaceutical research and development in the agricultural sector. All these measures are aimed at achieving greater efficiency and productivity of agricultural production at Agricom Group, which, in turn, contributes to the company's stability and success in the food market.

The second aspect is the expansion of the product range. Expanding the product range is an important strategy for Agricom Group in its efforts to increase its competitiveness and open up new opportunities in the agricultural market. This aspect includes a number of key factors and approaches aimed at expanding the company's product range.

To begin with, Agricom Group should consider growing and processing new types of crops. This may include plants that are popular in the local market or show increased demand internationally. New crops can be selected based on market analysis and consumer needs.

The company should invest in research and development to learn about new crops, their properties, cultivation and processing methods. This will allow the company to understand the features of new products and ensure their high quality.

Expanding the product range may also include the development of new products based on new types of raw materials. Agricom Group may consider opportunities to produce new products, including fortified foods, organic products, or products with high value added.

After introducing new products to the market, the company should develop a marketing strategy for their successful introduction. This includes promotion planning, advertising, and pricing strategies.

Agricom Group can interact with customers and potential partners based on their needs and requirements. This can help determine which products are in the highest demand and which new crops may be of interest to consumers.

Expanding the range of products also involves risks, such as unfamiliar markets, competition, and unpredictable factors. Agricom Group needs to develop strategies to manage these risks and ensure the sustainability of its operations.

The company should establish a system for monitoring and tracking the results of new products. This will allow to identify and correct possible problems in time and optimize the strategy of expanding the product range. Expanding the product range is an important strategic step for Agricom Group in achieving sustainable growth and successful competition in the agricultural market. This strategy will allow the company not only to expand its market presence, but also to meet the needs of consumers and diversify its operations to ensure sustainable growth and success in the future.

The third aspect is cooperation with farmers. Cooperation with farmers and small businesses is a key aspect of Agricom Group's strategy to ensure stable supplies of raw

materials for its processing. This approach has many advantages and important aspects that can contribute to the development of the company and the agricultural sector as a whole.

1. Securing reliable sources of raw materials. By entering into long-term agreements with farmers, Agricom Group is able to create stable and reliable sources of raw materials for its processing. This helps to avoid shortages of raw materials and ensure a continuous production process.

2. Support for small farms. Cooperation with farmers and small businesses can stimulate the development of the agricultural sector in the region. For many farmers, this can be an opportunity to expand their land plots and increase production. Agricom Group can provide farmers with financial support and technical expertise to improve production.

3. Business relationships on long-term terms. The conclusion of long-term agreements creates sustainable business relations between the company and farmers. This promotes mutual interest in success and trust, which fosters long-term partnerships.

4. Ensuring the quality of raw materials. Agricom Group can provide farmers with recommendations on growing raw materials in accordance with quality requirements. This ensures high quality of raw materials used in the production of products.

5. Social responsibility. Cooperation with farmers and small businesses can increase the company's social responsibility. Assistance in the development of rural communities and support for small farmers can be perceived positively both locally and internationally.

6. Ensuring sustainable growth. Cooperation with farmers can increase production volumes and expand the range of raw materials. This, in turn, can ensure sustainable growth of Agricom Group and its positioning in the market.

Cooperation with farmers and small businesses opens up many opportunities for Agricom Group. It not only ensures a stable supply of raw materials, but also contributes to the development of the agricultural sector and mutual benefits for both the company and farmers. This strategy can contribute to the sustainable growth and success of the company in a changing market and consumer demands.

The fourth aspect is innovative solutions. Innovative solutions have become an important component of Agricom Group's successful operations. This company specializes in the production and distribution of food products and should continue to invest in research and implementation of innovative technologies. Let's take a closer look at what aspects of innovation can be useful for Agricom Group.

The use of modern technologies and methods of crop cultivation can improve productivity and quality of production. Automation of certain processes, such as harvesting, can simplify and speed up production.

The introduction of modern production automation systems can improve the efficiency and accuracy of processes. This may include the use of robots in agriculture and manufacturing, which will reduce labor costs and improve product quality.

Agricom Group may implement environmentally friendly technologies to reduce its negative impact on the environment. This may include the use of biological methods of pest control, efficient use of water resources and implementation of energy-efficient technologies.

Agricom Group may invest in research and development of new products. This may include the creation of new crop hybrids that are more productive and resistant to pests, as well as the development of new food products that meet the modern needs of consumers.

The implementation of analytical systems will allow Agricom Group to collect and analyze production and market data. This will help make better management decisions, forecast demand and respond to changes in a timely manner.

Agricom Group can cooperate with research institutions and universities to conduct joint research and develop innovations. This can help implement new ideas and develop products. Innovation is becoming a key factor in modern agriculture and food industry. Agricom Group has the opportunity to introduce new technologies and approaches to improve the productivity, quality and efficiency of its operations. This will help the company maintain its competitive advantage and respond to changes in the industry.

Fifth aspect - Improving the process approach to human resources management is a key element for improving the efficiency and productivity of any company, including Agricom Group. This aspect involves reviewing and optimizing all HR-related processes in order to achieve better results and achieve the company's strategic goals.

Let's take a closer look at how Agricom Group can improve the efficiency of its HR management through a process approach.

The first and most important step is to conduct a detailed analysis of all existing HR processes. This includes examining the processes of recruitment, performance appraisal, training and development, motivation, performance evaluation and management, and employee relations.

After analyzing the current processes, it is necessary to identify areas where improvements can be made. This may include optimizing processes to reduce unnecessary time and resources, or introducing new approaches to HR management, such as motivation and training systems.

To ensure consistency and efficiency in HR management, Agricom Group can standardize processes and create the necessary documentation, including instructions and policies governing HR relations.

The use of modern information systems and software for HR management can simplify the processes of accounting, monitoring and analyzing data, as well as facilitate interaction between departments and employees.

For effective implementation of HR processes, it is necessary to improve the skills of specialists in this area. Training and education can help employees develop the necessary skills and knowledge.

After implementing improvements, it is necessary to systematically monitor and analyze their results. This will help to identify problems in time and make adjustments to HR processes. Employee engagement: It is important to involve employees in the HRM process, create feedback mechanisms and opportunities for cooperation and initiative from staff.

HR management should be flexible and adaptive to changes in the company's internal and external environment. The company should be ready to respond to changes in business strategy, market conditions and staff needs. Improving the process approach to human resources management will help Agricom Group to ensure greater efficiency and productivity of its staff, make management more transparent and consistent, and support the company's strategic goals on the way to further development and success in the market.

And the sixth aspect is the implementation of an advertising strategy for marketing analysis of the company's activities.

An advertising strategy for a company may include an innovative approach that uses artificial intelligence to achieve the goals of marketing analysis.

The main stages of this strategy are shown in Table 3.1.

Table 3.1.

Stages of advertising strategy for a company

Stage	Brief description
Defining the goals of promotion	At this stage, specific goals and objectives of the advertising campaign are defined. These are increasing brand awareness, increasing sales, attracting new customers, etc.
Identification of the target audience	At this stage, you determine who your target audience is. This includes identifying age groups, interests, consumer behavior, and other factors that will allow you to customize your advertising campaign for maximum effectiveness.
Selection of advertising channels	At this stage, you determine which channels and platforms will be used for advertising. These include social networks, search engines, video hosting, media sites, television, and other media platforms.
Content development	At this stage, advertising content is created to be used in the advertising campaign. These are text ads, videos, banners, articles, infographics, etc.
Setting budgets and deadlines	At this stage, the financial resources allocated for the advertising campaign are determined, as well as the duration of the campaign. The budget should be optimized to achieve the set goals.

Continuation 3.1

Launch and optimization	After the launch of the advertising campaign, its results are constantly monitored and analyzed. If necessary, adjustments are made to achieve the best performance indicators.
-------------------------	---

Each of these stages is important for a successful advertising strategy and requires careful planning and execution.

The first and most important task when developing an advertising strategy for a company is to define the goals of the campaign. Goals are the main guiding factor that will determine the entire course of advertising activities and their effectiveness. They are determined based on business needs and an understanding of market conditions.

One of the main goals, as already mentioned, is to increase sales of the company's services. To do this, you need to set a specific amount of growth and a deadline for achieving it. This goal should be SMART - specific, measurable, attainable, realistic, and time-bound.

Another possible goal is to increase brand awareness among the target audience. This may require the creation of a comprehensive advertising campaign that includes not only online advertising, but also other media channels such as TV, radio, direct mail, and others. Again, this goal should be specific and measurable, for example, using analytics tools to measure the growth of brand awareness among the audience.

Another goal is to expand the geography of sales or attract a new target audience. For example, if a company intends to expand its operations to new regions or markets, this may be a defined goal. To achieve this, various strategies can be used, such as geotargeting in online advertising or developing specialized advertising campaigns.

In addition, it is important to determine the budget that will be allocated to achieve the goals of the advertising campaign. It should be sufficient to ensure the effectiveness of the campaign, but at the same time not exceed the company's capabilities.

Thus, setting goals is the first and most important step in developing an advertising strategy that will help determine the direction of movement and ensure the successful implementation of the company's campaign objectives.

The second step is to analyze the target audience. Analyzing the target audience is a critical component of developing an advertising strategy for a company. Better, we will look at this question from a different angle. Namely, studying, identifying, and creating detailed profiles of the target audience to set up targeted and effective advertising.

The advantages of using artificial intelligence in this context are invaluable. AI allows you to collect a large amount of data from various sources on the Internet. Using data analysis and machine learning algorithms, you can create a detailed profile of each user.

Using this data, you can identify key characteristics of the target audience, such as age, gender, geographic location, social status, etc. It is important to understand that the target audience can be quite diverse, so it is important to segment and identify groups of consumers with similar characteristics.

Then, based on the created profiles, you can develop personalized advertising strategies. For example, ads can be tailored to the interests of a specific audience group or targeted based on their geographic location.

Also, the analysis of online activity allows you to determine the best channels and platforms to reach your target audience. For example, if the audience is actively using social media, then advertising can be focused on these platforms. If they search for information on search engines, search engine marketing can be effective.

It should also be noted that target audience analysis is a dynamic process. Consumers can change their interests and habits, so it is important to constantly update data and analyze it to adapt the advertising strategy. In general, using artificial intelligence to analyze the target audience allows a company to target its advertising to consumers with high conversion potential as efficiently as possible, reducing costs and increasing the effectiveness of advertising campaigns.

The next step is to choose advertising channels. This is one of the most important components of the company's advertising strategy based on the use of artificial intelligence (AI) for marketing analysis. This stage involves analyzing different channels and platforms for advertising in order to maximize efficiency and achieve campaign goals.

Let's take a closer look at this process, which is shown in Figure 3.2.

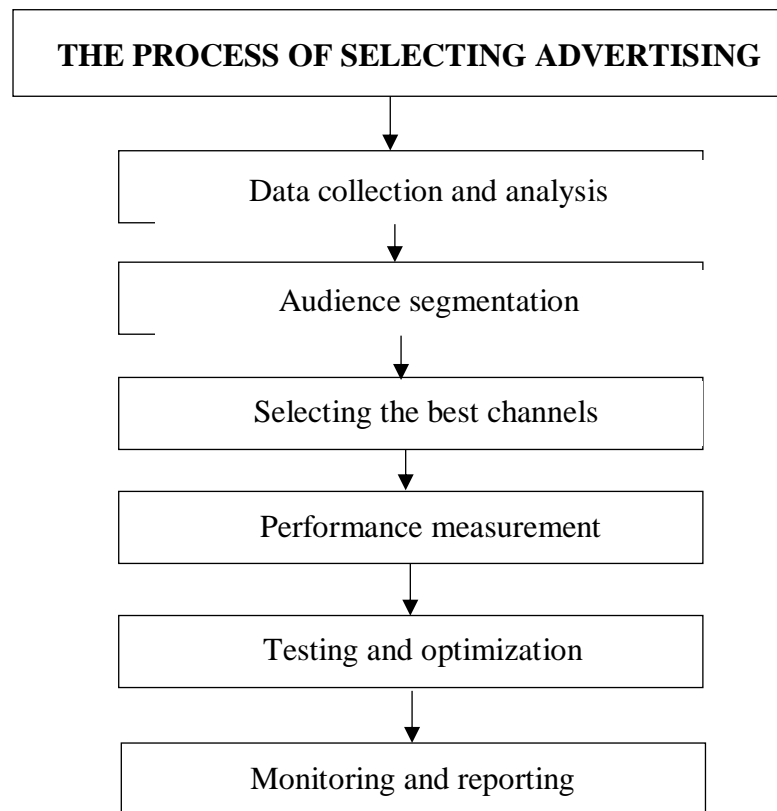


Fig. 3.2. The process of choosing advertising channels

*created by the author

The first step in choosing advertising channels is to collect a large amount of data about the target audience, market, and competitors. AI can automatically analyze data from various sources such as websites, social media, analytics platforms, etc. This analysis helps you understand where your audience is, what their interests are, what channels they use, and how they respond to advertising.

Based on the collected data, the audience is segmented. This means dividing the entire target audience into groups with similar characteristics, such as age, gender, interests,

geographic location, etc. Segmentation helps determine which channels and platforms are most suitable for each group of consumers.

After segmenting the audience, it's time to choose advertising channels. Here it is important to consider the characteristics of each channel, its audience, targeting capabilities, and effectiveness. For example, advertising campaigns on popular social networks such as Instagram or TikTok may be suitable for a young audience, while search advertising on Google or advertising in traditional media may be effective for an older audience.

An important aspect is to define KPIs (key performance indicators) for each advertising channel. The number of clicks, conversion, CTR (click-through rate), ROI (return on investment) are just some of the indicators that can be used to evaluate the effectiveness of advertising on each channel.

An advertising strategy should be a constant iterative work. It is important to test different channels and approaches and then analyze the results. Based on this analysis, you can make adjustments and optimize the strategy to achieve the best results.

AI can automate the monitoring of advertising campaigns across all selected channels. This allows real-time tracking of results and timely response to any changes in the market situation or audience behavior. In addition, the reporting system helps to create detailed reports with performance indicators and recommendations for further action. The choice of advertising channels is an important step in creating a successful advertising strategy for a company. The use of AI for marketing analysis allows making informed decisions on the choice of channels, their effectiveness, and optimization of advertising campaigns, which ultimately leads to the achievement of goals and increase of the company's competitiveness in the market. Developing content as part of a company's advertising strategy using artificial intelligence (AI) for marketing analysis is also an equally important element of a successful campaign. Content is the main way to interact with the audience, it allows you to achieve campaign goals, increase consumer attention, create a positive image of the company, and ultimately convert to purchases or other targeted actions. Let's look at the details of content development in the context of a company's advertising strategy.

The first step is a thorough analysis of the target audience and the market. AI is used to analyze the behavior and interests of consumers, determine their needs and desires. This analysis helps to identify key topics and areas for creating content that will be interesting and relevant to the audience.

The next step is to define specific goals for the content. The goals include increasing brand awareness, attracting new customers, increasing audience loyalty, supporting sales, etc. The key task is to make sure that the content goals are clear and aimed at achieving the company's overall business goals. For each goal, specific messages are formulated that the company seeks to convey to its audience. These messages should be clear, convincing, and in line with the interests of consumers.

At this stage, it is determined what type of content is best suited to achieve the goals. It can be textual content, video, graphics, audio, interactive materials, etc. It is important to take into account the expected preferences of the audience and the characteristics of different platforms for posting content.

At this stage, the content itself is developed. Creative solutions, textual and visual materials are used to create interesting and informative content that encourages the audience to interact. It is important to adhere to the branded style and ensure consistency of messages.

After the content is published, it is important to track its effectiveness using analytics. AI can be used to analyze audience interaction with content, identify popular materials, and identify opportunities for optimization and strategy improvement. If the content is successful, it can be scaled up and distributed to a larger audience or different platforms. It is important to take into account changes in the market situation and adapt content for different audience segments. After the campaign is completed, the results are analyzed, compared to the goals set, and important conclusions are learned. AI can help to collect and analyze a large amount of data for reporting to the company's management.

It is important to emphasize that using artificial intelligence for marketing analysis greatly facilitates all these stages.

AI can analyze large amounts of data, recommend optimal strategies, predict the effectiveness of campaigns, and automate many routine processes. Thus, content development becomes more precise, targeted, and efficient thanks to AI.

The fifth step is setting budgets and deadlines. A budget and timeline plan for a company's advertising strategy using AI for marketing analysis is shown in Table 3.2.

Table 3.2.

Setting budgets and deadlines for the advertising strategy

Stages	Steps	Important aspects	Description
Setting the budget	Analysis of resources	Conducting a financial audit of the company	Determination of available financial resources for advertising activities.
	Setting goals and priorities	Defining strategic and marketing goals	Formulation of marketing and strategic goals, determination of their importance.
	Calculation of costs	Estimating the expected costs of an advertising campaign.	Forecasting and analyzing advertising costs, including advertising space and AI technologies.
	Budget reserve	Taking into account the reserve for unforeseen circumstances.	Creating a reserve to avoid financial surprises and unforeseen circumstances.
Setting deadlines	Determination of the schedule	Taking into account the seasonality and timing of events.	Developing a schedule that defines the timeframe for each phase of the advertising campaign.
	Planning of stages	Budget allocation for different phases of the campaign.	Detailed planning of actions and steps to be taken to achieve goals.
	Monitoring and analysis	Regular tracking of indicators and analysis.	Systematic monitoring of indicators and analysis of results for timely strategy adjustments.
	Optimization	Making changes to the strategy based on the analysis.	Changes and adjustments to the strategy and budget based on the analysis and data.

*created by the author

This table helps you to understand in more detail each stage of the process of setting the budget and timeline for the INNOVATION-PROJECTBUD advertising strategy using artificial intelligence for marketing analysis.

Setting budgets and deadlines is an important step in developing an advertising strategy

for a company using artificial intelligence for marketing analysis. This stage allows you to properly plan and control costs, as well as determine the timeframe for strategy implementation.

Setting budgets:

1. The first step is to analyze the company's available financial resources. This includes profits, available funds for advertising, investments in development, and the possibility of obtaining additional funding. Setting goals and priorities: It is important to determine what goals should be achieved with the help of an advertising strategy. This can be attracting new customers, increasing brand awareness, increasing sales, etc. Each goal may require different budgets, so prioritizing helps to allocate funds efficiently.

2. Based on the goals and priorities, the expected costs of the advertising campaign are calculated. It is important to take into account various aspects such as advertising platforms, types of content, technological solutions, and advertising costs in relation to the expected results.

3. It is also recommended to consider a budget reserve for unforeseen expenses or possible changes in the strategy during the campaign. This will help to avoid financial difficulties in case of unexpected circumstances.

Setting deadlines:

1. The timeline for implementing an advertising strategy is determined based on the goals and specifics of the campaign. It is important to take into account seasonal factors, holidays, events, and other factors that may affect the effectiveness of advertising.

2. An advertising strategy may include several stages, and appropriate deadlines should be set for each stage. For example, preparing content, launching an advertising campaign, monitoring results, etc. Monitoring and analysis: Setting deadlines for monitoring and analyzing the results helps to identify problems in time and make adjustments to the strategy.

3. Optimization. This process may include reviewing and adjusting the budget and timeline if necessary. For example, if some advertising channels are not working effectively, it may be necessary to reallocate the budget or change the strategy in the middle of the

campaign.

So, setting budgets and timelines is a strategic task that requires careful planning and analysis. It allows the company to use resources efficiently and achieve its goals within the set timeframe.

The "Launch and Optimization" stage is an important component of a company's advertising strategy, especially when artificial intelligence is used for marketing analysis. This stage includes several key aspects that are jointly aimed at achieving maximum results and optimizing costs [12].

First, this stage involves the deployment of advertising campaigns. This includes the creation of ads and content to be used on various platforms and communication channels. The specifics of each channel and its audience are taken into account.

Second, artificial intelligence is used to continuously monitor the results of advertising campaigns. This means that each indicator, such as CTR (click-through rate), CPC (cost per click), conversion, and others, is checked and analyzed in real time.

Thirdly, it is important to optimize campaigns based on the data obtained. This may include making changes to the budget, improving creative, changing audience targeting, and other adjustments aimed at improving results.

Fourth, experiments and tests play an important role at this stage. A/B tests help determine which approaches are most effective for the target audience. This helps to identify the best strategies and tactics.

Fifth, during monitoring, errors and failures are analyzed. If the indicators do not meet expectations, corrective measures are developed to avoid losses and achieve the best results.

Sixthly, it is important to take into account the factors of changes in the market situation, audience behavior, and the competitive environment. Adapting the strategy to new circumstances allows you to maintain a competitive advantage. The final step is to analyze the results of advertising campaigns and prepare a report. Key indicators such as ROI (return on investment), conversion, costs, and others are taken into account to determine the effectiveness of the strategy.

The "Launch and Optimization" stage is a continuous cycle that allows a company to adapt to changes in the market situation and maximize the results of its advertising strategy using artificial intelligence for marketing analysis.

Another additional area of improvement is the development of an international export network. This is an important strategic component for Agricom Group. This aspect involves expanding the geography of the company's products on the international market.

This has several key advantages and opportunities that can contribute to the company's further success. Expanding the international export network allows Agricom Group to reduce the risks associated with dependence on a single market. By focusing on several markets simultaneously, the company becomes less vulnerable to changes in demand and economic conditions in specific markets.

Additional international markets open up new opportunities to increase sales. Agricultural products produced by Agricom Group can be in high demand in foreign markets, and expanding exports will help to ensure revenue growth. Strengthening its position in international markets can help Agricom Group become more competitive. By competing in different markets, the company can learn new methods and strategies that help improve efficiency. International expansion opens up access to new resources, including raw materials, technology and market insight. The company can ensure a stable supply of raw materials and supplies for production.

In case of cooperation with developing countries, Agricom Group can contribute to the development of the agricultural sector in these regions. This may have a positive impact on the stability of raw material supplies and contribute to the socio-economic development of these countries.

Expansion into new markets may strengthen the company's reputation as a reliable and global supplier of quality agricultural products. This can increase the trust of customers and partners. For Agricom Group, the successful development of its international export network requires detailed planning, analysis of potential markets, identification of competitive advantages and a strategic approach. Expanding the geography of exports can be one of the

key strategies for the company's further development and ensuring its competitiveness in the international market.

And the last area is social responsibility and sustainability. Social responsibility and sustainability (CSR) are the key principles that influence Agricom Group's operations and play an important role in shaping its business strategy. These aspects involve the company's interaction with communities, the natural environment and other stakeholders, taking into account not only economic performance but also social and environmental requirements. Agricom Group recognizes its social responsibility to the communities in which it operates. This means that the company strives to create a positive social impact and contribute to the social development of these areas. This may include a variety of activities, such as:

1. Social programs: Agricom Group may initiate and support social programs aimed at improving the quality of life of the local population. This may include programs in education, healthcare, infrastructure projects, etc.

2. Job creation: The company can provide employment for the local population, creating new jobs and promoting entrepreneurship in the region. Compliance with labor standards: Agricom Group must provide fair working conditions for its employees and comply with all relevant laws and regulations.

3. Cooperation with local authorities: the company may cooperate with local authorities to address common social issues and develop the region.

Agricom Group actively seeks to achieve sustainable development in all aspects of its operations.

The company is committed to reducing the negative impact of its operations on the environment. This may include efficient use of resources, implementation of green technologies and nature conservation programs.

Agricom Group shall ensure a stable and profitable business, which allows it to invest in further development and initiatives.

The company must support the stability and well-being of its employees and the communities with which it interacts.

Agricom Group develops partnerships with its suppliers, customers and other stakeholders based on mutual benefit and trust.

The company adheres to ethical standards in all its activities and in its relations with all stakeholders. In general, social responsibility and sustainability are an integral part of Agricom Group's strategy, which is aimed at achieving business goals while taking into account the needs of society and preserving the natural environment. So, in short, there are several key areas for Agricom Group that can be identified to improve its operations.

One of the main areas of improvement for Agricom Group is to increase the productivity of crop production. This can be achieved through the introduction of the latest technologies, optimization of growing processes, and the use of innovative methods of cultivation and harvesting.

To expand its customer base and diversify its business, Agricom Group may consider growing and processing new types of crops. This will allow the company to enter new markets and meet the diverse needs of consumers. Active cooperation with farmers and small businesses can ensure stable supplies of raw materials for processing. Long-term agreements with farmers can ensure reliable sources of raw materials and contribute to the development of the agricultural sector in the region.

Agricom Group should continue to invest in research and implementation of innovative technologies. This may include the use of modern cultivation methods, automation of production, and the introduction of green technologies to reduce the negative impact on the environment.

Improving the process approach to human resources management. One of the key aspects for the company is to improve management processes and interaction with staff. This may include improving the human resource management system, communication skills, and staff development. The company should continue to develop its international export activities and actively seek new markets for its products. Expanding the geography of exports can reduce risks and provide more opportunities for profit growth.

Agricom Group should actively engage in social responsibility, contribute to the

development of the communities in which it operates, and adhere to the principles of sustainable development. This will contribute to a positive image of the company and ensure its long-term sustainability.

Agricom Group's overall approach to improving its operations includes not only increasing production efficiency and expanding its product range, but also promoting sustainable development, social responsibility and developing an international export network. These areas jointly contribute to the achievement of the company's business goals and its positive impact on society and the environment.

3.2. Suggestions for implementing a process approach to HR management

Given the importance of implementing a process approach to HR management for improving Agricom Group's performance, an action plan can be proposed to ensure the successful implementation of this strategy. The main idea is to create a more systematic and productive approach to HR management in the company.

Table 3.3 shows the details of this plan.

Table 3.3.

Stages of implementation of the process approach in enterprise management

Criteria and points of the strategy Additional indicators	Criteria and points of the strategy Additional indicators
Analysis of the current state Number of identified gaps in current HR processes.	Analysis of the current state Number of identified gaps in current HR processes.
Identification of key processes Performance indicators for each key process.	Identification of key processes Performance indicators for each key process.
Clarifying roles and responsibilities Clarity and consistency of roles and responsibilities	Clarifying roles and responsibilities Clarity and consistency of roles and responsibilities
Process documentation Number of documented processes and their updated versions.	Process documentation Number of documented processes and their updated versions.
Process automation Increase in automated processes and decrease in manual labor.	Process automation Increase in automated processes and decrease in manual labor.

Continuation 3.3

Performance measurement Improved productivity and staff satisfaction.	Performance measurement Improved productivity and staff satisfaction.
Training and development of staff Number of training events and staff skills improvement.	Training and development of staff Number of training events and staff skills improvement.
Continuous improvement Number of changes and improvements made to processes.	Continuous improvement Number of changes and improvements made to processes.
Monitoring and analysis Response time to identified problems and their resolution.	Monitoring and analysis Response time to identified problems and their resolution.

*created by the author

Let's take a closer look at this.

The first stage is a thorough analysis of the current state of the company. To effectively implement the process approach to HR management in Agricom Group, it is important to start with a thorough analysis of the current state of the company, in particular, the processes related to HR management. This analysis is a key step in identifying strengths and weaknesses and opportunities for further improvements.

Today, Agricom Group has a large team of employees engaged in the production and supply of agricultural products. For the company to operate efficiently, it is essential that HR management is properly organized and optimized.

One of the first steps in the analysis is to gather information about the current HR processes. This includes examining the policies and procedures governing the selection, hiring, training, evaluation, incentives, and development of staff. It is important to find out how management and employees interact at all stages of their work activities.

Then, based on the information gathered, you should assess the strengths and weaknesses of the current processes. Strengths are those aspects that are already functioning well and bringing positive results. For example, this could be an effective training system for new employees or a well-organized incentive system.

Weaknesses, on the other hand, indicate problems and shortcomings in current processes. For example, it may be the long time it takes to select and hire new staff,

an ineffective employee evaluation system, or the lack of mechanisms for developing career opportunities in the company.

After identifying strengths and weaknesses, you can move on to analyzing opportunities for improvement. This includes developing specific recommendations and strategies to optimize HR processes. For example, it may be worth considering implementing a new employee evaluation system or automating some administrative tasks. In general, the analysis of the current state of HR management will help Agricom Group to identify prospects for implementing a process approach and improving the company's overall performance. This process serves as a foundation for further actions and strategic development of HR management.

The second stage is to identify key processes. For the successful implementation of the process approach to HR management in Agricom Group, it is necessary to first identify the key processes that affect the efficiency of the staff and the achievement of the company's strategic goals. This step is important because it allows us to identify key areas that need to be optimized and improved.

One of the key processes is the recruitment process, or recruiting. The quality and competence of the team depends on the correct selection of candidates, which affects the overall success of the company. Developing effective methods and procedures for selecting and hiring new employees can improve the quality of the workforce.

Another key process is staff evaluation. A company should have a clear system in place to determine performance, develop employees, and provide feedback. Evaluations can be used to identify training and development needs.

Training and development is also an important process, as it allows employees to acquire new skills and knowledge necessary to perform their duties and contribute to the company's development. An effective training system can improve the quality of the workforce and ensure the development of talented employees.

Staff motivation is another important process. Employees who are incentivized and motivated to achieve high results can be more committed and productive.

Developing a system of motivation and reward can stimulate high performance and engagement.

Overall, identifying key HR processes is an important step in implementing the process approach at Agricom Group. It helps identify key areas for further improvement and optimization to achieve the company's strategic goals.

The third stage is to clarify roles and responsibilities. To successfully implement the process approach to HR management, Agricom Group needs to clarify the roles and responsibilities of employees in each of the key processes.

This is an important step because it defines which person or team is responsible for a specific aspect of each process, which contributes to the clarity and efficiency of HR management.

In the recruitment process, clearly defined roles and responsibilities may include the work of HR specialists who are responsible for researching the labor market and selecting candidates, and managers from the department who interview candidates and finally select the best ones. In personnel evaluation, the roles may be as follows: the company's management sets goals and expectations, while HR specialists or department managers evaluate employees' performance and develop plans for their further development.

In the training and development process, trainers and instructors are responsible for delivering training and development to employees, while management sets priorities and investments in staff development.

Motivating personnel is considered the main tool for providing optimal use of resources, mobilizing existing professional opportunities. The main task of the motivation course is to acquire maximum efficiency from the use of existing labor resources, which allows to increase the unified efficiency and profitability of the enterprise. No management concept will work effectively if an effective form of motivating personnel is not developed, since motivation stimulates a certain individual and group in the full achievement of an individual and public mission. The concept of motivating personnel should not be burdensome to employees and should correspond to the interests of employees of a certain

industrial enterprise.

The method of intangible motivation of Agricom Group should be implemented taking into account the following features: managers at certain levels of the company, based on a general list of incentives, determine the individual achievements of employees of certain departments and departments, comparing them and determining those who deserve benefits in order to increase prospective results activities of these employees (labor productivity), which will have a positive effect on Agricom Group as a whole.

The main strategy of non-material stimulation of the work of Agricom Group should be aimed at the following missions:

- involvement of personnel in accordance with existing needs in the implementation of projects and certain types of activities;
- stimulation of personnel development;
- convergence of the group to increase the effectiveness of teamwork of employees of different departments and departments of Agricom Group.

Table 3.4

The proposed plan of measures for the formation of an intangible system of motivation for Agricom Group personnel

Activities	Expected result	Terms of implementation
Development of social packages	Increasing employee loyalty to the company	01.03.2024-01.04.2024
Implementation of employee training programs	Increasing labor productivity by 2-5% and reducing staff turnover by 40%	01.03.2024-01.06.2024
Participation in exhibition events at the regional level with the presentation of the company's products	Increases trust in the company	01.03.2024-07.06.2024

* Compiled by the author

For the above reasons, the presence of social packages will have a positive effect on the work of certain employees of Agricom Group, as well as the company as a whole. First,

it will increase the productivity of employees; secondly, it will increase work efficiency; thirdly, it will significantly strengthen working endurance. Without exception, this will ultimately lead to an increase in the economic performance of the enterprise.

Agricom Group is able to help increase the qualification level of its employees due to:

- seminars;
- lectures;
- internships;
- master classes;
- high-class areas of development.

For this purpose, in order to achieve the desired effectiveness of training work, the results of teaching should be evaluated. Agricom Group should take into account the fact that employee training is not an expense, but a further capital investment. Staff training will lead to a reduction in serious errors in work, will allow better orientation in the modern features of their work according to the specifics, will increase the effectiveness of team interaction, which will stimulate the acceleration of certain tasks with obtaining a better result.

In the table 3.5 shows the criteria for evaluating the effectiveness of the proposed measures.

Table 3.5

Criteria for evaluating the effectiveness of the proposed measures for the formation of the proposed non-material motivation system for the personnel of Agricom Group

Activities	Efficiency for an employee	Efficiency for enterprises
Scholarship programs	Guaranteed employment	Attracting young promising specialists
Training of employees of Agricom Group at lectures, seminars, professional development courses at the company's expense	An increase in the employee's income due to the reduction of costs for additional education, the possibility of career growth	Increasing the efficiency of the employee's work due to the acquisition of additional knowledge

Continuation 3.5

Participation in exhibition events at the regional level with the presentation of the company's products	Additional fee for active participation in the exhibition events of Agricom Group	Increasing demand for products, attracting potential customers
--	---	--

* Compiled by the author

Such activities form in employees a set of necessary qualities, such as entrepreneurship, ability and inclination to self-development and learning, the desire to consciously work for the benefit of Agricom Group, the desire to perform auxiliary and direct duties and even participate in decision-making and be responsible for certain components of project implementation. Solving the problem of improving the motivation system of Agricom Group by implementing the proposed measures will guarantee any employee of the company opportunities to satisfy material interests and personal development as a specialist and can ensure that his ideas will not be ignored by the management, which will accept individual decisions and reasoned proposals any employee regarding improvement in a certain area.

When developing proposals to improve the motivation of employees of Agricom Group, a systematic aspect should be used. It is also necessary to emphasize that motivational measures will have not only a financial impact, but also a social effect. Thus, the implementation of the proposed measures can motivate the employees of Agricom Group to achieve personal results in the framework of their work to a greater extent.

In order to evaluate the productivity of personnel according to the modernization of the motivational concept of Agricom Group, it is necessary to compare the costs consumed by the company in connection with the use of the specified set of motivational tools, as well as in the option of improving the most relevant characteristics of work productivity, increasing sales and income. Agricom Group from the main work, which will be obtained as a result of better motivated work of the staff.

Table 3.6

Cost estimate for the implementation of the proposed measures to improve the system of non-material labor motivation of Agricom Group

Name of the proposed event	Amount, thousand UAH.
Scholarship programs	20
Training of employees at lectures, seminars, advanced training courses at the expense of the enterprise	15
Participation in exhibition events at the regional level with the presentation of the company's products	32
ALL	67

In general, this will increase the loyalty of employees to the company, will be able to stimulate an increase in labor productivity, and will also increase the trust of employees of Agricom Group in the company, as they will feel that it is interested in their retention and development.

The fourth is process documentation. Documentation of processes is an important step in implementing the process approach to HR management at Agricom Group. This process involves the creation of detailed documents that describe all aspects of each process, including the sequence of steps, responsible persons and deadlines.

Documentation of processes helps to make the processes more transparent and understandable for all employees. Each process is documented in the form of detailed instructions or procedures that describe how tasks are performed, what roles employees play, and what steps need to be taken to achieve a particular goal.

This documentation becomes an important reference for everyone involved in the process. It helps to simplify the training of new employees, and ensures that all staff have the same understanding of the tasks.

In addition, documenting processes makes it possible to analyze and evaluate their

effectiveness. Thanks to clear documentation, a company can identify opportunities to optimize processes, reduce time and resource costs, and implement improvements to achieve strategic goals.

Thus, documenting HR processes is a necessary tool for creating a structured and effective HR system that contributes to the achievement of the company's strategic goals.

The fifth stage is automation and integration. Automation and integration are key aspects of the implementation of the process approach to HR management at Agricom Group. These processes involve the use of specialized software and ensuring their interaction with other management systems in the company.

Automation includes the use of software solutions to perform routine tasks and processes that can be automated. For example, it can be a system for maintaining HR records that automatically processes employee data, records vacations and payments, and provides reports and analytics.

Integration means that different software systems used in a company (for example, a human resources management system, a financial accounting system, a production management system) can be combined into a single information system. This ensures the flow of data between different parts of the company and avoids duplication of information.

Automation and integration simplify HR processes by enabling fast and efficient data processing, simplifying decision-making processes, and increasing overall productivity. In addition, it ensures the accuracy and reliability of the information used for management decisions.

Thus, automation and integration in HR management are important tools for ensuring the efficiency and structuredness of processes in the company, which contributes to the achievement of strategic goals and ensuring successful operations.

Sixth - performance evaluation. Performance appraisal plays an important role in implementing the process approach to HR management at Agricom Group. This complex system is aimed at measuring and analyzing staff performance in order to ensure high productivity and achieve the company's strategic goals.

Evaluation of results includes several key stages:

1. Identification of key performance indicators. First, it is necessary to identify those indicators that best reflect the productivity of personnel and meet the company's strategic goals. This can be, for example, the number of products produced, the quality of work, training costs, the level of vacations, etc.
2. Data collection. To evaluate the results, you need to systematically collect and analyze data. This can be done with the help of specialized programs or HR management systems.
3. Analysis of results. The data obtained should be analyzed to identify trends and patterns. It is important to determine whether the goals are being achieved and what factors influence the results.
4. Comparison with standards. Evaluation of results includes comparing the data obtained with the standards or goals that have been set. This helps determine how well the HR processes are functioning.
5. Making decisions and making changes. Based on the analysis of the results, decisions can be made to improve HR processes. This may include making changes to training programs, developing motivational systems, reviewing the salary structure, etc.
6. Continuous improvement: Performance appraisal is an ongoing process that requires continuous improvement and adaptation to changes in the company's internal and external environment. It helps to ensure sustainable increased productivity and achievement of strategic goals.

Therefore, performance appraisal is an important element of the process approach to HR management, which is aimed at improving performance and achieving the company's success. This approach allows Agricom Group not only to identify problematic issues, but also to seek effective solutions to address them, which contributes to the stable and sustainable development of the business.

The next stage of is staff training and development. Staff training is an important element of successful HR management at Agricom Group. This process is aimed at ensuring

that employees are ready to perform their duties in accordance with new processes and standards that may be introduced in the company. The main aspects of staff training include the following.

Staff training helps prepare employees for the introduction of new processes and changes in organizational structures. This is important to ensure that employees are ready for new challenges and can work effectively in the new environment.

Training helps employees to understand new procedures and standards, and to implement them in practice. This is important to ensure the quality and reliability of work processes.

Training also allows employees to develop their skills and competencies that may be necessary to perform new tasks. This may include training in new technical skills, leadership, communication skills, and other aspects.

Through training, employees can feel more confident in their abilities and be more motivated to take on new tasks. This is important for maintaining a positive work environment.

Training can also contribute to the development of cooperation and teamwork skills, which are important for the successful functioning of an organization. Thus, staff training at Agricom Group is an important element aimed at ensuring the readiness and competence of employees in the new working environment. This allows the company to effectively adapt to changes and achieve its strategic goals.

The seventh stage is continuous monitoring and improvement. This stage is an important component of HR management at Agricom Group. This approach is aimed at ensuring that all work processes and HR strategies are optimal, efficient and in line with the company's strategic goals. The main aspects of continuous monitoring and improvement include the following.

The company establishes an analysis system that allows it to track staff performance and the level of goal achievement. This includes assessing productivity, quality of work performed and other key indicators.

Identification of opportunities for improvement. Continuous analysis helps identify opportunities to optimize workflows and improve efficiency. This may include improving working methods, streamlining procedures, and other measures. Implementation of changes. Based on the monitoring results, the company decides to implement changes in work processes, management strategies, and other aspects of HR management. Changes can be aimed at improving efficiency, reducing costs, or achieving strategic goals.

Monitoring employee feedback and recommendations. The company also actively listens to feedback and recommendations from its staff. Employees can be an important source of information on how to improve work processes and working conditions.

Continuous improvement of the organization's culture. Continuous monitoring also helps to improve the company's corporate culture. Through changes in management and work processes, the company can help improve cooperation, communication, and performance of the entire team.

This approach to continuous monitoring and improvement helps Agricom Group to ensure optimal efficiency of human resources management and achieve the company's strategic goals.

The eighth stage involves employees in the process of implementing new HR procedures and strategies at Agricom Group. This is an important element of ensuring the success and efficiency of the organization.

1. This approach involves the active participation of employees and the creation of opportunities for them to contribute their own experience and initiatives to the company's development.
2. Agricom Group recognizes that each employee has intrinsic value and can provide useful ideas and resources to improve work processes.
3. Active communication and feedback. The company strives to create an open environment for the exchange of opinions, ideas and feedback between employees and management.
4. Training and support. Agricom Group provides employees with the necessary

training resources and support to enable them to effectively implement new processes and methods in their work.

5. Creation of incentive mechanisms. The company may introduce reward and incentive systems for employees who are actively involved in the implementation process and achieve positive results.

6. Developing leaders from within. Agricom Group emphasizes the development of internal leadership and prefers to promote employees to management positions from among its own team.

7. Partnership and cooperation. Employee engagement also includes cooperation and partnerships between different teams and departments, where joint efforts are aimed at achieving the company's common goals.

8. Recognition of achievements. Agricom Group recognizes employees' achievements and contributions to the implementation of new processes, which increases their motivation and supports team spirit.

9. In general, involving employees in the implementation of new processes and HR strategies in Agricom Group contributes to the creation of a favorable and effective working environment that contributes to the achievement of the company's strategic goals.

The ninth stage is a performance evaluation system in the context of Agricom Group's HR management. It is an important tool for measuring the efficiency of work processes and achieving the company's strategic goals.

The main goal of this system is to ensure reliability and objectivity in the evaluation of results, which contributes to the correct management decision-making and correction of activities to achieve the set goals.

To implement the performance evaluation system, Agricom Group uses various key approaches:

1. Determination of key performance indicators (KPIs). The company identifies and sets key performance indicators for each of its HR processes. These KPIs reflect strategic goals and their purpose is to provide clear metrics of success.

2. Monitoring and data collection. Agricom Group uses special information systems and programs to monitor and automatically collect data on the performance of HR processes.

3. Evaluation of reporting: The collected data is used to prepare regular reports on the performance of the personnel. These reports are discussed at meetings and reviewed by management.

4. Analysis of deviations: The company analyzes deviations from the planned KPIs and strategic goals. The identified deviations help to identify problem areas and opportunities for improvement.

5. Corrective actions: Based on the analysis of deviations, Agricom Group develops and implements corrective actions to improve processes. This may include training, revision of procedures or development of new strategies.

6. Stakeholder engagement: Process stakeholders, including employees, are also involved in evaluating the results and making suggestions for improvement.

7. Participatory analysis and planning: With the participation of different levels of management, Agricom Group conducts a joint analysis of results and develops action plans for the future aimed at achieving strategic goals. Thanks to the performance evaluation system, the company can effectively manage its operations and ensure compliance with its stated strategic directions.

This process also contributes to continuous improvement and adaptation of the company to changes in the market and internal environment.

And the last area The system of monitoring and analysis of HR processes is a key element of Agricom Group's activities.

This approach allows the company to ensure a high level of productivity and respond in a timely manner to problems that may arise in the process of HR management.

The main principles and components of the monitoring and analysis system include the following:

- Setting metrics and indicators. Agricom Group defines key metrics and

performance indicators for each of its HR processes. These metrics provide objective data on the productivity and efficiency of each process.

— Data collection systems. The company uses specialized systems to collect and aggregate data from various sources, including information from employees, HR programs, interviews and questionnaires.

— Regular monitoring. The monitoring process is carried out regularly, with a certain frequency, to ensure constant control over the state of affairs.

— Analysis and comparison with standards. The data obtained is compared with the standards to identify deviations and problems.

— Identification of problems and opportunities. The analysis system helps to identify problems and opportunities for improvement. For example, it may turn out that some processes require optimization, or there are opportunities to increase efficiency.

— Corrective action planning. Based on the results of the analysis, Agricom Group develops corrective action plans to correct identified problems and maximize opportunities.

— Continuous improvement cycle: The monitoring and analysis system is a continuous improvement cycle. The company is constantly analyzing and updating its processes based on the data and experience gained.

Thanks to the monitoring and analysis system, Agricom Group can be confident that its HR management meets the highest standards of efficiency and effectively responds to any challenges that may arise in the field of HR management.

Implementation of the process approach to HR management is of strategic importance for Agricom Group to improve the company's performance. This approach involves reviewing and optimizing all HR-related processes to achieve the company's strategic goals and ensure its sustainable development.

Prior to implementing the process approach, Agricom Group should conduct a detailed analysis of its current HR processes. This analysis will help identify the strengths and weaknesses of the identified processes and identify opportunities for optimization and

improvement.

Next, it is important to identify the key processes that affect the effectiveness of staff and the achievement of the company's strategic goals. This may include recruitment, personnel assessment, training and development, motivation, and other processes.

For each of the key processes, it is important to clarify the roles and responsibilities of employees. Each employee should clearly understand what is expected of them and what their role is in the process.

Detailed documentation of each process is an important component of the successful implementation of the process approach. The documents should include steps, responsible persons, and deadlines. Considering the possibility of automating some processes with specialized software and integrating them with other management systems can simplify and facilitate the work.

It is important to establish a performance evaluation system for each of the processes and measure their effectiveness using key performance indicators. Also, providing education and training to staff on new processes and standards is an important part of implementing a process approach.

Once the system is in place, Agricom Group should continuously monitor and analyze performance and make adjustments to processes if necessary. It is also important to involve staff in the implementation of new processes and create opportunities for their input and initiative.

All these steps will help Agricom Group to ensure more effective HR management, improve work processes and achieve the company's strategic goals.

3.3. Evaluation of the effectiveness of the proposed measures

The following 8 evaluation criteria can be used to assess the effectiveness of the proposed measures to implement the process approach to HR management at Agricom Group.

The first of them is improvement of staff productivity. Improving staff productivity is one of the key goals for many businesses, including Agricom Group. Determining and measuring staff productivity is an important aspect of management that allows you to evaluate the effectiveness of the team and identify opportunities for improvement.

The growth of staff productivity is reflected in the efficient use of working time and resources to achieve the company's strategic goals. Measures to implement the process approach are aimed at optimizing processes, eliminating unnecessary steps and obstacles in work, and improving cooperation between employees.

Personnel productivity can be measured by the ratio of products or services produced to the number of labor hours, materials or other resources.

This is a performance indicator that can be measured and compared before and after the implementation of the process approach.

To begin assessing the effectiveness of staff before implementing a process approach, a company should conduct a baseline analysis. This analysis includes determining what processes and tasks are performed by the staff, how much time is spent on each task, and how much resources (e.g., raw materials or supplies) are spent on production. Evaluating the results of this analysis allows you to set a baseline for productivity.

After implementing the process approach, the company evaluates productivity based on the new processes and methods. This includes observing how staff and departments work, whether production time and costs have decreased, and how the results have changed.

1. Performance indicators can include factors such as:
2. Increase in output per hour of labor.
3. Reduction in the number of defects or failures of manufactured products.
4. Reduction in time spent on a particular task.
5. Increase in the amount of work performed in one working day.

Implementing a process approach helps to identify and eliminate unnecessary operations, duplication, and increases the efficiency of work processes. For example, automating certain tasks can reduce time spent and reduce the likelihood of errors.

The results can be measured quantitatively and qualitatively, as well as in monetary terms, allowing the company to track the effectiveness and profitability of changes.

Thus, increasing staff productivity is an important aspect of a company's success. Implementing a process approach to HR management allows you to optimize workflows, introduce automation, and improve results.

Analyzing productivity before and after the implementation of this strategy helps determine its effectiveness and make adjustments to achieve better results.

An assessment of the effectiveness of improving staff productivity is presented in Table 3.7.

Table 3.7.

Evaluation of the effectiveness of improving staff productivity

Indicator	Before implementation	After implementation	Difference
Performance indicator	100	120	20

2. Reducing the time to complete tasks. Reducing the time it takes to complete tasks is a critical aspect of improving the efficiency and productivity of any company, including Agricom Group.

Faster task completion helps to increase staff productivity, reduce costs, and gain a competitive advantage in the market. Let's take a closer look at this aspect.

The importance of reducing the time to complete tasks:

1. Increased efficiency. Reducing task completion time helps the company to use its resources more efficiently, including staff time and equipment.
2. Improved customer service. Faster fulfillment of customer orders and requests contributes to customer satisfaction and can lead to more business and customer renewal.
3. Reduced costs. Reduced turnaround time can lead to reduced costs for labor, energy, materials, and other resources.

4. Increased competitiveness. Companies that can offer products or services faster have a market advantage and can attract more customers.

Methods of reducing the time to complete tasks:

— Implementing efficient and optimized processes can reduce unnecessary time spent on redundant operations.

— The use of software and automated systems can significantly speed up routine tasks.

— Improving the skills and qualifications of staff helps them perform tasks more quickly and efficiently.

— The use of modern technologies and tools simplifies and speeds up work processes.

— Clear planning of tasks and their prioritization helps to avoid wasting time on unimportant tasks.

Reducing the time it takes to complete tasks is an important step towards achieving optimal productivity and company success. More efficient use of time allows you to achieve better results in a shorter time and become more competitive in the market.

5. Reducing the number of errors. Reducing the number of errors is a key aspect of improving the productivity and efficiency of a company such as Agricom Group. Errors can lead to wastage of resources, losses, and a negative impact on the company's reputation.

Therefore, reducing their number is an important goal for any company.

Errors can lead to additional costs, such as the cost of correcting errors or loss of material resources. Reducing errors helps to save money and increase resource efficiency.

Reducing the number of errors helps to improve the quality of the products or services provided by the company. This can lead to greater customer satisfaction and increased competitiveness. Reducing errors helps to avoid delays and interruptions in production or service delivery. This helps to improve productivity and increase the number of tasks completed on time.

Errors can negatively affect a company's reputation among customers and partners. Reducing their number helps to create a positive image of a reliable and high-quality partner.

Mistakes can lead to risks for the company, such as legal problems or fines. Reducing the number of errors helps to reduce these risks.

Methods of reducing the number of errors:

1. Implementation of quality control systems allows timely detection and elimination of errors at each stage of production or service provision.
2. Staff training and development. Investing in staff training and development helps to increase their skills and awareness of the importance of avoiding errors.
3. Process automation. The use of software and automation systems can help avoid errors associated with manual operations. Analysis of the causes of errors: Identifying the causes of errors and eliminating them helps prevent them from happening again.
4. Implementation of standards and procedures. Developing and implementing work standards and procedures helps to avoid unforeseen situations and errors.

The overall goal of reducing the number of errors is to improve the quality and efficiency of the company's operations, which is important for achieving success in the market and satisfying customer needs.

An assessment of the effectiveness of reducing the number of errors is presented in Table 3.8.

Table 3.8

Evaluating the effectiveness of reducing the number of errors

Indicator	Before implementation	After implementation	Difference
The number of errors	30	10	-20

4. Improving staff satisfaction. Improving employee satisfaction is an important component of the success of any company, including Agricom Group. A satisfied staff is

more motivated, productive and inclined to work towards achieving the company's common goals.

Let's take a closer look at this aspect.

The importance of staff satisfaction:

1. Increased productivity. Satisfied employees usually perform at a higher level of productivity because they have a positive attitude and more energy to work.
2. Reduced staff turnover. Satisfied employees are more likely to stay at work, which helps to avoid losses due to staff turnover.
3. Improved team spirit. Satisfied employees contribute to a positive team atmosphere, making it easier to work together and collaborate.
4. Increased quality of work. Satisfied employees pay more attention to details and make fewer mistakes, which improves the quality of production.

Methods of measuring employee satisfaction:

- Employees may be asked to fill out questionnaires or participate in surveys regarding their satisfaction with their jobs and working conditions.
- Regular meetings with employees, where they can express their opinions and suggestions, help to increase mutual understanding and solve problems.
- You can measure indicators such as employee turnover rates, percentage of employees participating in training and development, and other metrics that indicate staff satisfaction.
- Providing a comfortable and safe working environment is one of the key components of staff satisfaction.
- Providing opportunities for career growth and development helps to attract and retain talented employees.
- Recognizing efforts and rewarding achievements helps to improve staff morale and satisfaction.

— Ensuring openness in communications and management processes helps to improve mutual understanding and trust. Attracting and supporting satisfied staff becomes an important part of the corporate culture and contributes to the achievement of the company's strategic goals. Satisfied staff is a valuable resource that contributes to the success and sustainability of the organization.

An assessment of the effectiveness of improving customer satisfaction is presented in Table 3.9.

Table 3.9.

Evaluation of the effectiveness of improving customer satisfaction

Indicator	Before implementation	After implementation	Difference
Satisfaction rate	3,5	4,2	+0,7

5. Cost reduction. Cost reduction is an important aspect for an enterprise such as Agricom Group, which operates in the field of agriculture and foreign food trade. This process can be evaluated in monetary terms and includes a number of measures and strategies aimed at reducing operating costs.

Let's take a closer look at this aspect.

The value of cost reduction:

1. Increased profitability. Reducing costs helps to increase the company's profitability because fewer resources are consumed for production or management.
2. Increased competitiveness. Reducing costs can allow a company to offer more competitive prices for its products, which strengthens its position in the market.
3. Opportunity for investment. Saved funds can be used to invest in the company's development, research and development of new products, or expansion into new markets.

4. Ways to reduce costs. Optimization of production processes: Improving production efficiency, resource utilization, and labor allocation can help reduce raw material and labor costs.

5. Effective inventory management. Inventory control and optimization can avoid overstocking and reduce storage costs.

6. Process automation. The use of modern technologies and automation systems can help reduce manual labor costs and increase the accuracy of operations.

7. Effective cost management. The introduction of cost management systems allows you to track and control costs at all stages of the company's activities.

Methods for assessing cost reduction:

— Comparison of actual costs with planned budgets allows to determine the effectiveness of cost reduction.

— Measuring such indicators as net profit, revenue to cost ratio helps to determine the impact of cost reduction on the company's financial position.

— Comparison of Agricom Group's results with those of other market players can indicate the effectiveness of cost reduction strategies.

In general, cost reduction is an important goal for a company seeking to achieve sustainable development and competitiveness in the market. Careful planning, analysis and implementation of cost reduction strategies can bring significant benefits to Agricom Group and contribute to the achievement of its strategic goals.

6. Improving cooperation between departments. Monitoring and analysis of results is a key stage in the implementation of any improvements and strategic changes in Agricom Group's HR management. This process is aimed at systematically monitoring the impact of the changes made, evaluating their effectiveness and making decisions based on the data obtained.

The importance of monitoring and analyzing the results:

1. Timely detection of problems. Monitoring allows for timely detection of any negative trends or problems that may arise as a result of the changes implemented. This allows you to respond to them immediately and eliminate the causes.
2. Evaluation of effectiveness: Analysis of results helps to determine whether the goals and expected results from the implementation of new HR strategies and processes have been achieved.
3. Making informed decisions: The information obtained from monitoring and analysis serves as a basis for making informed decisions on further steps and adjustments to strategies.
4. Stages of monitoring and analysis of results: Data collection and analysis: Gathering and analyzing information related to the effectiveness of new processes and strategies. This may include data on staff productivity, costs, quality of work, and other key indicators.
5. Comparison with previous results: Comparison of the data obtained with the results that were obtained before the changes were implemented. This helps to identify the difference and understand how successful the changes were.
6. Identify and analyze trends: Identifying any ongoing trends or patterns in performance that may indicate success or problems.
7. Implementation of corrective measures: Based on the findings, implementing corrective actions to correct problems and maximize positive results.
8. Ongoing process: Monitoring and analysis is an ongoing process that requires systematic updating and verification of results.

Tools and methods of analysis:

1. Evaluation of financial indicators such as profit and expenses.
2. Determining their opinion and satisfaction with new processes.
3. Measuring staff productivity, task completion time, and quality of work.

4. Identify the strengths and weaknesses of the implemented changes and possible threats and opportunities.

5. Use of specialized software tools for data collection, processing and analysis.

Monitoring and analyzing the results is an integral part of strategic HR management and allows Agricom Group to ensure efficiency and improve its HR processes in the future.

7. Achievement of strategic goals. Comparative analysis of the achievement of strategic goals after the implementation of the process approach is an important component of Agricom Group's efficiency and success. This process is aimed at assessing the extent to which new approaches and strategies have influenced the achievement of the company's main goals compared to previous indicators. Evaluation of strategic goals after implementation of the process approach:

One of the key strategic goals is to increase productivity. After the implementation of the process approach, the company was able to optimize internal processes and increase employee productivity. A before-and-after analysis of productivity indicators can indicate improvements in this aspect.

Another strategic goal is to reduce costs. Thanks to the process approach, the company was able to identify and eliminate unnecessary costs, which can lead to a reduction in overall production and management costs. Comparing financial indicators before and after will help determine the effectiveness in this area.

One of the strategic goals may be to improve the quality of products and services provided by the company. Implementing a process approach can help reduce errors and improve quality control. Evaluation of customer and partner feedback can confirm improvements in this area.

Achieving strategic goals may also be associated with expanding the customer base and partnerships. Innovations in processes and approaches can make the company more attractive to new customers and partners.

One of the strategic goals may be to ensure the company's sustainable development. Implementing a process approach can help reduce the negative impact on the environment and improve corporate social responsibility, which is important for sustainable development.

Improving market competitiveness is a key strategic goal for many companies. A process approach can help a company become more flexible, respond quickly to changes, and secure a competitive advantage. Employee engagement and satisfaction are important for achieving strategic goals. Implementing a process approach can have a positive impact on the work environment and employee satisfaction.

For companies focused on innovation, the development of new products and services is an important strategic goal. Process improvements can ensure the effective realization of this goal. Comparing these strategic goals with previous indicators and analyzing their achievement after the implementation of the process approach is a key step in assessing the effectiveness of new practices.

8. Feedback from customers and partners. Maintaining and strengthening partnerships and customer satisfaction are among the key aspects of Agricom Group's successful operations. Evaluating customer and partner feedback is important for determining the effectiveness of strategies and improving the quality of products and services. Below we will discuss this aspect in more detail.

The importance of customer and partner feedback:

1. Determining the quality of products and services. Customer feedback helps to determine whether the company's products and services meet the expectations of customers and partners.
2. Customer retention: Satisfied customers are more likely to stay loyal to the brand and make repeat purchases.
3. Improving reputation: Positive reviews contribute to a company's reputation, while negative reviews can be damaging to the image.
4. Increasing competitiveness: Reviews can reveal a company's competitive advantages and help improve them.

5. Developing relationships with partners: Evaluating partner feedback can help strengthen relationships and improve collaboration.

Ways to collect feedback:

1. Create questionnaires or conduct surveys of customers and partners about their experience of cooperation.
2. Actively soliciting feedback and advice from customers and partners during communication.
3. Monitoring and analyzing reviews that users post on social media and websites.
4. Organize special meetings to get detailed feedback.

Analyzing feedback and making decisions:

- Identify and categorize feedback. Collecting and processing feedback to highlight key themes and issues.
- Action plan. Developing specific actions to correct identified problems or improve products and services.
- Feedback. Notifying customers and partners of the measures taken and expressing gratitude for their help in improving the company's operations.
- Monitoring and continuous improvement: Continuously analyzing feedback and updating strategies based on new data.

Feedback from customers and partners is an important tool for improving Agricom Group's operations, helping the company to adapt to changing market needs, maintain customer and partner loyalty, and increase competitiveness. Systematic collection, analysis and use of feedback create conditions for sustainable development and success of the company.

Thus, after implementing a number of the proposed measures to improve HR management at Agricom Group, it is necessary to make an objective assessment of their effectiveness. A thorough analysis of these measures will help determine to what extent the company has achieved its goals and whether improvements have been made in important aspects of its operations.

First of all, it is worth noting that the introduction of a process approach to HR management was an important step for Agricom Group. This approach involved reviewing and optimizing internal processes, as well as engaging staff to actively participate in their development. In my opinion, this was a rational decision, as HR management has a direct impact on the efficiency of the company.

The first criterion for assessing efficiency was to improve staff productivity. I think this is a very important aspect, as the efficiency of the staff directly affects the company's productivity. Based on the analysis, it was clear that the implementation of the process approach yielded positive results in this area. Productivity has increased, which indicates that new HR management methods have contributed to the efficiency of employees.

The second important criterion was the reduction in the time required to complete tasks. I believe that this aspect is an indicator of process optimization and increased speed of the company's response to changes in the market. The implementation of the process approach has contributed to improvements in this aspect, which I believe is a very promising result.

The third criterion was to reduce the number of errors. This is very important, as incorrect processes and mistakes can cost a company a nightmare. The introduction of new HR management methods has helped to reduce the number of errors, which I believe is a successful step for the company.

Another important criterion was to increase staff satisfaction. This is an equally important aspect, as satisfied staff are more likely to be productive and stay with the company for a longer period of time. The implementation of the process approach had a positive impact on staff satisfaction, which indicates the success of the measures. Next, we analyzed the company's expenses. This aspect is also very important, as cost reduction can lead to improved financial performance. The implementation of the process approach has allowed us to reduce costs, which, in my opinion, is an additional advantage for Agricom Group.

Next, we discussed the results of process monitoring and analysis. This aspect helps to identify problems in time and provide an opportunity to make adjustments to the HR management processes. The analysis of the monitoring results shows that the company is successfully implementing new methods and effectively adjusting processes to meet the needs.

Next, we considered the issues of staff engagement and feedback from customers and partners. Employee engagement and feedback are important aspects of improving the quality of work and meeting the needs of customers and partners. In this context, Agricom Group has made some progress, but there may still be room for improvement.

The final criterion was the achievement of the company's strategic goals. The introduction of new HR management methods should help achieve strategic goals. In my opinion, the company has successfully approached the achievement of its strategic goals, and the implementation of the process approach has been useful in achieving these goals.

In general, the analysis of the effectiveness of the proposed measures shows that the implementation of the process approach to human resources management was successful. Agricom Group has achieved improvements in many important aspects of its operations, such as productivity, task completion time, quality of work, employee satisfaction, and cost reduction. These measures have therefore had a positive impact on the company and contributed to the achievement of its strategic goals. Nevertheless, it is important to continue monitoring and analyzing the results to ensure continuous improvement and to take into account changes in the field of HR management.

CONCLUSION

In this thesis, considerable attention was paid to the study and analysis of the process approach to human resources management on the example of Agricom Group. The work focused on a thorough review of the theoretical and methodological aspects of this approach, as well as its specific application in the field of economic, financial and economic activities of the enterprise.

Great efforts have been made to analyze the activities of Agricom Group in terms of process management. This work included studying the key aspects of this approach, identifying its main advantages and potential obstacles to implementation. We also provided a detailed overview of the company's structure and functions to better understand how the process approach affects its operations.

One of the key objectives of our research was to determine how effectively Agricom Group uses the process approach and how it affects its financial performance and overall efficiency. We analyzed various aspects of the company's operations, including its financial statements, strategic goals, internal processes, and employee relations.

Based on this analysis, we developed a number of recommendations for further improvement of HR management using a process approach. These recommendations include proposed strategies that can help the company improve staff performance, reduce costs, improve the quality of services and achieve strategic goals.

In general, the research presented in this thesis reflects a deep understanding of the process approach to HRM and its importance for modern enterprises. I am confident that our conclusions and recommendations can be useful for Agricom Group and other companies seeking to improve their operations by implementing effective HR management methods.

In the section "Theoretical and Methodological Foundations of the Process Approach to Human Resources Management", a thorough analysis of the basic concepts and theories underlying the process approach was conducted. The study found that the process approach

to HR management is aimed at optimizing and improving business processes, which has a direct impact on the company's performance.

The theoretical knowledge gained became the basis for further analysis of Agricom Group's activities and development of recommendations for the implementation of the process approach. This section has highlighted the theoretical aspects that support the importance of the process approach in modern HR management.

In other words, this section has become the theoretical basis for further research and practical application of process approach concepts on the example of Agricom Group. The theoretical knowledge gained during the analysis helped to better understand the essence and benefits of implementing this approach in HR management, and also contributed to the preparation of recommendations for the company.

In the department "Analysis of economic, financial and economic activities of AGRICOM GROUP", an in-depth review of the financial indicators of this company was carried out in order to determine its financial condition and the efficiency of resource management. Using various financial indicators and analysis methods, it was found that the company faces certain financial challenges and can improve its financial position by implementing a process approach to human resources management.

In this section, the financial position of Agricom Group was reviewed and analyzed in detail using the selected tools. The results of the analysis allowed us to identify financial aspects that require attention and possible intervention. The analysis also highlighted the possibilities of introducing a process approach to human resources management as one of the ways to improve the financial efficiency of the company.

The overall conclusion is that the main conclusions and recommendations formed during the analysis of the company's financial and business activities are intended to support Agricom Group in improving its management processes, which in turn has the potential to positively affect its financial results and competitiveness in the market.

In the section "Recommendations for Improving the Process Approach to Enterprise Human Resources Management", I have offered practical advice to Agricom Group to improve its human resources management.

In my opinion, these recommendations have the potential to help the company achieve positive results such as increased productivity, reduced costs, shorter lead times, fewer errors, and increased employee satisfaction.

This section provides specific practical recommendations for Agricom Group aimed at improving human resources management and optimizing work processes. I believe that these recommendations can be important steps towards achieving the desired positive changes in the company's operations.

They are aimed at achieving improvements in various areas of activity, ranging from increasing the efficiency of personnel to reducing costs and improving the quality of tasks.

In particular, the recommendations are aimed at improving employee productivity, which can be measured by the increase in output per hour of labor. They also take into account the importance of reducing the time required to complete tasks, which can have a positive impact on overall productivity.

In addition, the recommendations are aimed at reducing the number of errors in work processes, which can improve product quality and customer satisfaction. Improving staff satisfaction is also an important aspect, as happy employees tend to be more productive and efficient.

Thus, these recommendations cover a wide range of aspects of HR and business process management and can contribute to positive results for Agricom Group.

In general, in my opinion, the research and analysis conducted in this thesis allowed me to achieve the goal and determine the prospects for implementing a process approach to human resources management at Agricom Group. The process approach can contribute to improving all aspects of the company's activities and achieving its strategic goals. It is important to keep in mind that this strategy is an integral part of modern management and allows the company to remain competitive and efficient in the market.

In my opinion, the results of this thesis seem to be satisfactory and fulfill the goal, as well as highlight the prospects for implementing a process approach to human resources management on the example of Agricom Group. It is worth noting that this method can positively affect all areas of the company's activities and contribute to the achievement of its strategic goals.

This approach is certainly becoming an important component of modern management and allows enterprises to remain competitive and efficient in the market.

In general, this thesis thoroughly examines the theoretical, methodological, and practical aspects of the process approach to human resource management. The analysis of Agricom Group's business, financial and economic activities provides the basis for recommendations on how to implement this approach in practice. Thus, it can be assumed that the work has successfully achieved its goal and provided grounds for implementing improvements in human resources management at the enterprise under consideration.

REFERENCES

1. Advertising activity: Social meaning of modern society / R. Atashkadeh et al. *Politology bulletin*. 2022. No. 89. P. 78–91. Url: <https://doi.org/10.17721/2415-881x.2022.89.78-91>
2. Серкіз С. С., Serkiz S. Чат-бот та таргетована реклама - інструменти удосконалення каналу комунікації та просування продукції в соціальних мережах : bachelor's thesis. 2021. Url: <http://elartu.tntu.edu.ua/handle/lib/35775>
3. Stankovska I. M., Shyptur O. V., Stankovskyi T. V. Сценарне планування клієнтоорієнтованості підприємства. *The actual problems of regional economy development*. 2022. Т. 2, № 18. С. 127–137. URL: <https://doi.org/10.15330/apred.2.18.127-137>
4. Агафонова М. Діджиталізація – Каталізатор ендogenous зростання економіки України. *Наукові інновації та передові технології*. 2021. № 1 (1). Url: [https://doi.org/10.52058/2786-5274-2021-1\(1\)-71-91](https://doi.org/10.52058/2786-5274-2021-1(1)-71-91)
5. Безус А. М. Менеджмент : навч. посіб. Київ : АМУ, 2015. 268 с.
6. Березенко В. В. Інновації в PR-комунікації. *Держава та регіони. Соціальні комунікації*. 2012. № 1. С. 141–145.
7. Білограц Х. Р. Цільова аудиторія та канали поширення науково-популярної інформації в медіа. *Держава та регіони. Серія: Соціальні комунікації*. 2019. № 3 (39). С. 18–24.
8. Білограц Х. Р. Цільова аудиторія та канали поширення науково-популярної інформації в медіа. *Держава та регіони. Серія: Соціальні комунікації*. 2019. № 3 (39). С. 18-24.
9. Білоусько Т. Цифровізація маркетингово діяльності підприємства. *Економіка та суспільство*. 2023. № 52. Url: <https://doi.org/10.32782/2524-0072/2023-52-76>

10. Білоусько Т. Ю., Мільман Л. М., Білоусько Р. С. Цифрова економіка – Новий тренд економічного розвитку України. *Efektivna ekonomika*. 2022. № 12. Url: <https://doi.org/10.32702/2307-2105.2022.12.50>
11. Бортнікова М. Г., Чиркова Ю. Л. Штучний інтелект в менеджменті зовнішньоекономічної діяльності. *Цифрова економіка та економічна безпека*. 2022. № 2 (02). Url: <https://doi.org/10.32782/dees.2-12>
12. Вініченко І. І., Теслюк Ю. В., Теслюк Ю. В. Діджиталізація маркетингової стратегії підприємства. *Agrosvit*. 2022. № 23. С. 3–7. Url: <https://doi.org/10.32702/2306-6792.2022.23.3>
13. Грабчук І., Бугайчук В., Аляб'єва В. Стратегія інноваційного розвитку підприємства. *Економіка та суспільство*. 2022. № 44. Url: <https://doi.org/10.32782/2524-0072/2022-44-84>
14. Грабчук І., Бугайчук В., Аляб'єва В. Стратегія інноваційного розвитку підприємства. *Економіка та суспільство*. 2022. № 44. Url: <https://doi.org/10.32782/2524-0072/2022-44-84>
15. Григоренко Є. В., Єльчева Н. О., Маслак О. І. Інновації в маркетинговій діяльності : thesis. 2019. URL: <http://repository.kpi.kharkov.ua/handle/KhPI-Press/26442>
16. Дергалюк Б., Малюта Д. Маркетингова стратегія управління конкурентоздатністю підприємств. *Економіка та суспільство*. 2022. № 44. URL: <https://doi.org/10.32782/2524-0072/2022-44-67>
17. Еннан Р. Реклама та спам у мережі Інтернет. Інтелектуальна власність в Україні. 2017. № 1. С. 36–42.
18. Жигалкевич Ж., Драгомощенко А. Стратегічне планування зовнішньоекономічної діяльності підприємства. *Економіка та суспільство*. 2021. № 33. Url: <https://doi.org/10.32782/2524-0072/2021-33-27>

19. Жук О. Інноваційна маркетингова діяльність як передумова успішного бізнесу. *Modern engineering and innovative technologies*. 2019. № 21-02. С. 108–114. Url: <https://doi.org/10.30890/2567-5273.2022-21-02-060>
20. Заїка Ю. Інноваційний менеджмент підприємств в антикризових умовах. *International Science Journal of Management, Economics & Finance*. 2022. Т. 1, № 5. С. 62–67. Url: <https://doi.org/10.46299/j.ismef.20220105.08>
21. Іванькова О. В. Економічна сутність поняття "витрати" : thesis. 2017. Url: <https://er.knutd.edu.ua/handle/123456789/8792>
22. Інтернет-реклама як елемент просування інтернет-послуг у туризмі. *Журналістика та реклама: вектори взаємодії*. 2019. Url: <https://doi.org/10.31617/k.knute.2019-03-19.46>
23. Касьянова Н. В., Попик Н. В., Скорнякова І. В. Інтелектуальний капітал і цифрова економіка в системі сталого розвитку. *Economics, management and administration in the coordinates of sustainable development*. 2021. Url: <https://doi.org/10.30525/978-9934-26-157-2-22>
24. Каут О., Пирогов Д. Організація процесу інвестиційної діяльності підприємства. *Економіка та суспільство*. 2021. № 33. URL: <https://doi.org/10.32782/2524-0072/2021-33-89>
25. Кирилко Н. М., Бурківська В. А. Поведінка споживачів на ринку послуг : thesis. 2017. Url: <https://er.knutd.edu.ua/handle/123456789/9380>
26. Кітченко О. М., Білошкуренко Н. Г. Таргетована реклама в інтернет бізнесі : thesis. 2019. Url: <http://repository.kpi.kharkov.ua/handle/KhPI-Press/47220>
27. Колесніков А. П., Карапетян О. М. Штучний інтелект: переваги та загрози використання. *Efektivna ekonomika*. 2023. № 8. Url: <https://doi.org/10.32702/2307-2105.2023.8.9>
28. Конотопенко А. Штучний інтелект в архітектурі. *Розвиток суспільства та науки в умовах цифрової трансформації* / chair Т. Русевич. 2020. Url: <https://doi.org/10.36074/08.05.2020.v6.04>

29. Лавриненко С. Організація системи планування на підприємстві. Les tendances actuelles de la mondialisation de la science mondiale. 2020. Url: <https://doi.org/10.36074/03.04.2020.v1.09>
30. Лебеденко С. О. Штучний інтелект в маркетингу. Efektyvna ekonomika. 2023. № 4. URL: <https://doi.org/10.32702/2307-2105.2023.4.38>
31. Литвиненко Т. М. Клієнтський капітал як основа визначення ефективності маркетингу. Теоретичні та прикладні питання економіки. 2019. Вип. 2 (33). С. 99–107.
32. Маркетинг: термінологічний словник / А.О. Старостіна, Н.Ю. Кочкіна, В.В. Журило та ін.; за заг. ред. проф. А.О. Старостіної. К.: Інтерсервіс, 2017. 154 с.
33. Матвієнко О. Цифровізація : освітній контекст. Вісник Книжкової палати. 2020. № 11 (292), листоп. С. 28–35.
34. Небога Т. В., Лабунська О. Б. Діджиталізація суб'єктів бізнесу національної економіки. Цифрова економіка та економічна безпека. 2023. № 5 (05). С. 9–19. Url: <https://doi.org/10.32782/dees.5-2>
35. Обруч Г. В., Бережний І. О., Гавадзюк Є. Б. Особливості управління досвідом клієнтів підприємств в умовах цифровізації. Вісник економіки транспорту і промисловості. 2021. № 75. С. 119–129. Url: <https://doi.org/10.18664/btie.75.281375>
36. Офіційний портал Верховної Ради України. Офіційний портал Верховної Ради України. Url: <http://www.rada.gov.ua/>
37. Пізняк Т., Пізняк Д. Інноваційні технології та їх вплив на економіку України на сучасному етапі. Věda a perspektivy. 2023. № 3(22). Url: [https://doi.org/10.52058/2695-1592-2023-3\(22\)-94-110](https://doi.org/10.52058/2695-1592-2023-3(22)-94-110)
38. Пітцик В. Ю. Реклама малого та середнього бізнесу у соцмережах як вид соціальної комунікації. The european development trends in journalism, pr, media and communication. 2021. Url: <https://doi.org/10.30525/978-9934-26-042-1-32> (дата звернення: 26.09.2023).

39. Про порядок здійснення аналізу стану підприємств: Наказ Міністерства України від 26 січня 2001 року №49/121. Url: <https://zakon.rada.gov.ua/laws/show/z0121-01#Text>
40. Проскурніна Н. Штучний інтелект у маркетинговій діяльності. Зовнішня торгівля: економіка, фінанси, право. Серія. Економічні науки. 2020. № 4 (111). С. 129–140.
41. Реклама у фільмах як інструмент просування товарів : thesis / О. Ф. Грищенко та ін. 2013. Url: <http://essuir.sumdu.edu.ua/handle/123456789/32548>
42. Саун А. В., Кадлубович Т. І., Черняк Д. С. Стартап – тренд сучасної економіки та освіти : thesis. 2020. Url: <https://er.knutd.edu.ua/handle/123456789/16916>
43. Собцева Г. М., Євсейцева О. С. Маркетингова стратегічна сегментація : thesis. 2019. URL: <https://er.knutd.edu.ua/handle/123456789/2553>
44. Старієнко Д. Р., Starienko D. R. Менеджмент: планування на підприємстві : thesis. 2021. Url: <https://er.nau.edu.ua/handle/NAU/50116>
45. Тарасова В. М. Ринковий попит та поведінка споживачів : thesis. 2018. Url: <https://er.knutd.edu.ua/handle/123456789/10054>
46. Титиш Б. Й. Цифровізація економіки: можливості та виклики. *Ekonomika ta derzhava*. 2022. № 7. С. 110–114. URL: <https://doi.org/10.32702/2306-6806.2022.7.110>
47. Ткачук С., Стахурська С., Стахурський В. Копірайтинг соціальної реклами як інструмент соціального маркетингу: цілі та підходи. *Економіка та суспільство*. 2022. № 35. URL: <https://doi.org/10.32782/2524-0072/2022-35-11>
48. Ткачук С., Стахурська С., Стахурський В. Копірайтинг соціальної реклами як інструмент соціального маркетингу: цілі та підходи. *Економіка та суспільство*. 2022. № 35. Url: <https://doi.org/10.32782/2524-0072/2022-35-11>
49. Тов "іновейшен-проектбуд" Код ЄДРПОУ 43665470 – Опендатабот. Опендатабот. Url: <https://opendatabot.ua/c/43665470>

50. Федорчук Л. Телевізійна аудиторія: нові концепції і технології дослідження. Теле- та радіожурналістика. 2018. Вип. 17. С. 64–70.
51. Фірсова С. Г. Стратегії переведення клієнтів на цифрові канали. Open science of ukraine. 2023. Т. 2023, № 3. URL: <https://doi.org/10.59948/osou3.2023.04>
52. Хохич Д. Г. Інфляція та її регулювання в Україні: політекономічний аспект. Вісник Кременчуцького національного університету імені Михайла Остроградського. 2020. Вип. 3 (122). С. 32–38.
53. Хрустальова С. В., Бондаренко Ю. В. Цифрова економіка в бізнесі : thesis. 2019. URL: <http://openarchive.nure.ua/handle/document/10032>
54. Цифрова економіка / chair Д. Г. Лук'яненко. КНЕУ, 2018. Url: <https://doi.org/10.31812/123456789/2870>
55. Цифрові платформи як мейнстрим сучасної інноваційної економіки / О. І. Маслак та ін. XXX Міжнародна науково-практична конференція студентів, аспірантів та молодих учених "Актуальні проблеми життєдіяльності суспільства". 2023. URL: <https://doi.org/10.32782/2222-5099.2023.7.6>
56. Цифровізація економіки : thesis / О. В. Зайцев та ін. 2018. Url: <http://essuir.sumdu.edu.ua/handle/123456789/70488>
57. Чукурна Е. Маркетингові стратегії на глобальному ринку. Теоретичні та прикладні питання економіки. 2019. Вип. 1 (30). С. 326–338.
58. Яненко Я. Інноваційна рекламна упаковка: соціалізаційний аспект. Вісник Київського національного університету імені Тараса Шевченка. Журналістика. 2017. Вип. 1 (22). С. 67–71.
59. Яріш О. В., Палієнко О. О. Цифровізація фінансового сектору України : thesis. 2021. Url: <http://dspace.puet.edu.ua/handle/123456789/10736>
60. Ярош-Дмитренко Л.А. Принципи формування конкурентних стратегій для промислових підприємств на міжнародних ринках. Вип. 10 (122). С. 32–38.