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INNOVATIVE MANAGEMENT AS A TOOL FOR ENSURING THE COMPETITIVENESS OF AGRICULTURAL ENTERPRISES

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ІННОВАЦІЙНИЙ МЕНЕДЖМЕНТ ЯК ІНСТРУМЕНТ ЗАБЕЗПЕЧЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

The article examines the theoretical foundations of the formation and development of innovation management in the agricultural sector of the economy in the context of modern transformation processes, global competition, and increasing demands for sustainable development. An analysis of various scientific approaches to defining the essence of the concepts of “innovation”, “agro-

innovation”, “innovative activity”, and “innovative management” is conducted, particularly in the context of the specifics of agriculture, which is determined by natural, climatic, technological, and socio-economic characteristics. It is substantiated that innovation management in the agricultural sector is a complex system of principles, methods, and management decisions aimed at initiating, implementing, and commercializing innovations that ensure increased productivity, competitiveness, and efficient use of resources. Key factors influencing the effectiveness of innovation activities are identified, including access to financial resources, human resources, infrastructure, integration of science and production, digitization of management processes, and state support for innovation. Particular attention is paid to current trends in the development of agricultural innovations, including the introduction of precision farming, digital management platforms, biotechnologies, climate-adapted crops, and energy-saving solutions that contribute to the optimization of production processes and improvement of product quality. The problems that hinder the systematic introduction of innovations in agricultural enterprises are analyzed, including high risk, limited investment resources, insufficient employee awareness, and low integration of scientific developments into production practice. On this basis, directions for improving innovation management are proposed, which include the formation of long-term development strategies, the activation of partnerships, the introduction of modern methods for evaluating the effectiveness of innovations, and the systematic use of available resources. The article pays particular attention to the relationship between innovative technologies and the agricultural enterprise management system, which allows not only to optimize processes, reduce costs, and increase productivity, but also to adapt to modern environmental and market requirements. The scientific and practical recommendations provided can be used to increase the competitiveness of agricultural enterprises, ensure the sustainable development of the industry, and harmonize the economic, social, and environmental components of activities in a dynamic market.

У статті досліджено теоретичні засади формування та розвитку інноваційного менеджменту в аграрному секторі економіки в умовах сучасних трансформаційних процесів, глобальної конкуренції та посилення вимог до сталого розвитку. Проведено аналіз різних наукових підходів до визначення сутності понять «інновація», «агроінновація», «інноваційна діяльність» та «інноваційний менеджмент», зокрема в контексті специфіки сільського господарства, що визначається природно-кліматичними, технологічними та соціально-економічними особливостями. Обґрунтовано, що інноваційний менеджмент у аграрній сфері є комплексною системою принципів, методів та управлінських рішень, спрямованих на ініціювання, впровадження та комерціалізацію нововведень, які забезпечують підвищення продуктивності, конкурентоспроможності та ефективності використання ресурсів. Визначено ключові фактори, що впливають на результативність інноваційної діяльності, серед яких доступ до фінансових ресурсів, кадровий потенціал, стан інфраструктури, інтеграція науки і виробництва, цифровізація управлінських процесів та державна підтримка інновацій. Окрему увагу приділено сучасним тенденціям розвитку агроінновацій, включно з впровадженням точного землеробства, цифрових платформ управління, біотехнологій, кліматично адаптованих культур та енергоощадних рішень, що сприяють оптимізації виробничих процесів та підвищенню якості продукції. Проаналізовано проблеми, які стримують системне впровадження інновацій у агропідприємствах, серед яких високий рівень ризику, обмежені інвестиційні ресурси, недостатній рівень обізнаності працівників та низька інтеграція наукових розробок у виробничу практику. На цій основі запропоновано напрями вдосконалення інноваційного менеджменту, що передбачають формування довгострокових стратегій розвитку, активізацію партнерських зв'язків, впровадження сучасних методів оцінки ефективності інновацій та системне використання наявних ресурсів. Особлива увага у статті приділена взаємозв'язку інноваційних технологій із системою управління агропідприємством, що дозволяє не лише оптимізувати процеси, зменшити витрати і підвищити продуктивність, але й адаптуватися

до сучасних екологічних та ринкових вимог. Наведені науково-практичні рекомендації можуть бути використані для підвищення конкурентоспроможності аграрних підприємств, забезпечення сталого розвитку галузі та гармонізації економічної, соціальної та екологічної складових діяльності в умовах динамічного ринку.

Keywords: *innovation; innovation management; innovative activity; agricultural sector; agricultural enterprises; agro-innovations; competitiveness; enterprise management.*

Ключові слова: *інновація; інноваційний менеджмент; інноваційна діяльність; аграрний сектор; сільськогосподарські підприємства; агроінновації; конкурентоспроможність; управління підприємством.*

General statement of the problem and its connection with important scientific or practical tasks. The modern development of the agricultural sector takes place in conditions of increased global competition, climate change, resource constraints and transformation of market requirements. Under such circumstances, traditional approaches to agricultural production management lose their effectiveness, which necessitates the transition to an innovation-oriented development model. However, the introduction of innovations into the activities of agricultural enterprises is often fragmentary, unsystematic and is not accompanied by proper management support. This creates a contradiction between the need for innovative renewal of agricultural production and the insufficient level of formation of a holistic system of innovation management in the industry.

The complexity of this issue is exacerbated by the absence of a unified conceptual framework for defining core categories such as "innovation", "agro-innovation", "innovative activity", and "innovation management". This conceptual fragmentation hinders the synergy between scientific inquiry and the actual deployment of practical mechanisms. Furthermore, the inherent characteristics of the agricultural sector – predominantly its vulnerability to climatic fluctuations,

biological cycles, and ecological constraints – necessitate a tailored adaptation of standard management theories to meet the sector's unique demands.

From a scholarly perspective, the urgency of this study stems from the imperative to systematize theoretical models of agricultural innovation management. This involves refining its structural and functional components while establishing robust methodological criteria for performance evaluation. Such an approach significantly advances economic science by providing a foundation for the sustainable growth of agricultural entities through innovation-led strategies.

In practical application, the research addresses the vital need to bolster the competitiveness of agribusinesses. By optimizing resource allocation, integrating cutting-edge technologies, and upholding environmental standards, an effective management system enables enterprises to transcend mere adaptation. Instead, it empowers them to proactively cultivate long-term strategic advantages, ensuring the resilient and efficient operation of the entire agricultural economy.

Analysis of recent studies and publications. The formation and development of innovation management as a scientific and applied category attracts significant attention from domestic and foreign researchers. In recent years, increased attention has been paid in the world scientific literature to the problems of forming effective models of innovation process management.

Recent studies confirm that innovation management is a key factor in the development of enterprises, especially in the agricultural sector. The Law of Ukraine "On Innovation Activity" defines the legal framework for organizing and supporting innovations, emphasizing the importance of applying new technologies, management methods, and organizational and technical solutions to increase competitiveness [1].

Scientists note various aspects of innovation management: Bolshaia O. and Ishchenko I. emphasize its role in the professional development of managers [2], Harbar Zh. and Maiborodiuk K emphasize its importance for the innovative development of agricultural enterprises [3], and Dyshkant A. O. et al. investigate the properties of innovations as an object of management activity [4]. Other

authors in particular Didur K. M. [5] and Zabashta Eu. Yu. [6], analyze the structure and classification of innovation activity. Zaika Yu. investigates the application of innovation management in anti-crisis conditions [7].

Particular attention is paid to the agricultural sector: Kopytko V. I. et al., Marynchenko Ye. O. and Minkovska A. v. emphasize the importance of technological, breeding-genetic, digital and organizational innovations for increasing the efficiency and sustainable development of agricultural enterprises [10, 12, 13]. Mohylna L. and Khaietska O. P. note the practical importance of agroinnovations for productivity and economic effect [14, 17]. Slavkov M. et al. emphasizes the impact of innovation management on the competitiveness of enterprises [15].

In general, the analysis shows that modern scientific opinion recognizes innovation management as a key factor in the development of enterprises, ensuring the effective integration of technologies, management decisions and investment resources. Particular attention is paid to the agricultural sector, where innovations are closely related to natural, environmental and economic factors, and their implementation allows increasing the productivity, competitiveness and adaptability of agricultural enterprises to changes in the market and the external environment.

Formulation of the objectives of the article (task statement). The primary objective of this study is to synthesize and categorize the existing theoretical frameworks regarding the nature of innovation management within the agricultural industry. Furthermore, it aims to establish a methodological basis for refining the management of innovative activities in agribusinesses, ensuring they are better equipped to handle the shifts of contemporary economic transitions.

Summary of the main research material. In the contemporary global landscape, innovation management has become a cornerstone of structural growth across various economic domains, with the agricultural sector being no exception. The systematic integration of novel concepts, advanced technologies, and modernized farming techniques is increasingly vital as agricultural entities face a relentless stream of environmental and market-driven challenges. By synthesizing

diverse theoretical interpretations of innovation and its management within an agrarian context, we can better appreciate how these interconnected elements drive the strategic progression of the industry.

As an economic discipline, innovation management is a relatively modern phenomenon, gaining traction in the late 20th century amidst a surge in technological breakthroughs and industrial capacities. It functions as a specialized branch of organizational governance dedicated to fulfilling transformative goals by optimizing the allocation of an enterprise's fiscal, material, and intellectual capital. The fundamental purpose of this management sphere is to identify and pursue strategic priorities in research and production. This encompasses the entire lifecycle of a product – from initial development and market introduction to continuous refinement or the strategic phasing out of obsolete offerings.

Despite the large number of studies in this area, there is currently no agreed understanding of the terminology of "innovation management". Economists offer numerous approaches to classifying existing definitions and creating new ones, which often remain controversial. In Table 1, we present the concept of "innovation management" as presented by various economists. Definitions of innovation management demonstrate a variety of approaches to interpreting this concept. Some authors consider it as a process of innovation management aimed at creating and implementing new products, technologies or services. Others emphasize the integration of management decisions aimed at stimulating creativity, increasing competitiveness and adapting to changes in the external environment. Innovation management in a general sense is the process of creating, adapting and implementing innovations in any enterprise in order to improve its efficiency and competitiveness. According to various authors, innovation management can be defined as a set of principles and methods that allow an organization to introduce new technologies, services and processes that can change its work for the better. It requires a systemic approach that takes into account both the internal resources of the enterprise and external factors that can facilitate or hinder the development of innovations.

Table 1. Definition of the concept of "innovation management" by various authors

| Authors/ source | Definition |
|--|--|
| Bolshaia O., Ishchenko I. [2, p. 45] | an independent part of management science and professional activity, fully aimed at forming and ensuring the results of organizational structures with innovative ideas through the rational use of material, labor, intellectual and financial resources. |
| Harbar Zh., Maiborodiuk K. [3, p. 17] | This is a set of economic, motivational, organizational and legal means, methods and forms of managing the innovative activities of a specific management object in order to obtain the most optimal economic results of this activity. |
| Zaika Yu. [7, p. 64] | a system in which factors interact with each other, aimed at achieving or maintaining the desired level of viability and competitiveness of an enterprise through mechanisms for managing innovation processes. |
| Kopytko M. I., Blaha N. V. [11, p. 18] | an independent branch of economic science and professional activity aimed at forming and ensuring the achievement of innovative goals by any organizational structure through the rational use of material, labor and financial resources. |
| Minkovska A. V., Molchanov A. S. [13, p. 297] | is a management approach aimed at creating and implementing innovative solutions, processes and strategies in an organization in order to achieve competitive advantages and ensure sustainable development |
| Slavkov M., Kalantaievska O. and Gubar O. [15] | may involve various strategies to ensure a competitive advantage for an enterprise in a particular market – from imitating existing innovations to developing and supporting its own ideas, goods and services. |
| Yaremchuk S. S., Sukhorukova O. A., Malysenko L. O. [18] | should ensure the development of an enterprise strategy, which will be aimed at building an optimal model of the prospects for the future development of the business entity |

Source: systematized by the author according to [2, 3, 7, 11, 13, 15, 18].

The definition of innovative management of an agricultural enterprise acquires some specific features. An agricultural enterprise, unlike other industries, is faced with numerous natural factors, such as climate change, seasonal fluctuations in yield and many others. Therefore, the introduction of innovations in this area should include not only technological innovations, but also new methods of resource management, optimization of production processes and logistics. At the same time, the agricultural sector requires managers to be able to quickly adapt to environmental changes, implementing strategies for sustainable development and efficient use of natural resources. At the same time, the challenges faced by innovative management in this area include limited funding, insufficient awareness of employees, resistance to change and the need to adapt to rapid market changes.

Taking into account the above-mentioned features, it is advisable to consider innovation management in the agricultural sector as a holistic system of management decisions and processes aimed at initiating, implementing and commercializing innovations, taking into account the natural-climatic, biological, seasonal and market characteristics of agricultural production in order to ensure sustainable development, increase productivity and competitiveness of agricultural enterprises. Unlike other sectors of the economy, innovation management in the agricultural sector combines technological, organizational and managerial innovations with effective management of natural resources, risks and adaptation mechanisms to changes in the external environment.

It should be emphasized that the general scope of innovation management of an agricultural enterprise covers a wide range of activities aimed at increasing the efficiency and competitiveness of agricultural production. This includes the development of an innovation strategy, the optimization of resources (financial, material, human), and the implementation of modern technologies, such as automation, biotechnology, and digital solutions.

In the system of innovation management, the term "innovation" is the core of all processes. Despite the fact that this concept first appeared in scientific works only in the 19th century, innovations became part of social life long before the formation of science. In each period of its development, humanity created innovations that changed society and stimulated its progress. Innovation is not only the sum of fundamentally new technologies, key and intellectual solutions and knowledge. Innovation is characterized by the unity of technologies, intellectual solutions, research into values, motives and the history of the development of economic systems (enterprises) on a global scale, the generation and dissemination of innovations that are implemented through the generation of new knowledge, the updating of methods and concepts of economic development with the formation of multi-faceted information connections and economic relations. Let us consider in Table 2 the main definitions of domestic scientists over the last five-year period. The conceptualization of the concept of "innovation" involves the development of economic science with the study of the patterns and factors of the processes of

modifications, transformations and generation of innovations for the adaptation of the economy to the globalization of the information and technological space.

Table 2. Definition of the concept of "innovation" by various authors

| Authors/ source | Definition |
|---|--|
| Law of Ukraine "On Innovation Activity" [1] | These are newly created or improved competitive technologies, products or services, as well as organizational and technical solutions of a production, administrative, commercial or other nature that significantly improve the structure and quality of production and the social sphere. |
| Harbar Zh., Maiborodiuk K. [3, p. 12] | This is the application in a particular sphere of social activity of the results of scientific and technological progress, intellectual work, and innovations in the production process in order to increase the efficiency of the enterprise's functioning, its competitiveness, and its development in general. |
| Dyshkant A. O., Trush A. A., Kozakevych M. M. [4, p. 209] | is a key element of the successful development of an enterprise, helping to ensure competitive advantage, expand market opportunities, improve efficiency, and respond to changes in the business environment. |
| Didur K. M. [5, p. 33] | is a desirable, necessary change that brings benefits compared to the previous state of any object, subject, process; this change must be practical and bring a positive result; these changes can concern any products, technologies, production organizations, management, etc.; innovations are the most important source of implementing the development goals of the subject, as a result of which the effectiveness of its activities increases. |
| Zabashta Eu. Yu. [6] | This is the transformation of something into a source of profit (innovation), which is expressed in a specific product and has brought specific efficiency. |
| Kara N. I., Zynych L. V. [8, p. 41] | This is the profitable use of ideas and inventions in the form of new products, services, socio-economic and organizational-technical solutions of a production, financial, and commercial nature. |
| Kovalchuk V. M. [9] | It is a creative and imaginative process of making innovative changes in various aspects of life, which includes the creation and implementation of new ideas, technologies, products, production or management methods. |
| Kopytko M. I., Blaha N. V. [11, p. 9] | the final result of the implementation of an innovation (innovative activity), which was embodied in the form of a new or improved product introduced on the market, a new or improved technological process used in practical activities or in a new approach to social services. |
| Minkovska A. V., Molchanov A. S. [13, p. 296] | it is the introduction of new ideas, concepts, products, processes or methods that bring novelty, refinement, improvement or significant value. |
| Mohylna L. M. [14, p. 27] | It is not only a new product or service, but also a new technological process, a way of organizing production, changing the structure and creating new markets, and is also aimed at meeting the needs of a market segment and obtaining an economic effect. |

Source: systematized by the author according to [1, 3, 4, 5, 6, 8, 9, 11, 13, 14]

Based on the above theoretical views and analyses, in our opinion, "innovation" primarily includes the generation of ideas, knowledge, solutions, and scientific and practical resources, which, accordingly, requires a set of rules that are a restrictive regulator of the activities of individuals, stimulating the achievement of a higher level of their interaction in economic, social, and environmental systems, harmonizing the basic provisions of formal and informal institutions.

Innovations in each area of human activity have their own specifics. For example, in agriculture (agro-innovation) they are closely related to natural resources and environmental factors. This term is also a source of discussion (Table 3). Agro-innovation or innovation in agriculture differs from classical innovations in its focus on natural resources, environmental sustainability and increasing the productivity of the agricultural sector. They cover everything from the use of modern digital solutions, such as drones and GPS systems, to the development of biotechnology and climate-adapted crops. Agro-innovation ensures the sustainable development of agriculture, optimizing costs and improving product quality, while preserving resources. This is a new round of innovation evolution, adapted to the needs of the agricultural sector.

Table 3. Definition of the concept of "agricultural innovation" or "agro-innovation" by various authors

| Authors/ source | Definition |
|---|---|
| Kopytko V. I., Kopytko O. V. [10, p. 197] | is the result of the application of scientific achievements in economic practice, manifested in the development of new plant varieties, breeds and species of animals, and much more, which allows to increase the efficiency of agro-industrial production, and the peculiarity of innovations lies in their ability to increase the efficiency of economic activity. |
| Marynchenko Ye. O. [12, p. 75] | implementation in economic practice of the results of scientific research, which are embodied in new plant varieties, animal breeds and species, bird crosses, new or improved food products and materials, new technologies, modern machinery and equipment in animal husbandry, plant growing and the processing industry, new methods of prevention and treatment in animal husbandry, new fertilizers and means of protection in plant growing, new forms of organization and management, new approaches to the provision of social services. |

| Authors/ source | Definition |
|--|--|
| Mohylna L. M. [14, pp. 27-28] | are considered by us as the introduction into the agricultural sphere of technological, technical, organizational, economic, environmental, breeding-genetic and other types of innovations in compliance with the requirements of environmental safety of agricultural production and phytosanitary conditions, which contribute to obtaining an economic effect that will ensure changes in the quality of life and the component of wildlife (animals or plants). |
| Sus T. Y., Hrechanyk N. Yu., Koliedina K. O. [16, p. 207] | related to biological factors of production and impact on agrocenoses, primarily on biodiversity, soil fertility and the environment. |
| Khaietska O. P. [17, p. 133] | This is the implementation of technological, technical, economic, organizational, environmental, and breeding and genetic innovations that meet the requirements of environmental safety and phytosanitary. |

Source: systematized by the author according to [10, 12, 14, 16, 17]

In the context of the subject and scope of application in the agricultural sector, it is appropriate to distinguish four main types of innovations (Figure 1). Breeding and genetic innovations are unique to agriculture and have no analogues in other industries.

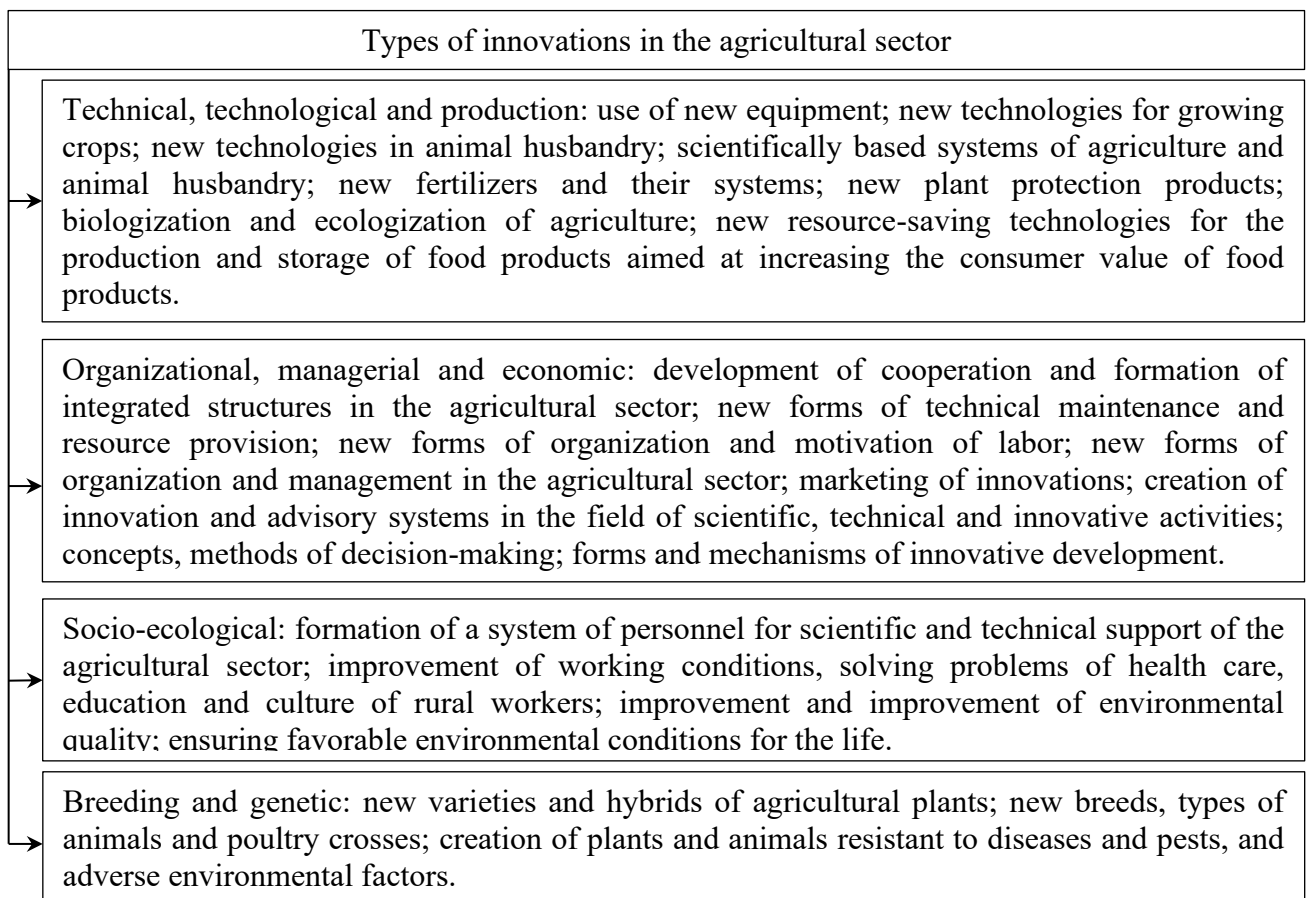


Fig. 1. Classification of types of innovations in the agricultural sector

Source: own development

Given that nearly every progressive development within a farming entity can be categorized as innovation-related, delineating a precise practical meaning for "innovative activity in agriculture" remains a complex task. While scholarly interpretations of this concept fluctuate among different researchers, they collectively converge on the processes of pioneering new technologies, refining soil cultivation techniques, advancing crop production methodologies, and establishing streamlined administrative structures. These endeavors are fundamentally essential for aligning the agricultural sector with global imperatives, including climatic instability, escalating demographic pressures, and the diminishing availability of natural capital.

It is imperative to emphasize that the aforementioned conceptualizations are deeply intertwined, each acting as a vital pillar within the comprehensive paradigm of innovation governance in the agrarian industry. The theoretical model depicted in Figure 2 illustrates how these disparate ideas coalesce into a singular ecosystem focused on the strategic evolution of the firm. We argue that implementing innovation management in an agricultural context goes far beyond the simplistic acquisition of modern equipment; it requires the deliberate orchestration of creative initiatives that function as a primary engine for the ongoing generation of agro-innovations.

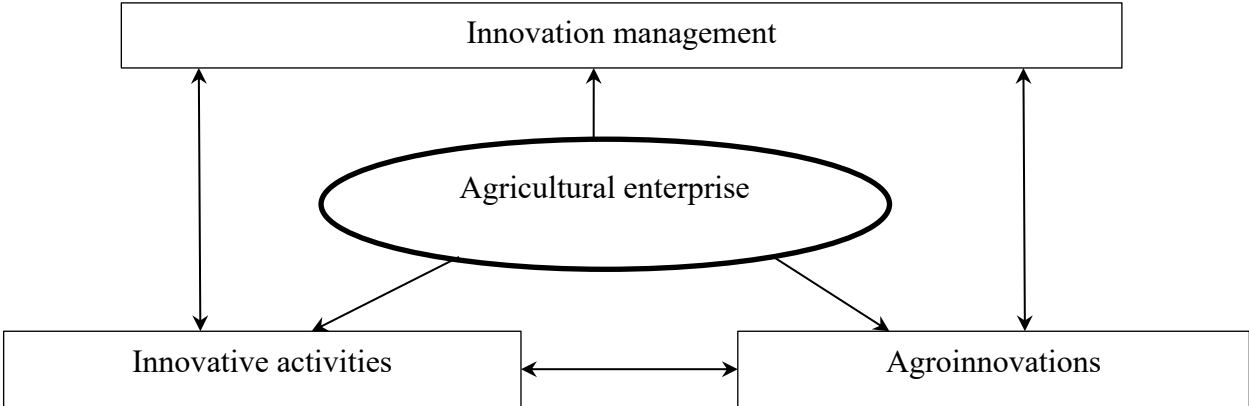


Fig. 2. Interrelationship of basic concepts of innovation management

Source: own development

Moreover, the effective assimilation of structural transformations in the food production sector is contingent upon a sophisticated management strategy. Such a framework must demonstrate the capacity to merge fundamental scientific research and vanguard technological solutions with the depth of empirical field experience. Only by achieving this multidisciplinary synergy can an agrarian enterprise successfully reconcile abstract innovative theories with tangible, sustainable outcomes, thereby solidifying its competitive standing within today's volatile economic environment.

It is essential to recognize that innovation management and innovative activity within an agricultural entity are symbiotic elements that collectively drive the progression and market resilience of the agrarian sector. In this framework, innovation management functions as a strategic instrument that delineates the trajectories and methodologies for modernization, ensuring the optimized allocation of capital and the systematic orchestration of operational flows. Conversely, innovative activity represents the functional execution of new developments, technologies, and farming techniques designed to amplify production efficiency. Their interdependence is rooted in a fundamental loop: management establishes the structural environment for creative ideation and coordinates its deployment, while innovative activity translates these abstract concepts into tangible, real-world applications.

Ultimately, innovation management in the agricultural sphere transcends the mere adoption of novel equipment; it embodies a holistic governance model that encompasses every phase of the production cycle, integrating both technical advancements and organizational restructuring. Such a comprehensive strategy is vital for securing the long-term viability of agribusinesses. By enhancing operational productivity and strengthening market positioning, this approach not only stabilizes individual enterprises but also fosters the overarching sustainability and resilience of the global agricultural economy.

The lifecycle of innovation management within a farming entity is comprised of several critical phases, each serving as a fundamental pillar in the

seamless execution of the transformative process. The intricate architecture of administrative functions specific to agricultural innovation governance is visually delineated in Figure 3. This systematic approach ensures that every stage, from conceptualization to full-scale deployment, aligns with the broader organizational goals.

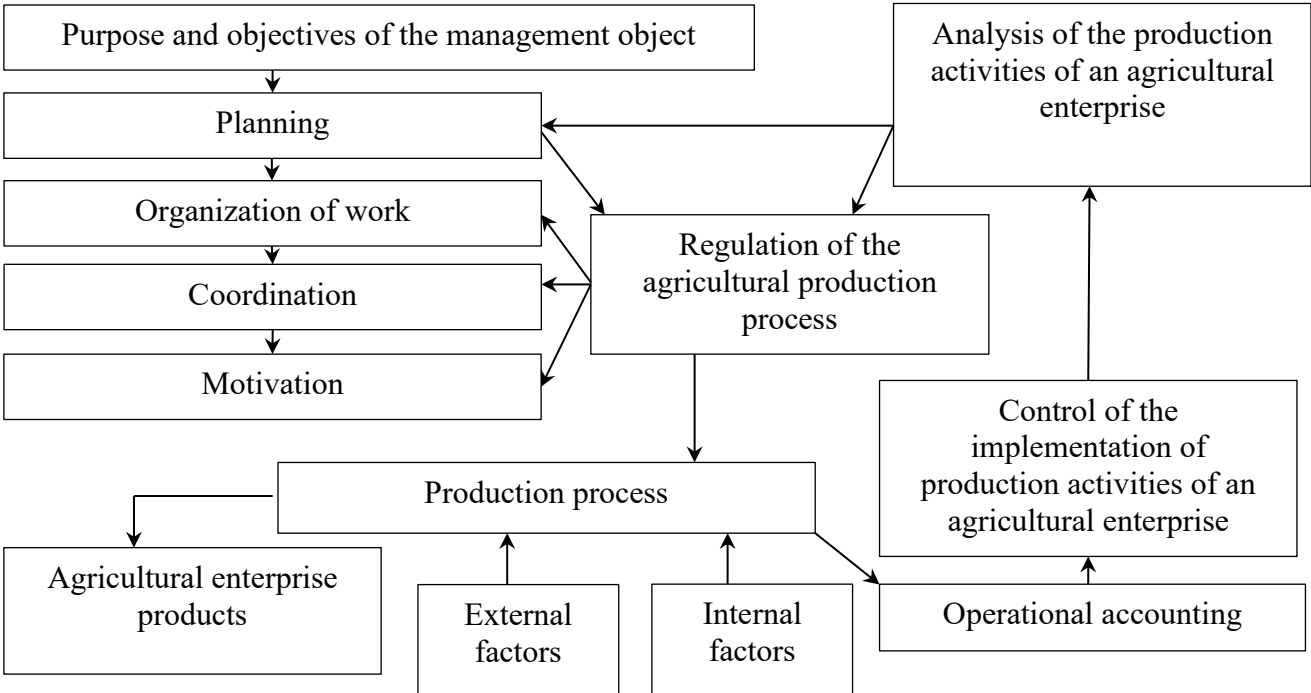


Fig. 3. System of the management function of innovation activities of an agricultural enterprise

Source: own development

In the modern agrarian context, innovation management functions as a vital instrument for elevating operational excellence. Its primary mission is the conception and integration of pioneering technologies, administrative methodologies, and strategic frameworks designed to maximize resource efficiency while amplifying both productivity and market resilience. Consequently, the application of innovation management in an agricultural setting transcends mere performance enhancement; it acts as a decisive mechanism for securing the long-term sustainability of the entire agrarian sector.

The successful adoption of such a comprehensive management paradigm empowers agribusinesses to do more than simply refine their internal outputs. It provides them with the strategic agility necessary to anticipate and navigate contemporary global pressures and shifting market demands, thereby ensuring their continued relevance in a volatile economic landscape.

Assessment of the effectiveness of innovation management is an important stage of management in an agricultural enterprise, as it allows you to determine how successfully innovations are implemented and what their impact on overall activities is. The methodology for such an assessment should take into account quantitative and qualitative indicators adapted to the specifics of the agricultural sector.

The main stages of the methodology:

- 1 Defining evaluation goals and criteria. The evaluation objectives may include increasing productivity, reducing costs, conserving natural resources, or improving product quality. Performance criteria are usually divided into economic, social, and environmental.

- 2 Cost-benefit analysis. It is necessary to estimate the costs of implementing innovations: financial investments, resources used, time and effort of employees. The results are measured through indicators of productivity, profitability, reduction of costs per unit of production and improvement of product quality.

- 3 Comparison of indicators before and after the implementation of innovations. To obtain objective results, changes in key indicators (economic, technical, and organizational) are analyzed compared to the periods before the introduction of innovations.

- 4 Calculation of the efficiency index. The effectiveness of innovation management can be expressed through relative indicators, for example, the ratio of productivity gains to innovation costs.

5 Risk assessment and strategy adaptation. Analyzing possible risks associated with the implementation of innovations helps to adjust the strategy to achieve better results in the future.

Effective methodology allows timely identification of shortcomings in the implementation of innovations, assessment of their impact on all aspects of the agricultural enterprise's activities, and continuous monitoring of the achieved results. This contributes to the formation of strategies for increasing profitability and sustainable development.

Therefore, the methodology of innovation management effectiveness is a comprehensive tool for assessing the effectiveness of agro-innovation management at an agricultural enterprise, helping to optimize processes and achieve high results in the dynamic conditions of the agricultural market.

Conclusions and prospects for further research in this area. The findings of this study lead to the definitive conclusion that innovation management serves as the pivotal determinant for fostering resilient growth and bolstering the market positioning of agribusinesses amidst contemporary economic shifts. A comprehensive synthesis of existing theoretical frameworks reveals that the prevailing terminological ambiguity specifically regarding "innovation", "agro-innovation", and "innovative management" acts as a significant barrier to the creation of a unified governance model in the agrarian sector. Nevertheless, this analysis provides a robust justification for redefining innovation management as an integrated system of strategic interventions. These interventions are designed to catalyze the inception, deployment, and market integration of novel solutions while respecting the intrinsic biological, ecological, and climatic constraints unique to agricultural production.

The evidence suggests that innovation management within the agricultural sphere is inherently multifaceted, harmonizing technological, structural, administrative, and environmental dimensions. Its overall efficacy is not merely a reflection of technological adoption rates but is deeply rooted in the organization's capacity to formulate a cohesive innovation strategy. This involves the

synchronization of administrative functions, the lean optimization of resource utilization, and an agile response to external market volatility. Within this paradigm, agro-innovations emerge as a critical priority, specifically those engineered to enhance productivity and environmental integrity while ensuring the preservation of vital natural capital.

The study establishes a profound interdependence between the management and the execution of innovative processes within agricultural entities. Innovation management serves as the foundational architecture delineating the structural conditions, mechanisms, and strategic trajectories whereas innovative activity functions as the operational engine for their tangible application. Furthermore, the proposed evaluative methodology facilitates a holistic appraisal of the economic, social, and ecological outcomes of these advancements, providing a vital instrument for optimizing the precision of administrative decision-making.

Future inquiries in this domain should prioritize the deep-level integration of digital ecosystems, autonomous systems, and advanced biotechnologies into the governance frameworks of agribusinesses. There is a pressing need to cultivate adaptive management models that account for regional agricultural nuances, varying levels of resource availability, and the specific operational scales of different enterprises. Such tailored approaches will ensure that innovation remains relevant to the local context.

Additionally, refining the methodological tools used to measure management efficacy is essential, particularly when accounting for the volatility of the investment climate, price fluctuations in global commodity markets, and the systemic risks posed by environmental shifts. Subsequent research should aim to construct a strategic toolkit for agro-innovation governance. This toolkit will be instrumental in securing enduring sustainability, maximizing economic returns, and establishing robust competitive superiority for agricultural enterprises in an increasingly unpredictable global market.

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