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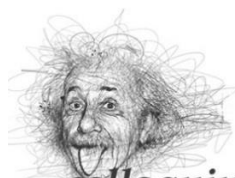
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ECONOMIC SCIENCES

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INTELLECTUAL CAPITAL MANAGEMENT AND ECONOMIC DEVELOPMENT

Abstract.

The article reveals the possibility of improving the efficiency of agro-industrial enterprises through the formation and use of intellectual capital. It is established that the functioning of business entities in modern economic systems, characterized by a gradual approach to the depletion of material and natural resources, the difficulty of attracting additional financial resources, increasing competition and the need to create products with high added value, necessitates analysis a new order of functioning of economic systems based on the concept of information and knowledge as the main resources and source of wealth. It was found that the basis of the new economic paradigm is the concept of intellectual capital as a new economic category, which reflects the still little-studied sphere of economic formations - intangible.

The existence of a strong relationship between the processes of intellectual capital formation and innovation has been proven. It is established that the formed and accumulated intellectual capital is the basis for innovation. It is determined that the assessment and management of the level of intellectual capital of the enterprise can increase the efficiency of intangible assets management, identify factors and reserves of development, increase innovation activity. It is established that R&D expenditures and their intensity are two key indicators used to monitor resources in the formation of intellectual capital. The analysis of the dynamics of research and development expenditures and their share in the structure of Ukraine's GDP is carried out. It is established that in comparison with other countries the volume of expenses for research and development in Ukraine is extremely low.

The problems that small and medium-sized agricultural enterprises often face in the formation of their own intellectual capital are identified. The effectiveness of adaptive strategy as a tool for leveling the negative impact of changes in the environment of the enterprise in the management of intellectual capital is proved.

Keywords: efficiency, innovations, intellectual capital, innovative activity, agro - industrial complex, adaptive strategy, management, competitiveness.

Problem statement. The process of globalization over the past few decades has led to many technological, economic and social changes that have radically changed the world market for agricultural products. The traditional resources for achieving competitive advantage in the industrial age were capital, natural resources and labor, while in today's knowledge-based economy, information, innovation, intellectual capital and intellectual property are important.

The domestic agricultural sector of the economy, having a significant resource potential, uses mostly material resources for development. In other words, the extensive type of development of agriculture in Ukraine makes its further development impossible on the basis of innovation and sustainability. This, in turn, reduces the competitiveness of enterprises. In addition, in a pandemic, the agricultural sector can become a "lifeline" for Ukraine's economy, given the existing production potential to ensure not only the country's food security, but also having a significant impact on world food security. If at the same time to conduct innovative development of agricultural production, constantly introducing the latest scientific research, the agricultural sector can become an "economic oasis".

Despite some changes in agriculture in Ukraine, there are still many unresolved issues: there are a large number of unprofitable farms, low wages, low agricultural land use, rather weak social protection of agricultural workers compared to other sectors of the economy

[1]. The agricultural sector can have a significant impact on the level of competitiveness of the state, if it is based on intellectual capital, as evidenced by the experience of countries with highly developed agriculture. However, observing global changes, we can conclude that Ukraine has untapped potential for growth and development in this area. At present, it is necessary and expedient to study the factors that will contribute to the development of agriculture not at the expense of quantitative indicators, but qualitative ones. Such research will contribute to the search for and effective use of significant economic potential of the agricultural sector on the basis of innovation and sustainability.

Analysis of recent research and publications. Research on the nature of intellectual capital, its structure and possibilities for effective use dates back to the second half of the twentieth century, but the concept of intellectual capital was most developed in the 90s of last century. Scientists are very interested in the issue of intellectual capital due to the versatility of this concept. The fundamental foundations of the theory of intellectual capital have been formed by such scientists as J. Galbraith, E. Brooking, L. Edvinson, M. Malone, and KE. Sweiby and T. Stewart. In Ukraine, the study of issues related to intellectual capital, economic efficiency, innovation in the agricultural sector are engaged in such scientists as: O. Butnik-Siversky, I. Goncharuk, T. Yemchyk (Goncharuk), G. Kaletnik, O. Kendyukhov, S. Legenchuk, Y. Mahomet, O. Sobko,

I. Tomashuk, A. Chukhno, O. Shkurupiy, O. Shpykulyak and others.

The purpose of the article is to study the theoretical, methodological and practical aspects of improving the efficiency of agricultural enterprises on the basis of the formation and use of intellectual capital.

Presentation of the main results of the study. With growing global food demand, rising food prices, abrupt climate change that provokes crop variability and unpredictability of commodity supply in the global agricultural market, more and more attention is paid to the intellectual and innovative component of agri-food development, which are key factors in stabilizing agricultural production. Due to this, the search for new technologies that can increase the efficiency of agricultural management in conditions of depletion of natural resources is extremely relevant.

Innovation and intellectual capital are closely related economic categories. On the one hand, the formed and accumulated intellectual capital is the basis for innovation, and on the other hand, as noted by Shpykulyak: "Institutions of innovation are the basis for the formation of intellectual capital, providing it both functionally and organizationally" [2, 93].

Obviously, the human factor is decisive in the process of creating an innovative product, because human knowledge, creativity, ingenuity are the core of the innovation process. With effective human capital management, along with the optimally formed organizational structure of the enterprise and a well-established mechanism of interaction with customers, there are intellectual resources as a result of their synergistic interaction. Commercialization of intellectual resources leads to the formation and accumulation of intellectual capital in the enterprise. As Lushchak [3] notes, "intellectual capital is the most important element in the system of producing innovations, finding new technological solutions, managing the process of implementing these innovations into products and their dissemination."

We agree with Sirenko's statement that "the development of innovations in the agricultural sector should be a crucial stage of a comprehensively prepared and effective innovation process based on a bimodal strategy, in which innovations aimed at increasing yields through chemicalization, new fertilizer technologies, new varieties crops, animal breeds, etc. Such a strategy of innovative development is implemented in small enterprises and requires a comprehensive coordination of the actions of science, business entities and education, as mass training will require special training [4].

It is obvious that ensuring the recovery of the domestic economy is possible precisely by intensifying the reproduction of its innovative potential [5]. However, in Ukraine, large-scale investments in R&D and technical and technological modernization of fixed capital in agriculture are made only by a limited number of large and highly profitable enterprises. For most domestic agricultural producers, innovative methods and means of management are little known and virtually unavailable. According to the Ukrainian Club of Agrarian Business, agricultural enterprises must spend at least \$ 50. US per 1 hectare for innovation. Such costs are still

unattainable for Ukrainian business, but some agricultural holdings report increasing the efficiency of their enterprises through the introduction of new technologies, investing in innovations at the rate of 5-7 dollars. US per hectare. In addition, 80% of all investments in innovation in the agricultural sector are directed to accounting, document management and anti-theft solutions [6]. Research and development (R&D) is a major driver of innovation, and R&D expenditure and its intensity are two key indicators used to monitor the resources spent on the development of science and technology around the world. In 2019, the Member States of the European Union spent more than 306 billion euros on research and development. The main results of the application of innovations of large domestic enterprises: the group of companies Ukrlandfarming reports an increase in yield by 25% due to the use of precision farming. The Agroprosperis group of companies reports that the efficiency of work has increased several times after they bought tablets for agronomists with special programs and an interactive database that allows you to quickly make logistics decisions. Kernel Holding is implementing a digital platform project for automatic planning of production processes, monitoring of their implementation, as well as the development of mobile applications for work in the field of agronomists and engineers. Astarta agro-industrial holding saved \$ 15 million in 4 years. USA thanks to the system of GPS-surveillance and monitoring of fuel use (more than an annual amount of investment in innovation of the seven largest agricultural holdings in the country). It also plans to launch a mobile platform to monitor the condition of crops, their development and growth phase, the presence of insects and pests, which will select fertilizers, plant protection products, etc. [7].

Small and medium-sized agricultural enterprises often face problems of forming their own intellectual capital for a number of reasons, including:

- lack of professional skills of farm workers in the application of new technologies;
- weak use of scientific achievements and best practices by managers and specialists of all categories;
- attracting valuable agricultural holdings of valuable employees with a guarantee of high wages;
- lack of decent social and living conditions in rural areas, effective motivation for agricultural work.

In addition, in the agricultural sector, innovation processes have a number of features that follow from the specifics of agricultural production:

- species diversity of agricultural products;
- intertwining of technological processes with processes occurring in the natural environment, participation in the production of living organisms (plants, animals, microorganisms);
- significant differences in agricultural production technologies, their dependence on unpredictable weather and climatic conditions;
- seasonality of production processes of certain types of agricultural products;
- territorial fragmentation of agricultural production;

- relative isolation of different types of agricultural producers by forms of ownership, specialization, size, integration and cooperation;
- lack of established links between agricultural producers and organizations producing scientific and technical products;
- insufficient activity of innovations in agriculture, due to the lack of effective demand for scientific and technical and high-tech products;
- potential consumers of innovations in agriculture, as a rule, do not have enough own funds and are characterized by low creditworthiness to attract credit and investment resources, as a result of which innovation processes in agriculture are impossible without state participation and effective state support;
- low standard of living in the village;
- insufficient qualification of agricultural workers in the field of innovation management;
- a variety of scientific and technical developments proposed for use in the agricultural sector, their target areas;
- long process of innovation development, first of all in connection with selection work;
- insufficient development of organizational and economic mechanism for the transfer of scientific and technological progress to farmers;
- innovations are usually about improvements, not radical ones.

The functioning and development of entrepreneurship, including agricultural, in the modern economic space significantly depends on the possibility of rapid and effective adaptation to environmental conditions. The high speed and unpredictability of socio-economic processes significantly complicates the process of adaptation of enterprises to change. One of the effective tools for leveling the negative impact of changes in the operating environment is the formation of an adaptive strategy of the enterprise. The use of this type of strategy is especially relevant in the management of a special element and property of the enterprise - intellectual capital, as its dynamic nature necessitates the development of adaptive management.

Theoretically, there is a possibility of applying different types and types of strategies that exist in the theory of management, for the management of intellectual capital, but both in scientific and practical activities, certain approaches to this process have been formed. Therefore, the main approaches in the formation of intellectual capital management strategy are the following: decomposition, scenario and integrated approaches. It should also be noted that the effectiveness of the strategy will depend not only on the optimal way (approach) of strategy formation and implementation of measures for its implementation (although this is one of the main points of the overall strategy implementation process), but also on intellectual and organizational capabilities of staff. involved in this process. Therefore, an important point is to assess the own capabilities of the management of the enterprise to form a strategy for managing intellectual capital. This is especially true in the agricultural sector, where a significant proportion of managers do not have the necessary knowledge and experience to implement such activities. The way out

of this situation is to improve the skills of employees or involve external specialists (the use of outsourcing services to form a strategy).

Consider in detail the existing approaches to the formation of strategy for managing the intellectual capital of the enterprise. The strategy of intellectual capital management on the basis of a scenario approach is formed with the help of a map of strategies, based on the principle of unity of different options of strategies. The process of strategy development according to this approach involves the formation of a number of types of strategies - strategic alternatives - in accordance with possible scenarios for the development of intellectual capital of the enterprise, its individual components and elements. This approach allows you to create a flexible strategy, providing the opportunity to reduce the time to adapt to new environmental conditions.

The decomposition approach in the formation of intellectual capital management strategy allows to identify strategically important elements in the capital structure and to form goals and objectives of management, focusing directly on the so-called "active" elements. One of the most positive features of this approach is the ability to take into account the specifics of the enterprise, as different business entities will have different "active" elements of intellectual capital.

The formation of a strategy for managing all components of intellectual capital is impossible without an integrated approach, the essence of which is to use information on all strategically important aspects of the enterprise. One of the tools for implementing this approach is a system of balanced scores, and the effectiveness of the strategy is related to the selection and definition of a set of target indicators. For the successful implementation of this approach it is necessary to have highly qualified management staff, flexible organizational management structure and a high level of enterprise development.

To increase the efficiency of the enterprise, the strategy of its innovative activity should include:

- 1) organization of interaction of internal and external elements of the enterprise development system, which allows to analyze the market of innovations, selection of projects from among the alternatives and mutual interest between the recipient of innovations and the organization-developer;
- 2) the most complete and timely satisfaction of market needs;
- 3) increasing the competitiveness of the enterprise in terms of product quality and production efficiency, achieving a balance between stability (use of traditional technologies) and efforts to implement new technology.

In practice, the most used areas of innovation development are [8]:

- introduction of energy-saving technologies and non-traditional types of energy resources;
- introduction of waste-free and low-waste technologies;
- introduction of complex information technologies;
- use of fundamentally new materials and resources;

- development and implementation of science-intensive technologies;
- training of highly qualified personnel;
- carrying out qualitative changes in the capital and financial structure of the enterprise;
- introduction of a new organization of labor and production;
- creation of systems of scientific and technological, information, personnel, marketing support of innovative development;
- introduction of progressive management systems.

Increasing investment in agricultural research could make a significant contribution to increasing agricultural production to the level needed to feed the world's growing population. In addition, additional investment in agricultural research is needed to address emerging issues such as increasing weather variability, adapting to climate change, water scarcity and increased price volatility in world markets.

As E. Toffler rightly noted, none of the problems faced by business is more important and less studied than the problem of innovation [9]. Given the fact that

the agricultural sector currently ensures the stability of the domestic economic system, the study of opportunities and prospects for innovation in the industry is one of the urgent issues that shape the prospects for further research.

Establishing an effective mechanism for intellectual capital management will allow to form a strategy for capital development and further modification of its structure. It is established that the choice of the optimal strategy is one of the key factors for achieving the planned results of intellectual capital management of enterprises. Therefore, the issue of formation and selection of an appropriate strategy for the management of intellectual capital is especially relevant for companies that aim to obtain maximum socio-economic effects from the use of their resources.

Being at a certain stage of development, the company, having carried out a taxonomic analysis of the position of the point within the plane of formation of management strategies (Fig. 1), can choose the most optimal management strategy that will include the development of those components of intellectual capital on the results of the enterprise.

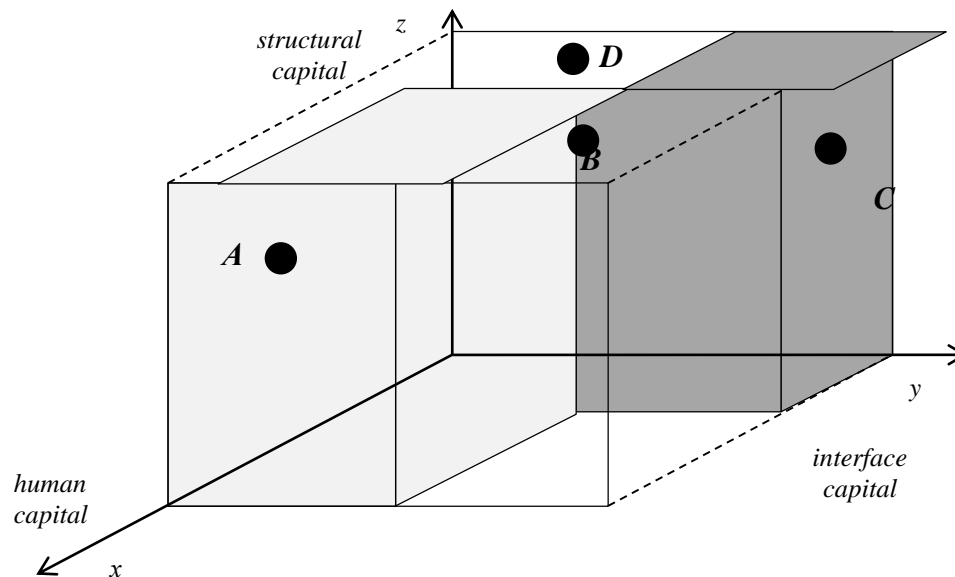


Fig. 1. Taxonomic analysis of the level of intellectual capital within the formation of management strategies
Source: author's development

Since the enterprise is an open system and its internal processes are significantly influenced by the external environment, the processes of formation and accumulation of intellectual capital of the enterprise do not occur by themselves, but only with strong interaction with economic entities such as the state, education and science, labor. Only the simultaneous development of each of these systems will effectively form and accumulate intellectual capital within each of them

Conclusions. In the era of information economy, a significant part of gross national product developed countries receives as a result of the application of an effective system of innovations. However, the realities of the domestic agricultural sector show a sharp decline in innovation activity, increasing the downward trend in creative activity of enterprises in the field of new technologies and new products. Innovative activity at

the enterprise is impossible without the formed and accumulated intellectual capital as a certain basis that allows to carry out constant process of search and introduction of innovations. A small number of agricultural enterprises are engaged in innovative activities, but the vast majority of them do not set such tasks in the short term, citing the insurmountable, in modern conditions, the difficulty of finding financing. One of the effective tools for leveling the negative impact of changes in the operating environment is the formation of an adaptive strategy of the enterprise. The use of this type of strategy, in our opinion, is especially relevant in the management of a special element and property of the enterprise - intellectual capital, as its dynamic nature necessitates the development of adaptive management.

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LOCATION AND CHARACTERISTICS OF RURAL TOURISM TERRITORIES OF THE REPUBLIC OF UZBEKISTAN

Abstract.

This article discusses the ecotourism situation, opportunities, conditions and development of 16 rural tourist areas throughout the country, as well as each region.

Аннотация.

В данной статье обсуждается ситуация, возможности, условия и развитие экотуризма в 16 сельских туристических зонах по всей стране, а также в каждом регионе.

Keywords: *table salt, mud salt, soda, tugai, rocks, desert, steppe, foothills, sea and river roads, heat, customs, border control services.*

Ключевые слова: *поваренная соль, грязевая соль, сода, тугай, скалы, пустыня, степь, предгорья, морские и речные дороги, жара, таможня, пограничный контроль.*

During our research, we developed a map of rural tourism areas. According to the map, we have divided the territory of the whole country into 16 rural tourism zones. Each rural tourism area can also be considered as a rural tourism zone. These include Ustyurt, Aral and Aral Sea, Amudarya, Kyzylkum, Nurata, Zarafshan, Aydarkul, Syrdarya, Chirchik, Ahangaron, Fergana, Turkestan, Kashkadarya, Gissar, Surkhandarya ecotourism regions.

Each region differs in terms of its ecotourism status, opportunities, conditions and development prospects. For example, in the Ustyurt rural tourism area,

it is a plateau in northwestern Karakalpakstan, Uzbekistan, with a total area of 200,000 km². These places are famous for the world's largest and only 60-150-meter steep rocky cliffs, a very large-1000 km saline Borsakelmas salt mine with healing properties. The vegetation cover is sparse, with a layer of common salt and muddy salt reaching 16-27.5 m. The newly built Kungrad soda plant works at the expense of these salts.

The "Ustyurt space" from the Neolithic period is also unique. It contains natural objects inhabited by about 60 ancient people. Among them is the Tempa