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## **CURRENT SITUATION IN THE AGRICULTURAL SECTOR IN UKRAINE**

**Introduction.** Most experts agree that current agricultural sector is one of the most important composites of the economic system in Ukraine. It is a main budget-generating source and ranks second in the commodity structure of exports. Ukrainian agriculture meets the domestic demand for quality food products. Ukraine has about 60% black soil, a favorable climate, skilled agricultural workers. However, the share of agriculture in the gross domestic product (GDP) is 8.9% or UAH 360 billion. As numbers show it does not slow down in the COVID -19 crisis.

**Review of recent publications.** Many economists wrote about the role of the agricultural sector, namely A. Lysetskyi, V. Lagutin, M. Fedorov, V. Trehubochok, V. Romanenko, A. Khvesyk and others. There are also works by a Ukrainian economist and businessman Leonid Yakovyshyn who created an agrarian empire "Land and Freedom" with the elevator complex, feed mills, asphalt plants, labs and even the railway in the Chernihiv region [2].

**Objectives of the paper** are to study the current situation and describe specific features of the agricultural sector in Ukraine to discuss the positive and negative factors using statistical methods.

**Results of the research.** For Ukraine, the share of the agricultural complex in the total gross value added was 10.4% in 2019, and 12% in 2018. In 2016 the agriculture accounted for 16% of gross value added. However, in 2020, the volume of agricultural production decreased by 11.5%. Despite the positive numbers, the increasing role of agriculture in Ukraine's economy is an alarming signal. It's important to note that the share of agriculture in GDP is decreasing. It can be explained by higher elasticity of demand for non-food products than for food. The share of the employed population in the agricultural sector is only about 17.5% of all employed in economic activities. The above-mentioned Ukrainian statistics demonstrate that when new technologies are introduced, the workforce shrinks.

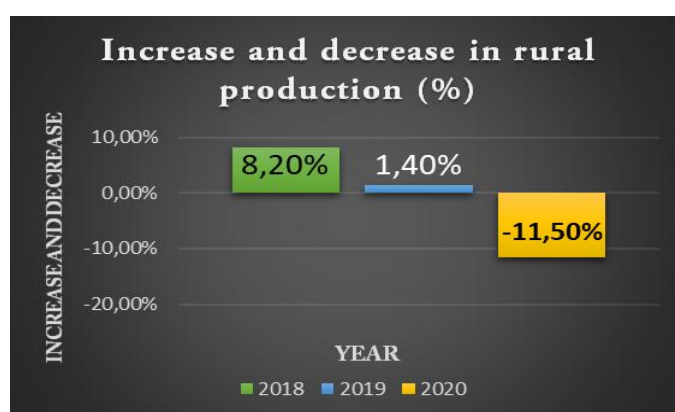


Fig.1 The variable of gross output in 2018-2020

*Table 1*  
*Employment in the agricultural sector, 2013-2019*

Year	Employment of persons aged 15-70 years, thousand	Employment in the agricultural sector, %
2013	3389	17,50%
2014	3091,4	17,10%
2015	2870,6	17,50%
2016	2866,5	17,60%
2017	2860,7	17,70%
2018	2937,6	18%
2019	3010,4	18,10%

The crops of cereals and fodder, including wheat, corn, barley, sunflower, sugar beet, tobacco, legumes, fruits and vegetables make Ukraine a leading agricultural producer. Analysis in Table 2 shows that crops of cereals, sunflowers and vegetables increase every year while those of sugar beets drop.

*Table 2*  
*Major Crops*

<b>The name of agricultural culture</b>	<b>2017, million tons</b>	<b>2018, million tons</b>	<b>2019, million tons</b>
<b>Cereals and legumes</b>	61,9	70,1	75,1
<b>Sunflower</b>	12,2	14,2	15,3
<b>Sugar beet</b>	14,9	14,0	10,2
<b>Vegetable crops</b>	9,3	9,4	9,7

In Ukraine, the level of milk, meat, fruits consumption per person is much lower than European. The production of high-protein canned products based on meat and fish in Ukraine is insufficient. The main deterrent is the low solvency of domestic consumers. Table 3 shows that the production of meat and eggs increase, but milk - decreased.

*Table 3*  
*Meat, milk and eggs*

<b>Year</b>	<b>Meat, million tons</b>	<b>Milk, million tons</b>	<b>Eggs, billion</b>
<b>2017</b>	<b>3,3</b>	<b>10,3</b>	<b>15,5</b>
<b>2018</b>	<b>3,3</b>	<b>10,1</b>	<b>16,1</b>
<b>2019</b>	<b>3,5</b>	<b>9,7</b>	<b>16,7</b>
<b>2020</b>	<b>3,5</b>	<b>9,3</b>	<b>16,2</b>

For Ukraine, agriculture is crucial in the structure of exports. As of the end of 2019 year, the agricultural sector accounted for almost 40% of foreign exchange earnings, demonstrating stability over the past three years. It should be noted that more than half of exports are made up of cereals, oilseeds and sunflower oil. Ukraine is the third largest exporter of grain in the world.

Let us look at the import dynamics for 2019 and discuss the weak points of agricultural sector in Ukraine. Analysis of numbers in Fig. 3 shows the first position in imports belongs to fruits and berries (\$673 million). The second place is fish and seafood (\$645 million), and third place – alcoholic and soft drinks (\$533 million). Despite these high export numbers, Ukraine lags behind developed countries in terms of productivity in the agricultural sector. In the Covid-19 situation, agriculture, as an "open-air" business, has the least quarantine restrictions. However, the closure of markets in March-May 2020 was a negative factor that hurt many small and medium farmers. They were deprived of the opportunity to sell products without any compensation or support. Large retail chains and firms raised prices for agricultural products during quarantine. As a side note, one should mention the return of workers to Ukraine from abroad [4: 22] as a positive factor for agriculture.



Fig.2 Ukrainian Export of Agricultural Products

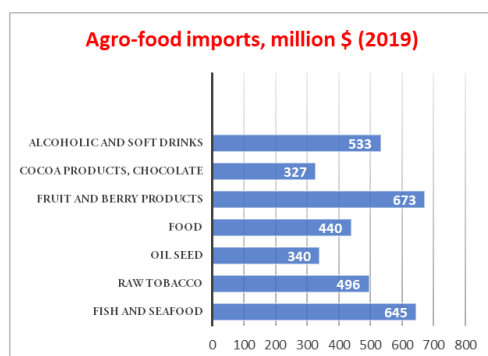


Fig.3 Ukrainian import of agricultural products

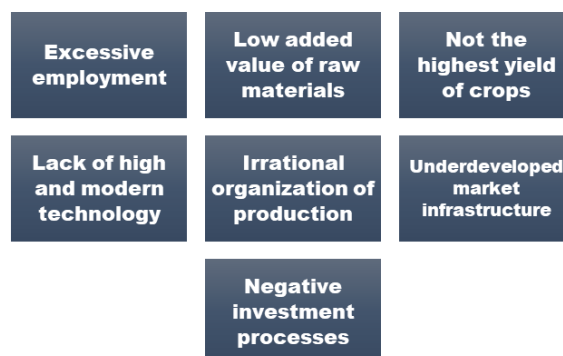


Fig.4 Weak points of agriculture

**Conclusion.** Thus, based on the analysis, the agricultural sector remains one of the leading sectors of Ukraine's economy. The country is sufficient in terms of basic foods production. Still, Ukrainian agriculture lags behind developed countries. One can predict that even under Covid-19 restrictions, agrarian business will become even more important for the Ukrainian economy.

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## **SPACE ANALYSIS: PROSPECTS OF ITS USE AT SMALL AND MEDIUM-SIZED ENTERPRISES OF UKRAINE**

**Introduction.** Businesses of all types operate in their own way. Therefore, they develop and implement their unique strategies. In order to succeed and operate efficiently, enterprises need to develop a long-term development strategy to respond quickly to political and economic changes and attract investments.

Nowadays, modern small and medium-sized businesses in Ukraine are facing numerous challenges. This situation is caused not only by economic and political instability in the country, but by the underdeveloped system of strategic analysis in enterprises. Most experts abroad use the SPASE Analysis method to develop a strategy and comprehensive assessment of the external and internal environment of small and medium-sized enterprises.

**Review of recent publications.** The Strategic Position and Action Evaluation Matrix or SPACE Analysis matrix is a super technique for evaluating the sense in a particular strategic plan. It was developed by such strategy academics as Alan J. Rowe, Richard O. Mason, Karl E. Dickel, Richard B. Mann, Robert J. Mockler [1]. The Strategic Position and ACTION Evaluation (SPACE) analysis framework is a very useful but not well-known tool to develop and review a company's strategy.

**The objective of the paper** is to determine the prospects of using SPASE Analysis to develop strategic plans, increase competitiveness and improve the functioning of small and medium-sized enterprises in Ukraine.

**Results of the research.** SPACE Analysis is an analytical technique used in strategic management and planning. SPACE is an acronym of Strategic Position and ACTION Evaluation. The analysis allows to create an idea of the appropriate business strategy for the enterprise. The SPACE matrix can be used as a basis for other analyses, e.g., SWOT analysis, industry analysis, or assessing strategic alternatives [2]. The analysis describes the external and internal environment using different criteria (table 1).