

11. *Niggemann R.C.* Logistik im Handelsbereich / R.C. Niggemann. – München: Ukrainisch-Bayerisches Management-Trainingszentrum, 2011. – 60 p.
12. *Bowersox D. J.* Logistical Management. The Integrated Supply Chain Process / D.J. Bowersox D. J. Closs. – N.Y.: McGraw-Hill Companies Inc., 2009. – 376 p.
13. *Levitt T.* The Industrialisation of Service / T. Levitt // Harvard Business Review. – 2007. – September-October. – P. 25–27.
14. *Sadler I.* Logistics and Supply Chain Integration / I. Sadler. – London: SAGE Publications Inc., 2007. – 290 p.

Стаття надійшла до редакції 04.03.2013 р.

*

UDC 658.114.5

M.A. MINENKO, doctor of Economics, associate professor, prof. of Department of Management of Kyiv National University of Trade and Economics

Professional associations in the agro-industrial and commerce sectors of economy as main regulators of the realization of Ukrainian National Technology Platform “AGRO-FOOD”



Problem statement. The membership of Ukraine in WTO and its aspire to become an associate member of the EU give an impetus to the scientists and practical workers to suggest brand-new approaches of collaboration establishment between the participants of the na-

tional product chain and main regulators of the social and economic system. Furthermore, it is necessary to set the parameters and approaches, which would not require additional resources, and, what is the most important, time management during the achievement of strategic and innovation goals, which would promote the stability of food security and stable development of agro-industrial sphere and the commerce sector of national economy. For this reason, the conception of the European Technology Platform “Food for Life” is considered to be of paramount importance for its rational and effective realization by the state, science (education), manufacturers (owners), commerce and customers. The main idea of this conception is to set the innovation process in Europe, to improve the experience exchange between the industry and research institutes, to stimulate and ensure the competitiveness of the European countries in the food industry. For this reason the European Technology Platform “Food for Life”[1]:

- maintains stable, effective, competitive European agriculture and food industry;
- ensures high level of employment and favorable business conditions all over Europe;

© M.A. Minenko, 2013

- ensures the implementation of motto “Healthy choice—the easiest choice”;
- regulates and maintains the realization of such a policy on the national and regional levels;
- promotes the stable development in Europe;
- enforces potential abilities of the European agricultural industry to form the market, which would be less sensitive to the price competition;
- introduces the approach “from table to field” to perfect the food chain;
- ensures effective and long-term interaction of interested parties of different groups;
- represents the precisely defined Strategic Investigations Program in the production of innovative foodstuff;
- suggests the Realization Plan capable of mobilization of the resources to maintain all-European joint investigations, trainings, education and distribution of results.
- ensures the rise of loyalty of the European customer to the foodstuff;
- reduces the treatment costs;
- extends career opportunities for scientists occupied in the field of food and technologies.

The European Technology Platform “Food for Life” actually gives an impetus to the development of social awareness concerning the possibilities of development of the life quality by the means of healthy food and environmental protection as well. Thus it realizes the mechanism of stable production and it is directly connected to a certain level both with the customer’s desire to choose the quality and safe produce and with the producer’s liability to fulfill such a desire as well. State bodies, science, education and customer himself at the same time have to take active part in this very process and to be its institutional guarantees, creating the necessary conditions, controlling and propagating such a philosophy of development.

A strategic plan of actions has been certified in Ukraine in 2010 aiming at official proclamation of the National Technology Platform “Food for Life”, that is:

- creation of the workgroup (coordination council) for the development of conceptual approach of effective realization of tasks of the Platform;

- harmonization of its organizational (Statute, constituent) and financial structure (maintenance);
- defining the basic possible instruments of its introduction (creation of a certain infrastructure);
- initiation of active collaboration with governmental, business and scientific institutions to form the national policy of quality and safe public catering.

The first Ukrainian National Technology Platform “Agro-Food” [7] has been officially registered in 2012. The author supposes that the implementation of the National Platform will depend directly upon the plan of actions of the main regulators of the process. Such regulators are state institutions, science, education, customer, commerce and above all – producers. It is the producers, who, considering the customers’ demands and expectations, in close collaboration with commerce, science, education, legislative and executive bodies of central and regional authority shall become a moving force of environmental preservation and creating the conditions for providing the present and following generations with nourishing, quality and safe nutrition.

Here it is necessary to put an emphasis on the fact that the present phase of development of the Ukrainian economy is characterized with the existence of contradictory phenomena and uncoordinated processes, which are connected to the further intensification of integration of the agro-industrial and commercial enterprises and their transformation into a principally new variety of amalgamations. At present, branch interests are represented by a number of units (associations). Some of them have been created at the Soviet times, others – during the market transformations. One part of these associations is registered as public, another – as enterprises. Depending on the time of creation, legal position and number of powerful participants the resource potential of such associations may vary and their functions and authorities are not necessarily aimed at the realization of self-regulation of public and commercial relations. Managers of these associations preserve their own approach to finding solutions to intra-branch, inter-branch and nationwide issues, as well as each one of them has his own view on

the creation of phakhove institutionally competent socially accountable environment, which would meet customers' expectations, according to the implementation of the main axes of the National Technology Platform "Agro-Food". Under such conditions the representatives of state bodies often cannot understand whether it is organizationally, socially and economically reasonable to manage the actual problems of the branch with this or that association or not, and which one of them is authorized to provide the execution of its liability. As a result, misunderstandings and sometimes even conflicts between the representatives of state bodies, producers (owners), commerce, science (education) and customers may arise, concerning the place and role of public agro-industrial amalgamations and those of commerce sector of economy in the national system of administration and subsystems of branch administration. Moreover, it does not promote an effective solution to the problem of stable food safety and constant development according to the philosophy of nourishing, healthy nutrition and environmental preservation for the present and future. Then we have to deal with the following issues:

- objective evaluation of the real resource potential of the associations, capable of exercising the function of acting public regulator of economic system and main regulator of National Technology Platform "Agro-Food";

- legal certification of such public phakhovi self-regulatory units in the process of modernization of the Ukrainian economy, and formation of phakhove institutionally competent socially accountable environment for the creation of the guaranteed collective economic and stable food safety, and socially oriented effective conditions of model functioning of the system of stable development of agro-industrial sphere and the commerce sector of economy;

- delegation of some of regulatory functions of state institutions to public associations, which will sustain their legal position of "phakhovy", ensure the self-regulation process of a certain branch and take public and economic responsibility for its development and growth of competitiveness in the conditions of globalization of agrarian and food markets and also

for the realization of European Technology Platform "Food for Life" recommendations [1].

Analysis of the recent findings and publications and the aim of the article. A number of scholars (Borynets S., Borshevsky P., Zhalilo Ya., Zayinchkovsky A., Kodenskaya M., Kolomoytseva V., Kropyvka M., Kuchuk V., Luzana Yu., Mohylny O., Pokropyvny S., Pustovit V., Sabluk P., Chumachenko M. et al) have studied profoundly the problems of state regulation and self-regulation of the agrarian economy at different stages of state development. Economic and social doctrines of institutionalism and its significance in harmonization of economic interests are revealed in the works of Alchian A., Buchanan J., Weber M., Veblen M., Demzets G., Durchein E., Arrow K., Cause R., Commons J., Nelson R., North D., Pozner R., Shpykulyak O. et al. Problems of the development of social policy, various aspects of corporate social responsibility have been studied by distinguished national scholars: Bodrov V., Geets V., Konyk D., Osetsky V., Oliynyk M., Pryvalov Yu., Savchenko I. et al. Scientific works of Bilorus O., Vlasova V., Deineko L., Zubets M., Pashawer B., Rusnak P., et al are dedicated to different aspects and actual problems of catering safety formation. Theoretical and practical issues of stable development of the agrarian sphere have been studied by Borodina O., Burkinsky B., Gerasimova S., Dolishny M., Kuhar V., Maidannyk O., Stepanov V., Khvesyk M., Tsarenko O., Yurchushyn V. et al [3,4].

At the same time the process of modernization of the Ukrainian economy, formation of phakhove institutionally competent socially accountable environment is a very ambiguous and contradicting one. That is why, it is necessary to design the mechanism of state acknowledgement of equal in rights regulator of social and economic system – phakhovi associations. This shall become a foundation for the building of a firm subsystem of collective economic and catering safety and the system of stable development of agrarian and industrial sphere and the commerce sector of the Ukrainian economy, under the conditions of the National Technology Platform "Agro-Food".

Results of the study. Characterizing the acting associations, which represent the interests

of a particular branch or are representatives of a certain functional direction, scientists, producers, and also state and public figures, aiming at specifying their peculiarities they add to the association name such indications (notions): “professional”, “voluntary”, “institutional”, “branch-wise”, “autonomous”, which only partially reflects the authorities of a particular unit. To standardize the terminology and avoid confusion it is advisable to establish a unified name for the contemporary public associations, namely “phakhove association”, which will highlight their brand-new status. The very term “phakhove association” indicates the higher level of organization of the public unit and professionals’ craftsmanship, who, having united to carry out a joint activity, ensure the fulfillment of phakhovist, institutional and social responsibility requirements.

The author suggests that in the agro-industrial sphere and the commerce sector of the Ukrainian economy phakhove association – is a voluntary public unit of any organizational and legal form, which meets the criteria of phakhovist, institutional and social responsibility, ensures the coordinated actions of all its participants (within the antimonopoly law), promotes the building of a firm subsystem of collective economic and catering safety and effective model functioning of the system of stable development of agrarian and industrial sphere and the commerce sector of the Ukrainian economy and acts as a self-governing organization of a certain branch or professional competence [2,3].

Normative legal support of the performance and legalization of phakhove public units, as a new regulator of the economic system, building of contemporary algorithm of organization of their performance and rational management scheme, setting the effective performance axes, taking into account the criteria of phakhovist, institutional and social responsibility, suggested in the Concept of European Technology Platform “Food for Life”, will promote the building of a firm subsystem of collective economic and catering safety, and of the system of stable development of agrarian and industrial sphere and the commerce sector of Ukrainian economy.

Phakhovy public associations aim at prevention of the economic miscounts, by gradual tak-

ing of some responsibilities of state institutions. As a result of this arises the problem of optimal combination and use of possibilities of acting regulators, taking into account the objective situation which has settled in the country. It is advisable, that in such a situation, methods and measures of governmental and marketing regulations are combined and distributed according to the principle: production process shall be managed by an autonomous marketing mechanism, and the state in its turn shall monitor the process of its designation and performance, ensuring the necessary level of social orientation of the process.

Moreover, it is worth mentioning that now, the humanity has entered a phase of its development when the quality level of welfare may be achieved, maintained and enhanced only under the conditions of growth of autonomy, responsibility accretion, taking active part in decision making and interest in the outcome by means of the mechanism of balancing state, business and customers’ interests. Therefore we suggest the authorization of phakhove association in the corresponding branch to represent the producer’s (owner’s) interests in relations with state bodies, commerce, science (education) and customers. At the same time, the balance between the state, phakhove association, science (education) and customers’ interests will presuppose the creation of certain conditions ensuring [3,4]:

- the possibility to set the coordinated strategy for the development of enterprises and branch as a whole, and also the desirable stable income growth for each participant of the association;
- taking active part in the process of formation of both social and economic and ecological development of branches and effective performance conditions;
- dealing with urgent social, ecological and economic issues and the possibility of nourishing, healthy nutrition at moderate prices.

For this reason, all the resources that the state can objectively give to the entrepreneurs for them to ensure the effective production and realization in the sufficient amount of produce, should be delegated to the executors, who defend the interests of business and are directly connected with customers. It must be perceived

that, in the case of possible re-distribution of the regulative resource of the state, public association, which will meet the criteria of phakhovist, institutional capability and social responsibility has to take not only the corresponding law-creating, stabilizing and distributive functions of certain state institutions, but also the responsibility for the results of its performance. In the given conditions phakhovi associations, created on the new organizational, social, economic and juridical grounds, will become a potent productive power, aimed at implementation of certain tasks, defined in the National Technology Platform “Agro-Food”.

However, it should be also perceived, that effective performance of the management system of phakhove association is only possible when the society, state, producer (owner), commerce, science (education) share common interest by means of creating the common balanced field, which has to meet their needs, ensure the fulfillment of the criteria of phakhovist, corporate and social responsibility by the participants. The level of institutional capability of the society and state may be effective enough to make the deviation from the criteria of contemporary and future demands impossible. Institutional capability of the society and state will strengthen the institutional capability of phakhovi associations, and they, in return, will secure an effective self-government of separate branches.

The implementation of the national program of formation of phakhove institutionally capable socially responsible environment shall be exercised according to the procedure of phasic attestation of the acting public associations in the agro-industrial sphere and commerce sector of economics, standardization of level of their development in accordance with the criteria of phakhove correspondence, institutional capability and social responsibility. In compliance with this procedure, state institutions and phakhovi autonomous associations, having objectively evaluated their resources, have to take a number of responsibilities they can actually perform. At the same time it is advisable to adjust the whole mechanism of the current economic system to the norms of “golden ratio” (“golden

section”) in proportion of regulatory functions 62% to 38% or *vice versa*. Their list must be balanced by level of their own rights and responsibilities before each other and before their customers, who are the main evaluators of state institutions and phakhovi associations’ efficiency [3].

Taking into consideration all mentioned above, note that the formation of a firm subsystem of food safety and the concept model of the system of stable development of agrarian and industrial sphere and the commerce sector of economy in Ukraine must be based upon phakhovist, institutional capability and collective economic safety of phakhovi associations. It is the result of the fact that the criteria of phakhovist, institutional capability and social responsibility mainly directly or indirectly correspond to the indices of economic, social and ecological component of stable development of the society in general and the agro-industrial sphere and the commerce sector of economics in particular. Besides this, formation of the effective subsystem of collective economic safety of any phakhove association must be performed by means of meeting the criteria, which, in the first turn, shall fulfill the needs of all participants of the association and be of use to any interested party. In other words, the subsystem of collective economic safety must not only facilitate the achievement of the desirable personal and collective economic results by each one of the participants, but also it must oblige them to meet certain requirements of ecological and social responsibility, orienting their actions in compliance with the provisions of National Technology Platform “Agro-Food”. The necessity of formation of phakhove institutionally capable socially responsible environment, formation of the subsystem of collective economic safety and performance of the stable subsystem of food safety will oblige all the participants to balance their interests on the way to stable development of the agro-industrial sphere and commerce sector of Ukrainian economy, as one of the most important components of stable social development (figure 1) [3].

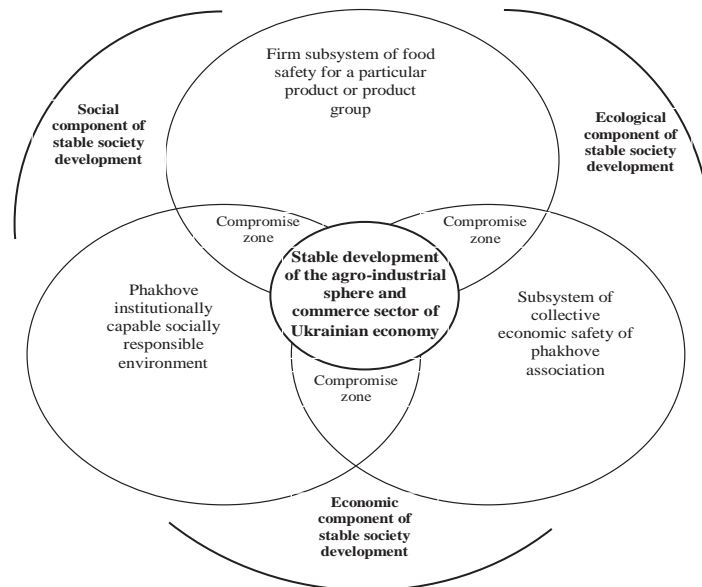


Figure 1. Visualization of the concept model of the system of stable development of the agro-industrial sphere and commerce sector of Ukrainian economy*

* Designed by the author.

The criteria of phakhove correspondence, institutional capability, social responsibility, and collective economic and food safety are to be harmonized with the criteria of stable development and ensure the implementation of nourishing and quality public catering program as well as the preservation of the environment for the present and future times. Possible compromise zones are economic, social and ecological indices.

The mechanism of performance of the suggested concept model of the system of stable

development of the agro-industrial sphere and commerce sector of Ukrainian economy shall comply with the conditions presupposed by the “pyramid law”, namely: changes, happening on the lower logical system level never (rarely) bring changes to the higher logical level, while changes, happening on the higher logical system level, nearly always influence the changes, happening on the lower logical levels (figure 2) [3].

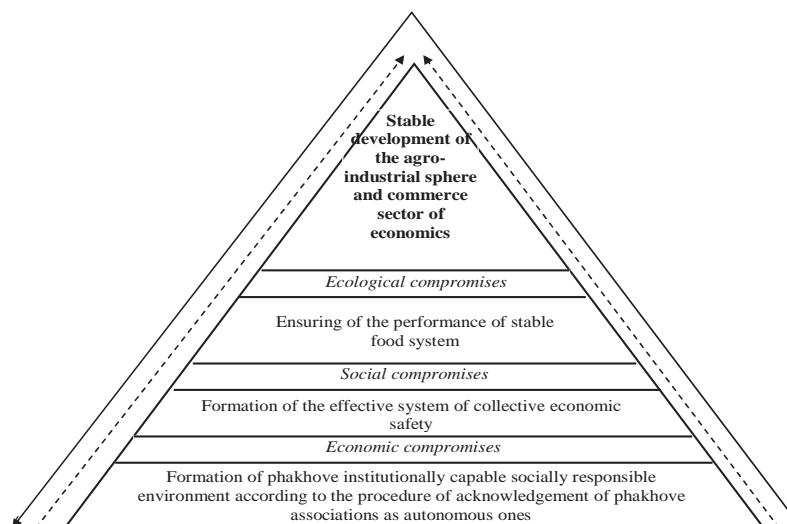


Figure 2. The mechanism of performance of the concept model of the system of stable development of the agro-industrial sphere and commerce sector of Ukrainian economy in compliance with the provisions of National Technology Platform “Agro-Food” *

* Designed by the author.

At the same time, the performance efficiency of such concept model will be ensured if each and every one of the participants has equal rights, incurs an equivalent share of liability, attracts necessary resources, reacts adequately to the possible deviations from the set criteria, does not violate the rules, procedures and terms to achieve the collective goal, knowing his place and role in the program “National Technology Platform “Agro-Food”. That is, the connection between the state, producer (owner), commerce, science’s (education’s) resources will be established via balance of their interests to meet the customer’s needs and to preserve the environment both for the present time and for the defined future perspective.

Conclusions. Concluding all mentioned above, we shall state that: during the globalization of competition, which strengthens the inequality of states, accentuates the disproportion of the economic development and deepens the differentiation of states according to welfare, arises the problem of working out new approaches to the designation of new mechanisms of managing the Ukrainian economic development, focusing on the innovative socially ori-

ented European experience of meeting the needs and expectations of the customer.

To date the main goals of our state and society shall be:

- keeping the ability to effectively defend our own social and economic interests during the globalization of world economies;
- generation and implementation of innovative programs in all spheres of economics aiming at preservation of their competitiveness;
- exhaustive use of national competitive advantages;
- meeting the resource long-term needs;
- realization of the strategic axes of a new pattern of stable development of the state [5].

In order to achieve these goals there is a need in effective regulators, who in collaboration with the state institutions, science, education and commerce will take the responsibility for the implementation of the goals, concerning the satisfaction of people’s needs at the present stage and will preserve the potential abilities of the state to satisfy the needs of the future generations.

References

1. European Technology Platform “Food for Life”. Strategy for 2020 and after. Uzhhorod, 2010. [Electronic resource]. – Access mode: itc-uzhgorod.at.ua/ETP_Food_for_Life_UK. (ukr)
2. *Minenko M. A. Obyednanya phizychnykh i yurydychnykh osib* [Associations of natural and legal persons]: terminological dictionary. Minenko M. A. Reference book. Kyiv: NSC IAE, 2011. 124 p. (ukr)
3. *Minenko M. A. Phakhovi Associations in the Agro & Industrial Sphere (Theory, Methodology, Organization)* – manuscript. Minenko M. A. diss. ... of Doctor of Economics: 08.00.03. Kyiv, 2011. 480 p. (ukr)
4. *Minenko M. A. Phakhovi vyrobnychi obyednanya (teorya, metodolohya, praktyka)* [Phakhovi Industrial Associations (Theory, Methodology, Practice)]. Kyiv: NSC IAE, 2010. 370 p. (ukr)
5. Resolution of the International Scientific and Practical Conference “Theory and Practice of Management of Economic Development”, Kyiv, November 22-24, 2012. [Author’s resource]. (ukr)
6. Ukrainian National Technology Platform “Food for Life”. Resolution. Uzhhorod National University, May 12, 2010. [Electronic resource]. – Access mode: www.univ.uzhgorod.ua/.../resolution_untp_... (ukr)
7. Constituent meeting of the first Ukrainian National Technology Platform “Agro-Food”, June 07, 2012. Web-site: [gro-madskyprostir](http://www.civicua.org/calendar/view.html?q=1848890) [Electronic resource]. – Access mode: <http://www.civicua.org/calendar/view.html?q=1848890>. (ukr)

The article has been received 28.05.2013

*