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STRATEGIC APPROACHES TO THE MANAGEMENT OF FIXED ASSETS RENEWAL IN THE CONTEXT OF RESTORING THE PRODUCTION POTENTIAL OF AGRICULTURAL ENTERPRISES

Lobai R. Strategic approaches to the management of fixed assets renewal in the context of restoring the production potential of agricultural enterprises.

The study aims to improve management mechanisms that ensure the effective use, modernization, and renewal of the material and technical base of the agricultural sector to increase its competitiveness. Fixed assets are essential for an enterprise, ensuring its production capabilities and competitiveness. However, fixed assets become obsolete over time and require renewal to meet modern technologies and market requirements. Managing the renewal of an enterprise's fixed assets and financing is essential to ensure its competitiveness and effective operation. The main production assets involved in the production process constitute the basis for the functioning of the enterprise. A clear understanding of the characteristics of each element of fixed assets and the level of their physical and moral wear and tears allows us to determine practical approaches to increasing their use. This, in turn, contributes to reducing production costs and increasing labor productivity. Renewal of fixed assets is one of the key factors in the stable development and successful functioning of enterprises. Constant renewal and modernization of equipment allow us to increase production efficiency, reduce costs for repair and maintenance of outdated equipment, and improve the quality of products or services. The fixed asset renewal ratio is a tool for determining the need for investment in new equipment. It allows for assessing the degree of wear and tear and obsolescence of existing assets and deciding on the need for replacement or modernization. Effective management of fixed asset renewal is crucial for restoring the productive potential of agricultural enterprises, especially in post-conflict recovery scenarios. Strategic approaches should address immediate reconstruction needs and long-term competitiveness through modernization, financial planning, and systematic resource management. Optimally managed fixed assets act as multipliers of agricultural competitiveness but require balancing capital intensity with operational efficiency and market alignment.

Keywords: *fixed assets, planning, management, assets, assets, reproduction, potential.*

Statement of the problem. Fixed assets are the foundation of enterprises' economic potential. They form their production capacity and reflect the level of technical development. The results of enterprises' economic activity largely depend on the state and efficiency of using these assets. In modern economic conditions, managing fixed assets remains one key, but it is not sufficiently resolved as an area of productivity improvement. At the same time, limited production resources continue to be the main limiting factor for production growth.

Analysis of recent research and publications. The topic of strategic management of the renewal of fixed assets and the reproduction of the production potential of agricultural enterprises is actively studied by both Ukrainian and foreign scientists, particularly in the fields of macroeconomics, investment management and management of production resources: Sabluk P., Lupenko Y., Shynkaruk L., Prokopa I., Shubravskyi O., Gerd Meurer, Robert Chambers, Andrew Schmitz, David Blandford and others. In their work, these scientists pay attention to the attractiveness of investment in the agricultural sector, strategic planning for the renewal of machinery and equipment, the role of state support, and the integration of innovations into the production system.

In the current conditions of an unstable economic environment and limited access to investment resources, developing strategic approaches to managing the renewal of fixed assets is particularly important. This allows for the sustainable reproduction of production potential, increased efficiency of production processes, and strengthened agricultural enterprises' positions in the domestic and foreign markets.

The purpose of the research. The article aims to analyze strategic approaches to managing the renewal of fixed assets of agricultural enterprises as a key factor in reproducing their production potential.

Presentation of the main research material. Fixed assets are a key element of an agricultural enterprise's material and technical base and directly affect its production capacity, resource efficiency, and market competitiveness.

In the total volume of fixed assets of an agricultural enterprise, the following main groups are usually distinguished:

- buildings and structures (cowsheds, granaries, premises for equipment, etc.);
- machinery and equipment (tractors, combines, milking machines);
- Vehicles;
- tools and inventory;
- other fixed assets (computer equipment, automation systems, IT equipment).

The largest share is usually occupied by machinery and equipment that provide mechanization and technological efficiency of agricultural production.

Many agricultural enterprises face the problem of depreciation of fixed assets:

- Physical deterioration of some enterprises exceeds 60-70%, which requires urgent renewal of the machinery and equipment fleet.
- Obsolescence manifests in using outdated technologies that do not meet modern energy efficiency standards, precision farming, and automation.

The condition of fixed assets directly affects business entities' economic activity results. The most complete and rational use of the fleet of machinery and equipment and production facilities will contribute to the improvement of absolutely all technical and economic indicators: an increase in labor productivity, an increase in capital return, an increase in output, a decrease in cost, and increase in profitability.

One of the key prerequisites for increasing the efficiency of the reproduction processes of fixed assets is compliance with the optimal terms of their operation, especially regarding the active part of fixed assets, by their original technological purpose. Changing the period of use — both in the direction of decreasing and increasing — affects the effectiveness of their renewal and application in production in different ways. Fixed production assets need regular updating. Their increase and qualitative improvement, considering modern scientific and technical achievements, contribute to the rise of the technical level of production. This, in turn, ensures the production of quality products with lower labor costs, increased labor productivity, and a decrease in the price of production.

Renewal of fixed assets is one tool for managing the activities of an agricultural enterprise. This tool lets you promptly satisfy the enterprise's needs for improved tools and restore the lost value of fixed capital due to the equipment's moral and physical wear and tear. In addition, the renewal of fixed assets allows you to achieve stable growth of economic indicators of the organization's activities for the long term [7].

Reproduction of fixed assets – the constant restoration of fixed assets and their renewal through the purchase of new equipment, leasing, reconstruction, etc., based on the implementation of appropriate depreciation, innovation and investment, tax, credit, and customs policy.

Reproduction forms:

- simple reproduction of fixed assets is a constant restoration of fixed assets on an unchanged scale (replacement of obsolete equipment or its repair);

– extended reproduction of fixed assets – constant restoration of fixed assets on a larger scale with simultaneous improvement of the quality and productivity of equipment (new construction, expansion of existing enterprises, reconstruction and technical re-equipment, modernization).

The choice of forms of equipment renewal is based on comparing capital investments, the cost of production, and the performance of equipment according to the compared options.

The first step in managing the renewal of fixed assets is to develop an upgrade plan based on the enterprise's strategic goals and needs. This plan should consider technical equipment, available funds, needs for new technologies, market requirements, and financial capabilities. The key points in this process are the development of a plan for the renewal of fixed assets, the assessment of economic needs, the selection of optimal sources of financing, and the evaluation of risks.

Calculating the intensity of renewal of fixed assets is an essential step in managing enterprise assets. The renewal factor allows you to assess how efficiently fixed assets are used and determine the need for their replacement or modernization. The fixed asset renewal ratio expresses the ratio of the cost of new acquisitions to the book value of existing assets. It helps estimate the share of working capital funding to acquire new assets. Calculating this coefficient allows you to assess the efficiency of using fixed assets and make the right management decisions.

An increase in the indicator of the coefficient of renewal of fixed assets (the active part of fixed production assets) indicates an increase in the total fleet of new (more efficient) machines and equipment, which in turn creates conditions for increasing the output of new products, improving their quality, and enhancing their competitiveness. The higher the indicator of the coefficient of renewal of fixed equipment assets, the higher the technical potential of the enterprise. Technical analysis based on the refresh rate helps management make the right decisions about asset upgrades and replacements. For example, if the ratio is low, it may indicate that the enterprise needs to pay more attention to updating its fixed capital. In addition, the FA renewal factor can help compare the efficiency of different enterprises' asset use. A venture with a higher ratio will have a greater rate of replacing obsolete assets and will likely be more competitive in the market.

Strategic approaches to managing the renewal of fixed assets in the context of reproducing the production potential of agricultural enterprises are crucial for long-term sustainability and competitiveness. More than just replacing worn-out equipment is envisaged; a more forward-looking view is needed, which considers technological progress, changing market requirements, and the general strategic goals of the enterprise [8]. For example, a farm can strategically invest in precision farming technologies such as GPS-guided tractors and drone-based crop monitoring systems to replace old equipment, increase efficiency, reduce costs (fertilizers, pesticides), and increase yields. Such a proactive approach directly contributes to reproduction and even increases production potential.

A key strategic aspect is analyzing the life cycle cost of fixed assets. An estimate of the initial purchase price and the costs associated with maintenance, repairs, energy consumption, and final disposal are considered. Choosing equipment with lower lifecycle costs, even if the initial investment is higher, can significantly improve profitability in the long run. For example, selecting a more economical combined harvester, despite the higher initial cost, can lead to significant savings in fuel costs over its lifetime, thereby contributing to the financial stability of the enterprise and the ability to reinvest in other areas.

In addition, the strategic renewal must be consistent with the overall production strategy of the agricultural enterprise. If the enterprise aims to diversify crops or expand its activities, the renewal of fixed assets must support these goals [8]. For example, a dairy farm that plans to increase herd size can invest in automated milking systems and improved manure management infrastructure to cope with the increased workload and environmental impact. That is, a strategic approach to asset renewal is demonstrated, which is directly related to the company's growth goals.

Another important aspect is the financing of the renewal of fixed assets. Agricultural businesses often face problems accessing capital for significant investments. Therefore, strategic approaches should include exploring different financing options, such as leasing, government subsidies, and joint purchase agreements with other farms [5]. For example, leasing provides access to modern equipment without large initial capital expenditures, freeing up resources for different operational needs. Government subsidies and grants, often available for investments in sustainable agriculture practices or energy-efficient equipment, can significantly reduce the financial burden of asset renewal.

A robust monitoring and evaluation system is essential to ensure the effectiveness of strategic approaches to asset renewal. This involves tracking key performance indicators (KPIs), such as equipment uptime, maintenance costs, and the impact of new technologies on performance. Regularly reviewing these KPIs allows the business to identify areas for improvement and adjust its strategies accordingly. For example, suppose a new irrigation system does not provide the expected water savings. In that case, the business can investigate the problem and take corrective action, such as optimizing irrigation schedules or repairing leaks. This continuous improvement cycle is critical to maximizing the return on investment in fixed assets and ensuring the long-term viability of the agricultural enterprise.

Table 1. Main strategic approaches to the renewal of fixed assets in the agricultural sector

Approach	Main characteristics	Expected results
Innovative	Introduction of modern digital and automated technologies in the production process	Increased productivity, reduced costs, environmental safety
Investment	Expansion of financial investments in the modernization of equipment and technological processes	Accelerate asset upgrades and increase efficiency.
Optimization	Rational use of resources, introduction of energy-efficient and resource-saving technologies	Reducing costs, improving economic stability
Integration	Interaction with equipment suppliers, government support programs, cooperation with other enterprises	Access to the best technologies and financial instruments
Adaptive	Flexibility in updating fixed assets, considering changes in market conditions and government regulations	Maintaining competitiveness and minimizing risks.

Source: created by the author.

Effective management of fixed asset renewal is crucial for restoring agricultural enterprises' productive potential, especially in post-conflict reconstruction scenarios. Strategic approaches should address the urgent needs for reconstruction and long-term competitiveness through modernization, financial planning, and systematic resource management.

Financial investment strategies:

-Depreciation-based financing models - internal sources (depreciation return and retained earnings) are the basis for the constant renewal of assets. There is a close relationship between depreciation and amortization gains and gross profits, allowing for predictable reinvestment cycles;

Leasing and international investments: Leasing operations reduce the initial costs of modern equipment, and attracting foreign direct investment (World Bank, EBRD) helps restore the war's damaged infrastructure [1].

Technological modernization:

- automation and precision farming - the introduction of equipment with GPS navigation and systems with support for the Internet of Things compensates for the lack of labor and increases the productivity of the land;
- targeted reconstruction of infrastructure. Priorities are replacing destroyed storage facilities (20% of arable land in Ukraine remains inaccessible due to mining) and modernizing irrigation systems.

Structures of system management (multi-level management):

- strategic: aligning the renewal of assets with the objectives of competitive advantage, such as the transition to high-value crops or organic production;
- tactical: implementing a depreciation tracking system to ensure that reinvestments correspond to the stages of the asset life cycle;
- Operational: Use real-time data analytics to optimize equipment utilization rates and maintenance schedules.

Integrated approaches: a combination of functional (role-based), process (workflow-oriented), and situational (context-based) methodologies to adapt to unstable conditions, such as changing export logistics.

The priorities of post-war recovery include:

1) phased distribution of funding: the agricultural sector of Ukraine needs $23.5 billion for restoration, of which $7 billion is provided for urgent reconstruction (demining of 6 million hectares) and $16.5 billion for modernization [3];

2) Public-private partnerships: Cooperation with organizations such as the FAO to create grant programs for smallholders, ensuring equitable access to resources such as drought-tolerant seeds.

To restore agricultural resilience, these strategies balance short-term recovery with sustainable growth, financial instruments, technological innovation, and adaptive management systems.

Table 2. Sources of financing the renewal of fixed assets in agricultural enterprises

Source of funding	Features	Advantages	Disadvantages
Own funds	Use of the company's profit	Independence from creditors	Limited upgrade options
Bank lending	Obtaining loans secured by assets	Quick update capability	High interest rates, financial burden
Government support programs	Grants, subsidies, and grants	Reducing the financial burden	Limited access, bureaucratic difficulties
Leasing	Long-term lease of equipment with the right of redemption	Access to modern technology without high start-up costs	Additional liabilities to leasing companies
Investments and grants	Financial support from private investors or international funds	Free or preferential capital	High reporting requirements, investor control

Source: created by the author

The cost of existing fixed assets in agriculture, the cost of new fixed assets received during the year, and the calculated coefficient of their renewal are key elements of business entities' resource potential.

The condition and efficiency of fixed assets directly affect the competitiveness of agriculture through increased productivity, cost optimization, and adaptation to market requirements. The main influences include:

1. Increase productivity replacement of labor force: modern fixed assets (for example, automated equipment) reduce dependence on labor;

Land use: Efficient irrigation systems and equipment with GPS navigation increase productivity per hectare. Farms with developed fixed assets reported higher land productivity of 2.04% compared to their low-investment counterparts.

2. Cost-effectiveness depreciation management: assets that are well serviced reduce the cost per unit of production;

Economies of scale: mechanized operations reduce marginal costs.

3. Technological competitiveness.

Introduction of precision farming: IoT-enabled assets enable data-driven decision-making, improving resource allocation. Farms using modern equipment have reduced production waste by 15-20%, increasing profitability;

Quality Standardization: The advanced processing/storage infrastructure ensures consistent quality of the raw material, which is critical for export markets. Since joining the EU, Polish farms have increased their competitiveness thanks to modernization funded by the SAPO.

Table 3. Dynamics of the cost of fixed assets and capital investments in agriculture for 2012-2023.

Years	The cost of basic funds in the village. household, millions of UAH	The cost of basic funds in the town. Economic enterprises received millions of UAH for the year.	The renewal factor of the main funds in the village. economy, %	Capital investments in rural areas. Economy, million UAH.	Capital investments in rural. Economy in the structure of total capital investments, %
2012	99232	13346	13,45	27261	11,20
2013	148181	19828	13,38	29505	11,25
2014	197129	20310	10,30	29749	11,84
2015	210169	20821	9,91	30155	11,04
2016	278337	21006	7,55	32155	9,24
2017	341622	44841	13,13	64243	14,33
2018	407146	55791	13,70	68104	11,77
2019	469383	52205	11,12	59130	9,48
2020	540463	45402	8,40	50680	9,97
2021	595909	34600	5,81	69950	10,38
2022	564608	30400	5,38	51439	12,56
2023	569224	31084	5,46	50849	12,56

Source: created by the author based on [4, 6].

4. Obstacles to competitiveness.

Overcapitalization risks: Overinvesting in fixed assets without a proportional increase in productivity can reduce ROI. Some farms experienced a decline in land productivity when asset growth outpaced production.

The burden of maintenance costs: Depreciation and repair take up 40% of total production costs, negatively affecting the profitability of farms with many assets.

Strategic recommendations targeted modernization: prefer technologies that retain labor intensity (for example, automated milking systems.

Policy alignment: Subsidies (e.g., EU CAP) for renewable energy infrastructure will reduce long-term operating costs.

Thus, optimally managed fixed assets act as multipliers of agricultural competitiveness but require balancing capital intensity with operational efficiency and market alignment.

The condition of fixed assets is decisive for the efficiency of agricultural enterprises' functioning, especially in conditions of high machinery and equipment deterioration—failure to properly update leads to reduced productivity, increased costs, and loss of competitive advantage.

Conclusions and prospects for further research. In the conditions of a market economy and fierce competition between different producers, one of the most critical factors in increasing the efficiency and profitability of production and economic activities at agricultural enterprises is the provision of their fixed assets in the required quantity and fuller use. Only under good technical conditions of the production base, timely technical re-equipment of production, and renewal of fixed assets can the enterprise count on the success of its activities and stable growth.

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Аннотація.

Лобай Р.Р. Стратегічні підходи до управління оновленням основних засобів у контексті відтворення виробничого поте-нціалу аграрних підприємств.

Дослідження спрямоване на вдосконалення механізмів управління, що забезпечують ефективне використання, модернізацію та оновлення матеріально-технічної бази аграрного сектору для підвищення його конкурентоспроможності. Основні засоби є важливим активом для підприємства, що забезпечує його виробничі можливості та конкурентоспроможність. Проте, з часом основні засоби застарівають та вимагають оновлення, щоб відповідати сучасним технологіям та вимогам ринку. Управління оновленням основних засобів підприємства та його фінансування є важливими завданнями для забезпечення його конкурентоспроможності та ефективної роботи. Основні виробничі фонди, задіяні у виробничому процесі, становлять базу функціонування підприємства. Чітке розуміння особливостей кожного елементу основних засобів, рівня їх фізичного та морального зносу дозволяє визначити ефективні підходи до підвищення результативності їх використання. Це, у свою чергу, сприяє зменшенню виробничих витрат і зростанню продуктивності праці. Оновлення основних засобів виступає одним із ключових чинників стабільного розвитку та успішного функціонування підприємств. Постійне оновлення та модернізація техніки дозволяють підвищити ефективність виробництва, скоротити витрати на ремонт та обслуговування застарілого обладнання, а також покращити якість продукції чи послуг. Коефіцієнт оновлення основних засобів є інструментом визначення необхідності проведення інвестицій у нове устаткування. Він дозволяє оцінити ступінь зносу та старіння наявних активів та прийняти рішення про необхідність заміни чи модернізації. Ефективне управління оновленням основних фондів має вирішальне значення для відновлення виробничого потенціалу сільськогосподарських підприємств, особливо у сценаріях постконфліктного відновлення. Стратегічні підходи повинні стосуватися як нагальних потреб реконструкції, так і довгострокової конкурентоспроможності через модернізацію, фінансове планування та системне управління ресурсами. Оптимально керовані основні фонди діють як мультиплікатори конкурентоспроможності сільського господарства, але вимагають балансування капіталомісткості з операційною ефективністю та ринковим узгодженням.

Ключові слова: основні фонди, планування, управління, засоби, активи, відтворення, потенціал..

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КОНЦЕПТУАЛЬНІ ЗАСАДИ СТРАТЕГІЧНОГО РОЗВИТКУ ПІДПРИЄМСТВ В УМОВАХ СТАНОВЛЕННЯ ІНДУСТРІЇ 5.0

Белінський В. С. Концептуальні засади стратегічного розвитку підприємств в умовах становлення індустрії 5.0.

У статті розглядаються концептуальні засади стратегічного розвитку підприємств в умовах становлення Індустрії 5.0. Індустрія 5.0 є наступним етапом промислового розвитку, який поєднує досягнення четвертої промислової революції з людиноцентричними, сталими та стійкими принципами. Основним викликом для підприємств стає необхідність гармонійного поєднання технологічних інновацій та соціально-економічних потреб. Актуальність дослідження зумовлена необхідністю адаптації підприємств до нових умов, що диктуються становленням Індустрії 5.0. У сучасних умовах цифрової трансформації, інтелектуальної автоматизації та людиноцентричного підходу традиційні підходи до стратегічного розвитку втрачають свою ефективність. У зв'язку з цим виникає потреба у нових підходах до стратегічного розвитку підприємств. Визначено основні виклики та можливості, які постають перед сучасними підприємствами в контексті цифрової трансформації, інтелектуальної автоматизації та людиноцентричного підходу. Обґрунтовано ключові напрями формування стратегій розвитку підприємств, які базуються на принципах сталого розвитку, інноваційності та адаптивності. Запропоновано модель стратегічного управління, що враховує синергію технологічних інновацій та соціально-економічних факторів. Становлення Індустрії 5.0 вимагає від підприємств нових підходів до стратегічного управління, орієнтованих на синергію технологічного прогресу, соціальної відповідальності та сталого розвитку. Успішні підприємства майбутнього будуть тими, хто здатен гнучко реагувати на виклики, ефективно інтегрувати цифрові технології та створювати цінність для суспільства. Результати дослідження свідчать, що стратегічний розвиток підприємств у контексті Індустрії 5.0 має базуватися на інтеграції цифрових технологій, адаптивному управлінні та орієнтації на сталий розвиток. Запропонована модель управління дозволяє підприємствам підвищити ефективність роботи, забезпечити конкурентні переваги та адаптуватися до змін зовнішнього середовища. Рекомендовано підприємствам активізувати інвестиції в цифровізацію, розвивати кадровий потенціал у сфері високих технологій та використовувати аналітичні інструменти для моніторингу стратегічного розвитку.

Ключові слова: *Індустрія 5.0, стратегічний розвиток, цифрова, трансформація, сталий розвиток, інновації, підприємництво, управління, підприємствами, управління стратегічним розвитком, підприємство.*