

the market, the availability of highly qualified employees and ensuring their continuous professional development, the availability of modern technical and social infrastructure for ensuring the efficiency of production and provision of services, the presence of a stable political environment and legislation favorable to business.

The factor of competitive advantage is a specific component that acts in the external or internal environment of the company and allows it to surpass competitors. Factors of competitive advantage of an agricultural enterprise may include: availability of high-quality and sufficient land plots can give an agricultural enterprise an advantage in growing high-quality agricultural products; the use of modern technologies of cultivation, harvesting and processing of agricultural products can improve the efficiency of the enterprise and ensure high quality of products; availability of qualified workers with experience and knowledge in the field of agriculture can become an important factor of competitive advantage; an effective strategy of marketing and promotion of products on the market can increase the demand for the company's products and allow it to compete with other players on the market; access to developed transport and logistics systems, as well as the availability of appropriate infrastructure (for example, storage, cooling systems, reservoirs) can ensure fast delivery and preservation of agricultural products in a high-quality condition.

These factors can provide an agrarian enterprise with an advantage over competitors and help it come to the fore in the market. However, it is worth noting that the effective combination of these factors and their interaction is the key to the success of an agricultural enterprise.

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MANAGEMENT OF ENTERPRISE RECOVERY – DEVELOPMENT IN THE POST-WAR AGE

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Aggressive manifestation of quick unexpected offensive military actions by the Russian Federation in relation to our country led and continues to lead to the destruction of many institutions, critical infrastructure, including the economy sector as a whole. The main task of economic development during the military operations of the Russian Federation should be the establishment of business structures in all possible forms. Most of the enterprises, regardless of the forms of ownership, found themselves in a difficult situation and were forced to rapidly change their management decisions regarding their further life cycle. The recognition of certain losses, which are likely to be significantly greater than during COVID-19, leads to the search for tools to ensure the sustainability

of enterprises. Today's realities encourage every subject of entrepreneurial activity to ensure, first of all, uninterrupted work and ensure the sustainability of the enterprise.

It is worth noting that the works are devoted to the active coverage of theoretical and practical issues regarding entrepreneurial activity in the conditions of wartime realities by O. Arefiev, Yu. Vedenina, A. Vdovichen [1], V. Dykan [2], Kovalchuk [3], G.I. Kupalova and others.

An important aspect of the activity of any business in the conditions of uncertainty and the current economic crisis is the management of production costs and the improvement of the cost management system and the goals clearly defined by the management of the company. Factors affecting the efficiency of enterprises are the uncertainty of the cost management system and the lack of information about the probability of future events in the conditions of martial law. Solving such problems in order to save money and prevent losses requires the management of enterprises to take quick actions regarding the implementation and use of the latest methods of managing costs and general activities of the enterprise (Fig. 1).

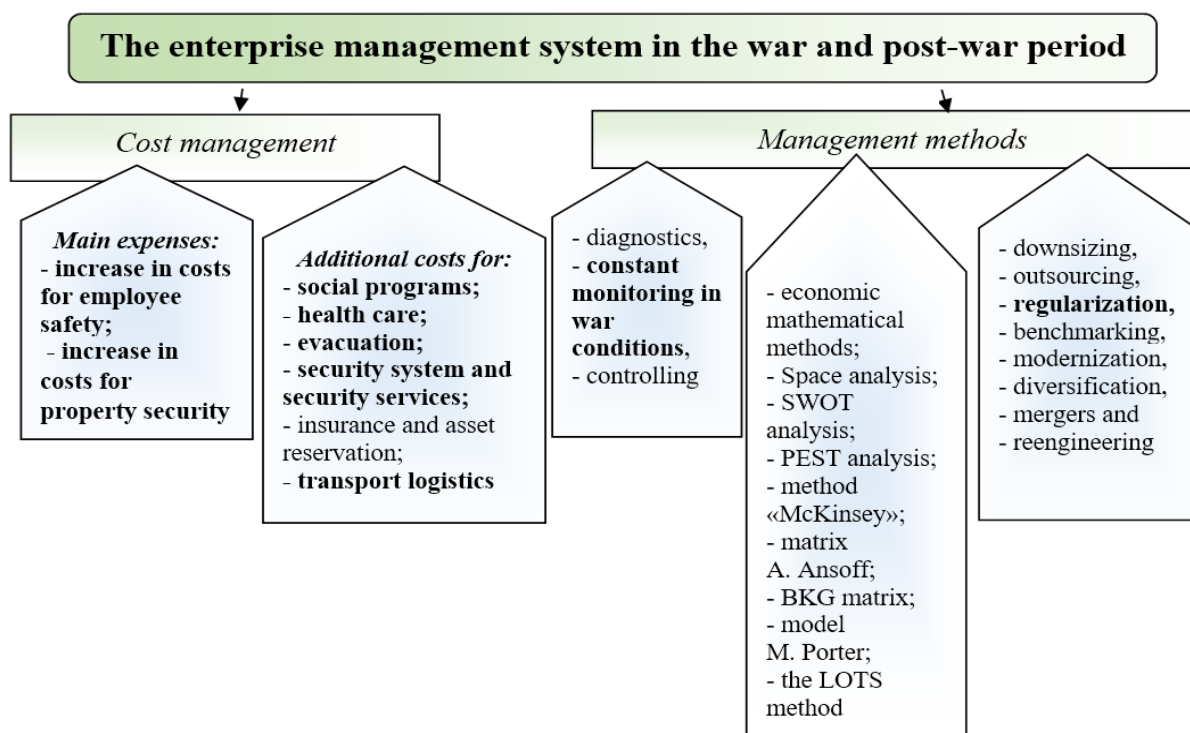


Fig.1. Characteristics of the enterprise management system in the war and post-war period

Based on the above, four stages of enterprise management can be distinguished at all stages of the Russian-Ukrainian war. The first one is shocking – determination of the possibilities of the general functioning of the enterprise. The second is adaptive (transitional) – adapting the work of the enterprise to the real languages of war. The third is functional to the conditions of the war – ensuring the achievement of the pre-war level of activity and prevention of new crisis phenomena and timely response.

The fourth is post-war, where the main task is to minimize the negative economic and social consequences caused by the military aggression of the Russian Federation and to prevent the emergence of new crisis phenomena.

Thus, in the post-war period, an important task is to find investors and business partners to increase the financial stability of business structures and rethink the business model, modernize and rebuild production, adjust to the new realities of the time and be ready for modern challenges.

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ENTERPRISES' RISK ASSESSMENT IN THE CONTEXT OF CRISIS MANAGEMENT: TIME ASPECT

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Today, in the context of full-scale Russian aggression and martial law, when the list of threats from risk factors is significantly increasing, and the scale of possible losses is growing due to the significant multiplier effect of the latter, building a high-quality risk management system integrated into the overall crisis management system is a prerequisite for survival and ensuring profitability in the medium and long term. The successful operation of a modern enterprise is only possible if a high-quality