Список використаних джерел:

1. Don Peppers Martha Rogers, Managing Customer Relationships, A Strategic Framework, John Wiley & Sons, Inc., Hoboken, New Jersey, 2004, 498 c.

2. Pennie Frow · Adrian Payne, Customer Relationship Management: A Strategic Perspective, Gabler Verlag , DOI 10.1007/s12087-008-0035-8, 2009, 27 c.

3. Werner Reinartz, Manfred Krafft, and Wayne D. Hoyer, The Customer Relationship Management Process: Its Measurement and Impact on Performance, Journal of Marketing Research, 2004, 14 c.

UDC [330.34:332.3]:001.5

Pugachov M.I.,
Doctor of Economic Sciences, Professor, Academician of the National Academy of Agrarian Sciences of Ukraine
Deputy Director for Academic Affairs,
Hutorov A.O.,
Doctor of Economic Sciences, Professor, Corresponding Member of the National Academy of Agrarian Sciences of Ukraine
Chief Researcher of Organization Management and Public Administration Department,
National Scientific Center "Institute of Agrarian Economics"

FUNCTIONAL RESILIENCE CHARACTERISTICS OF AGRO-ECONOMIC SYSTEMS

The concept of resilience was formed in 1973 thanks to the work of Canadian environmental scientist C. Holling. He considered resilience to be a measure of the stability of systems and their ability to adapt to changes and shocks, while maintaining the same structure of relations or state parameters [1, p. 14]. According to the definition of J. Fiksel, resilience is the ability of a system to survive, adapt and develop in the face of change and uncertainty [2, p. 21].

The resilience of agricultural enterprises, from the point of view of I. Darnhofer, should be considered as their ability to respond to changes and perceive them, effectively managing a set of economic processes. At the same time, it is necessary to consider the farmer in his socio-ecological context, when he deals with many interrelated processes between different actors and stakeholders [3, p. 6–7].

In general, the resilience of an agricultural enterprise can be defined as the ability of such an enterprise to effectively adapt, recover and develop in the face of various endogenous and exogenous shocks, including climate change, market fluctuations, technological change, socio-economic transformations, natural and man-made disasters and military threats. Important elements of an agricultural enterprise's resilience are the flexibility of management decisions, diversification of products and markets, ecosystem sustainability, ensuring the well-being of owners, employees and landlords, the rural community in which it operates, and the ability to develop core competencies.

We can now argue that resilience is not only a property of the system, but is itself a complex subsystem formed by a set of functional parameters. Thus, according to a team of researchers led by M. Meuwissen, the main properties of resilience of agro-economic systems are adaptability, transformability and robustness [4, p. 4–5]. At the same time, scientists define adaptability as the "capacity to change the composition of inputs, production, marketing and risk management in response to shocks and stresses but without changing the structures and feedback mechanisms of the farming system" [4, p. 4]. The result of adaptability is flexibility to strategic challenges. Transformability is the "capacity to significantly change the internal structure and feedback mechanisms of the farming system in response to either severe shocks or enduring stress that make business as usual impossible" [4, p. 5]. Robustness is the "farming system's capacity to withstand stresses and (un)anticipated shocks" [4, p. 4]; to maintain the quality of functioning with minor changes in the structure or factor parameters of production.

However, we share the opinion of scientists who consider that resilience is not identical to sustainability, and sustainability of development does not ensure the invulnerability of an individual or an enterprise [5].

It should be noted that robustness has to be divided into the endurance of the agricultural enterprise itself as an economic agent and the resistance of biological agricultural subsystems. It is also advisable to identify the property of information innovativeness as the ability of the system to search for new sources of information and innovations to ensure sustainable development in turbulent or crisis conditions.

A certain consequence, and at the same time one of the main goals, of ensuring resilience is the coherence of the agro-economic system, which

should be considered as internal consistency, coherence and stable relationship between parts, processes and elements of the system that effectively functions to achieve the goal and/or solve the problem [6]. This creates the property of invulnerability in the short, medium, or long term to certain types of risks or shocks.

References:

1. Holling C.S. Resilience and Stability of Ecological Systems. Annual Review of Ecology and Systematics. 1973. Vol. 4. Pp. 1–23. URL: http://www.jstor.org/stable/2096802.

2. Fiksel J. Sustainability and Resilience: Toward a Systems Approach. Sustainability: Science, Practice and Policy. 2006. Vol. 2. Issue 2. Pp. 14–21. DOI: https://doi.org/10.1080/15487733.2006.11907980.

3. Darnhofer I. Farming Resilience: From Maintaining States towards Shaping Transformative Change Processes. Sustainability. 2021. Vol. 13. Issue 6. Article 6. DOI: https://doi.org/10.3390/su13063387.

4. Meuwissen M.P.M., Feindt P.H., Spiegel A., etc. A Framework to Assess the Resilience of Farming Systems. Agricultural Systems. 2019. Vol. 176. Article 102656. DOI: https://doi.org/10.1016/j.agsy.2019.102656.

5. Derissen S., Quaas M.F., Baumgartner S. The Relationship between Resilience and Sustainability of Ecological-Economic Systems. Ecological Economics. 2011. Vol. 70. Issue 6. Pp 1121–1128. DOI: https://doi.org/10.1016/j.ecolecon.2011.01.003.

6. Hutorov A., Pugachov M. Coherent Resilience of Agroeconomic Systems. Ukrainian Journal of Applied Economics and Technology. 2023. Vol. 8. No. 2. Pp. 400–404. DOI: https://doi.org/10.36887/2415-8453-2023-2-58.

УДК 351.752: 330.59

Ратушняк В.В.,
здобувач третього рівня вищої освіти,
КЗВО «Вінницька академія безперервної освіти»

ШЛЯХИ АКТИВІЗАЦІЇ ГРОМАДЯНСЬКОГО СУСПІЛЬСТВА

Розвиток та зміцнення сучасного громадянського суспільства, яке функціонує в умовах воєнного стану свідчить про консолідацію демократії та наявність дієвих відповідей українського суспільства на