



*ЛИСЮК В.М.*

доктор економічних наук, професор,  
Інститут ринку і економіко-екологічних досліджень НАН України  
Французький бульвар, 29, с. Одеса, Україна, 65044  
e-mail: vlisiuk@ukr.net  
ORSID: 0000-0001-8766-4325

*НИКОЛЮК О.В.*

доктор економічних наук, професор,  
Одеська національна академія харчових технологій  
вул. Канатна, 112 Одеса, Україна, 65039  
e-mail: alenavn11@gmail.com  
ORSID: 0000-0002-1665-0361

## МЕХАНІЗМИ СТРАТЕГІЧНОГО УПРАВЛІННЯ РОЗВИТКОМ РИНКУ МОЛОКА В УКРАЇНІ

**Актуальність.** Актуальність статті полягає в тому, що дослідження викликані необхідністю продовольчого забезпечення населення у повосний період становлення економіки України, що є надзвичайно важливою проблемою.

**Мета та завдання.** Метою та завданням досліджень, викладених у статті є розробка комплексного механізму регулювання економічних процесів на ринку молока і молочної продукції. Визначити вихідні положення щодо удосконалення системи стратегічного управління процесом розвитком ринку молока, які мають насамперед бути закладені у базові функції органів регулювання й управління виробництвом молочних продуктів, що зумовлюватиме інші елементи організації процесу управління (інфраструктуру, рівень зайнятості тощо).

**Результати.** Обґрунтовано та визначено вихідні положення концептуального підходу до формування та реалізації комплексного механізму з новим розумінням завдань стратегічного управління, планування і їх взаємодії у контексті забезпечення розвитку ринку молока в Україні. Як результат недосконалої соціально-економічних відносин, а також через визначені недоліки в організації проведення заготівлі, транспортування та зберігання сировини, низький технічний рівень більшості переробних підприємств, також допускаються суттєві втрати у виробництві молочної продукції, значною мірою не використовується існуючий ресурсний потенціал. Концепція комплексного механізму представляється цілісним системним базисом розробки механізму задля оптимального поєднання інструментів державного регулювання й принципів стратегічного управління суб'єктами господарювання на ринку молока.

**Висновки.** У статті в результаті проведеного дослідження визначено, що механізм управління розвитком ринку молока в Україні перебуває на етапі його становлення. Визначено, що у формуванні та розвитку ринку молока важливим фактором виступає попит, який представляється рівнем споживання такого виду продукції і є одним із найважливіших, впливаючи на розвиток процесу виробництва й рівень конкурентоспроможності суб'єктів господарювання. Проведений аналіз балансу обсягів виробництва й споживання молока також свідчить, що отримані обсяги виробництва й споживання молока поступово зменшуються. Зменшення купівельної спроможності серед населення країни, скорочення географічних розмірів ринку шляхом втрати контролю над відповідною часткою території країни певним чином впливають на зменшення загальної ємності представленого внутрішнього продовольчого ринку.

**Ключові слова:** ринок молока, стратегічне управління, механізм, ефективність, розвиток, суб'єкти ринку, концептуальні положення, логістичні ланки.

*LYSYUK V.M.*

Doctor of economic sciences, Professor,  
Institute of Market and Economic and  
Ecological Research of the NAS of Ukraine  
French Boulevard, 29, s. Odessa, Ukraine, 65044  
e-mail: vlisiuk@ukr.net  
ORSID: 0000-0001-8766-4325

NICOLIUK O.V.  
Doctor of economic sciences, Professor,  
Odessa National Academic of Food Technologies  
St. Kanatna, 112 Odessa, Ukraine, 65039  
e-mail: alenavn11@gmail.com  
ORSID: 0000-0002-1665-0361

## MECHANISMS OF STRATEGIC MANAGEMENT OF MILK MARKET DEVELOPMENT IN UKRAINE

**Topicality.** The relevance of the article lies in the fact that the research is caused by the need to provide food for the population in the post-war period of the formation of the economy of Ukraine, which is an extremely important problem.

**Aim and tasks.** The purpose and task of the research presented in the article is the development of a complex mechanism for regulating economic processes in the market of milk and dairy products. To determine the initial provisions regarding the improvement of the system of strategic management of the milk market development process, which should first of all be laid down in the basic functions of the regulatory and management bodies for the production of dairy products, which will condition other elements of the organization of the management process (infrastructure, employment level, etc.).

**Research results.** The initial provisions of the conceptual approach to the formation and implementation of a complex mechanism with a new understanding of the tasks of strategic management, planning and their interaction in the context of ensuring the development of the milk market in Ukraine are substantiated and defined. As a result of the imperfection of socio-economic relations, as well as due to certain shortcomings in the organization of procurement, transportation and storage of raw materials, the low technical level of most processing enterprises, significant losses in the production of dairy products are also allowed, and the existing resource potential is not used to a large extent. The concept of a complex mechanism is a holistic system basis for the development of a mechanism for the optimal combination of state regulation tools and the principles of strategic management of business entities in the milk market.

**Conclusion.** In the article, as a result of the conducted research, it is determined that the mechanism of managing the development of the milk market in Ukraine is at the stage of its formation. It was determined that demand is an important factor in the formation and development of the milk market, which is represented by the level of consumption of this type of product and is one of the most important, influencing the development of the production process and the level of competitiveness of economic entities. The analysis of the balance of milk production and consumption also shows that the obtained milk production and consumption volumes are gradually decreasing. A decrease in purchasing power among the country's population, a reduction in the geographic size of the market by losing control over the corresponding part of the country's territory in a certain way affect the decrease in the total capacity of the presented domestic food market.

**Keywords:** milk market, strategic management, mechanism, efficiency, development, market subjects, conceptual provisions, logistic links.

### **Problem statement and its connection with important scientific and practical tasks.**

The relevance of the article lies in the fact that the research is caused by the need to provide food for the population in the post-war period of the formation of the economy of Ukraine, which is an extremely important problem.

The current crisis not only in agricultural production, but also in the economy in general cannot be resolved only by the management system. Therefore, when it comes to reducing the effectiveness of management primarily in its applied sense, then at the empirical level it primarily concerns the process of organizing activities and its management. The dairy industry is a branch of the food industry that comprehensively combines enterprises involved in the production of various dairy products. The dairy industry includes enterprises engaged in the production of whole milk products, various

canned milk products, cheese, dry milk, butter, cottage cheese, casein, ice cream, and other dairy products (Wikipedia, 2021). Thus, the milk market is one of the leading ones in the food and processing industry. The share of the population's expenditure on dairy products is 15% of food expenditure (it ranks fourth after expenditure on bakery, meat, and flour products) (State Statistics Service of Ukraine, 2021). Not only the well-being of the population depends on the effectiveness of the development of the dairy market, but also the gradual reduction of social tensions. In Ukraine, almost 200 enterprises specialize in milk processing. With the gradual development of the milk market, competition arose directly between its participants, who invest funds for the modernization of production, respond in a timely manner to the emerging changes in the market situation, while simultaneously increasing their assortment.

But as it turned out, this is not enough, as the implemented measures, as a rule, affect only one link of the whole chain of the milk market (for example, processing) and do not affect others (for example, raw material - providing fodder or increasing the size of the dairy herd). But only comprehensive measures can generally contribute to the development of the entire market with its multifaceted needs.

**Analysis of recent publications on the problem.** The scientific works of domestic researchers S. Azizov, V. Boyk, O. Mazurenko, V. Mesel-Veselyak, I. Tronchuk and others are devoted to the study of problems of the development and functioning of the milk market in Ukraine. O. Borodina, H. Mostovy, M. Latynin, O. Salamin, G. Cherevko, and others were among the first to address the issues of analysis of the peculiarities of the development of the milk market in Ukraine. M. Ruthurak, V. Ivchenko and others made a significant contribution to the substantiation of the conceptual basis for improving the management mechanism for the development of the milk market. In turn, repeated attempts in the field of organizational and management transformations in the production of milk and dairy products, as is known, practically did not justify themselves. Among the most reasons for this is the implementation of improvements that are rather limited in nature and

forms, mainly by conducting organizational and structural transformations, which are the easiest to implement.

**Allocation of previously unsolved parts of the general problem.** In addition, the studies of the above-mentioned authors were mostly devoted to individual sectors of the dairy market, and rather little attention was paid to the comprehensive solution of the entire problem - satisfaction, providing all citizens of the country with high-quality dairy products of their own domestic production. The research described in the article is devoted to this problem.

**Formulation of research objectives (problem statement).** The purpose of the article is to consider methodological approaches to the development of an effective complex mechanism of strategic management of the development of the milk market in Ukraine.

**An outline of the main results and their justification.** The current mechanism restrains the development of the milk market, has a rather costly nature, does not stimulate the current structural transformation and increase in productivity, does not interest producers in ensuring the development of the milk market, and processing enterprises - in waste-free, comprehensive processing of milk raw materials (Rutkhurak M. V., 2005).

Table 1

**Dynamics of consumption of milk and dairy products in Ukraine.(per person per year, kg)**

№	Country, region	Year							
		2000	2005	2010	2015	2017	2018	2019	2020
1	2	3	4	5	6	7	8	9	10
1	Ukraine	199,1	225,6	206,4	209,9	209,5	200,0	197,7	201,7
2	ARC	141,6	161,4	181,0	-	-	-	-	-
3	Vinnitsya region	195,3	232,9	216,0	214,0	205,0	200,9	200,9	198,0
4	Volyn region	264,4	268,8	240,1	221,3	210,0	210,1	202,4	206,9
5	Dnipropetrovsk region	167,1	193,7	178,9	194,7	204,6	200,3	199,2	197,5
6	Donetsk region	157,3	196,1	178,2	171,2	169,3	161,7	165,5	170,4
7	Zhytomyr region	260,3	282,9	243,1	230,8	218,8	207,2	215,5	209,0
8	Zakarpethian region	242,4	259,4	236,6	223,0	229,1	221,1	210,4	230,8
9	Zaporizhzhia region	163,8	189,3	176,5	186,4	181,9	164,6	174,5	171,4
10	Ivano-Frankivsk region	295,0	302,7	264,7	259,3	281,4	273,0	260,3	276,7
11	Kyiv region	201,5	208,5	196,3	222,8	221,7	204,6	203,6	211,2
12	Kirovohrad region	209,4	228,3	202,9	27,8	202,8	199,8	198,7	213,8
13	Luhansk region	121,9	168,7	173,6	144,8	138,2	136,8	139,2	147,4
14	Lviv region	264,8	258,3	210,5	235,5	232,7	214,4	205,2	215,3
15	Mykolaiv region	190,4	244,0	219,7	206,8	212,6	202,0	203,1	204,3
16	Odesa region	164,0	213,9	185,0	194,5	188,0	180,7	190,3	185,8
17	Poltava region	221,0	246,5	219,7	223,6	217,9	210,0	199,2	201,5
18	Rivne region	239,4	271,5	246,5	213,1	203,5	198,8	188,3	191,7
19	Sumy region	217,1	221,2	216,1	203,5	194,8	192,3	187,9	182,4
20	Ternopil region	288,2	278,1	237,2	235,1	245,7	236,2	231,2	245,1

	2	3	4	5	6	7	8	9	10
21	Kharkiv region	168,7	217,6	216,8	228,3	239,9	220,9	208,7	203,9
22	Kherson region	200,8	216,6	186,5	195,6	213,3	204,4	193,5	183,9
23	Khmelnytskyi region	268,6	282,9	242,1	233,0	225,1	223,4	208,3	208,2
24	Cherkasy region	216,3	248,4	221,2	226,9	221,1	206,2	214,2	216,6
25	Chernivtsi region	254,8	263,0	242,2	243,9	251,0	240,8	233,7	226,6
26	Chernihiv region	280,4	280,5	251,7	239,2	226,7	217,7	214,6	210,5

\* Source : (State Statistics Service of Ukraine, 2021; Wikipedia, 2021)

First of all, the reasons for this state of affairs are: practical lack of common socio-economic interests of partners in production and delivery of the final product to the consumer, non-equivalence of inter-industry exchange, practical lack of civilized competition, failure to take into account the provisions of the basic law of functioning of the market economy in accordance with demand and supply, imperfection of the current mechanism of organizational and economic stimulation, functioning of the financial and credit system, optimal pricing.

Milk is one of the most important products for human nutrition. After all, milk contains various useful substances necessary for the human body. The composition of milk primarily depends on a significant number of factors (stage of lactation, breed of animals, content of feed rations) and is primarily not constant, but in general it is characterized by the following nutrients, in %: 87,5 water; 3,8 milk fat; 3,3 milk proteins; 4,7 milk sugar; 0,7 mineral substances (Ivchenko V. M. Mytchenok O.O. and Soloshonok A.L.,(2021).

Demand is an important factor in the formation and development of the milk market, which is represented by the level of consumption of this type of product and is one of the most important, influencing the development of the production process and the level of competitiveness of business entities. Thus, the level of consumption of milk and dairy products varies significantly in different countries of the world. It is also related to the established level of development of the livestock industry, as well as to historical traditions in the field of human nutrition. So, the highest per capita consumption of milk and dairy products in Finland - 613 kg,

New Zealand - 665 kg, Switzerland - 433 kg, Denmark - 427 kg, the lowest in Nigeria - 9 kg, China - 3 kg, Indonesia - 1 kg (Ivchenko V. M. Mytchenok O.O. and Soloshonok A.L.,(2021).

The established annual rational rate of consumption of milk and dairy products in Ukraine per person per year is 350-380 kg. The data presented in Table 1 show that over the past 20 years in all regions of Ukraine, the actual consumption of milk per person is significantly lower than the rational norm and ranges from 199.1 to 201,7 kg per person per year. A significant level of milk consumption was 225,6 kg in 2005. In 2020, milk consumption in Ukraine amounted to almost 201,7 kg per year, which is 1.8 times less than the established consumption norm.

Also, the level of milk consumption is primarily influenced by the development of the entire agricultural dairy sector, including animal husbandry and its provision of fodder, technological equipment, veterinary services, etc. In addition, this sector needs constant renewal of livestock. It is worth noting that the dairy industry is characterized by an annual decrease in the number of cows. Thus, in 2019, a decrease in the number of cattle was observed for the entire history of independent Ukraine. Thus, the number of dairy cows in 2019 was 1,9 million (Ivchenko V. M. Mytchenok O.O. and Soloshonok A.L., 2021).

Thus, the decrease in the number of dairy cows also affected the decrease in the amount of milk produced. Milk produced in 2020 compared to 2015 is 5.7% less. In 2019-2020, the level of milk production was at the level of 10 million tons by increasing livestock in agricultural enterprises (Table 2).

Table 2

#### Dynamics of milk balance indicators in Ukraine in terms of years, million tons

1	2	3	4	5	6	7
Indicators	2015	2016	2017	2018	2019	2020
Production of milk	10,6	10,4	10,3	10,0	10,0	10,2
including - agricultural enterprises	2,7	2,7	2,8	2,8	2,8	2,9

1	2	3	4	5	6	7
- personal households of the population	7,9	7,7	7,56	7,3	7,2	7,3
End of Table 12 Consumption fund	9,2	9,2	8,8	8,7	8,6	8,7
Consumption of milk produced on one's own farm	3,6	3,4	3,4	3,4	3,3	3,3
Consumption of industrial processed milk	3,7	3,8	3,6	3,6	3,7	3,8
Consumption of milk purchased from households	1,9	2,0	1,8	1,7	1,6	1,9
Export of dairy products (in terms of milk)	0,7	0,5	0,85	0,83	0,83	0,9
Import of dairy products (in terms of milk)	0,1	0,1	0,13	0,17	0,2	0,21

\* Source: (State Statistics Service of Ukraine, 2021); (referat.repetitor/ua, 2021)

Among the key factors of stabilization of the milk market is, first of all, the level of purchase prices. Accordingly, in EU countries in 2020, the determined average price for the purchase of milk was 38.1 euros per 100 liters. The determined average price for selling milk in pure form among all types of enterprises (without VAT) in 2020 was 29.4 euros per 100 l, which is 8.8 euros (or 21%) lower (Ivchenko V. M. Mytchenok O.O. and Soloshonok A.L., (2021). This situation can be leveled by ensuring the growth of the purchase price of raw milk on the domestic market.

The problem of establishing socio-economic relationships includes a system of various forms for establishing relationships, which are focused on the implementation of economic methods of management, thereby ensuring that each business entity has the necessary socio-economic interest in more effective production of dairy products. Therefore, socio-economic relations between various agricultural and processing enterprises should also lead to obtaining a higher final result on the basis of ensuring the balanced development of a certain dairy product sub-complex (Karasova N.A., 2008).

As a result of the imperfection of socio-economic relations, as well as due to certain shortcomings in the organization of procurement, transportation and storage of raw materials, the low technical level of most processing enterprises, significant losses in the production of dairy products are also allowed, and the existing resource potential is not used to a large extent (Burkynskyi B.V. et.al., 2020 p. 232-249, Burkynskyi B.V. et.al. 2021 p. 175-180).

The identified situation is caused by various inflationary processes in the national economy,

non-equivalence of established prices for dairy products (wholesale prices are higher than purchase prices for dairy raw materials by almost twice), non-payments for dairy products (Shcherbata M.I., 2014).

However, the main drawback that restrained the growth of the dairy market in the country in the previous pre-war years and cannot be categorically accepted in the post-war years is the lack of a single, comprehensive and consistent state policy regarding the development of the entire market of milk and dairy products. Such a policy should be based on a number of interrelated state programs, each of which would provide for the development of a separate sector of the dairy market, starting with: breeding and increasing the number of dairy herds, its fodder supply, improving processing technologies and equipment, balancing relations between all sub-objects of the logistics chain of the dairy market. Such a policy should be based on its own resources, including raw materials, for the development of each sector.

This prompted the development of a comprehensive mechanism for strategic management of the development of the milk market (Fig. 1).

In the given scheme, first of all, the concept of the economic mechanism in general is reflected with a new understanding of strategic management, planning and their interaction, because the object of management is precisely the final dairy product, factors are defined as intermediate objects of the management system, which also act as means for effective management, and planning is presented in the form of two spheres. That is, it is a complex model of using the existing resource potential.

The first area of planning is the planned

organization of production. Its tasks include streamlining the production process, obtaining a high level of its practical organization, which also generates additional productivity and socio-economic efficiency.

The second area of planning is intended to determine certain public needs for dairy products and to stimulate their production at the national level. Such a sphere determines the principles in which the management system should transfer the level of production of dairy products.

The fact that such areas of planning are considered as key links of an integral system of a complex mechanism for managing dairy products, makes it possible to present the importance of

each of the presented areas and the impact of their interaction on the obtained final results, and therefore, with greater knowledge of the matter, to effectively manage them.

Of course, in the presented scheme, all factors are not sufficiently revealed, they are interpreted in the form of individual groups. However, only technology has a set of factors, several factors and laws of dairy production management have separate technological methods. On the basis of the presented scheme of the mechanism, it is possible to see different groups of factors together, also in a relationship, and therefore, when learning certain laws, it is advisable to consciously control their final result.

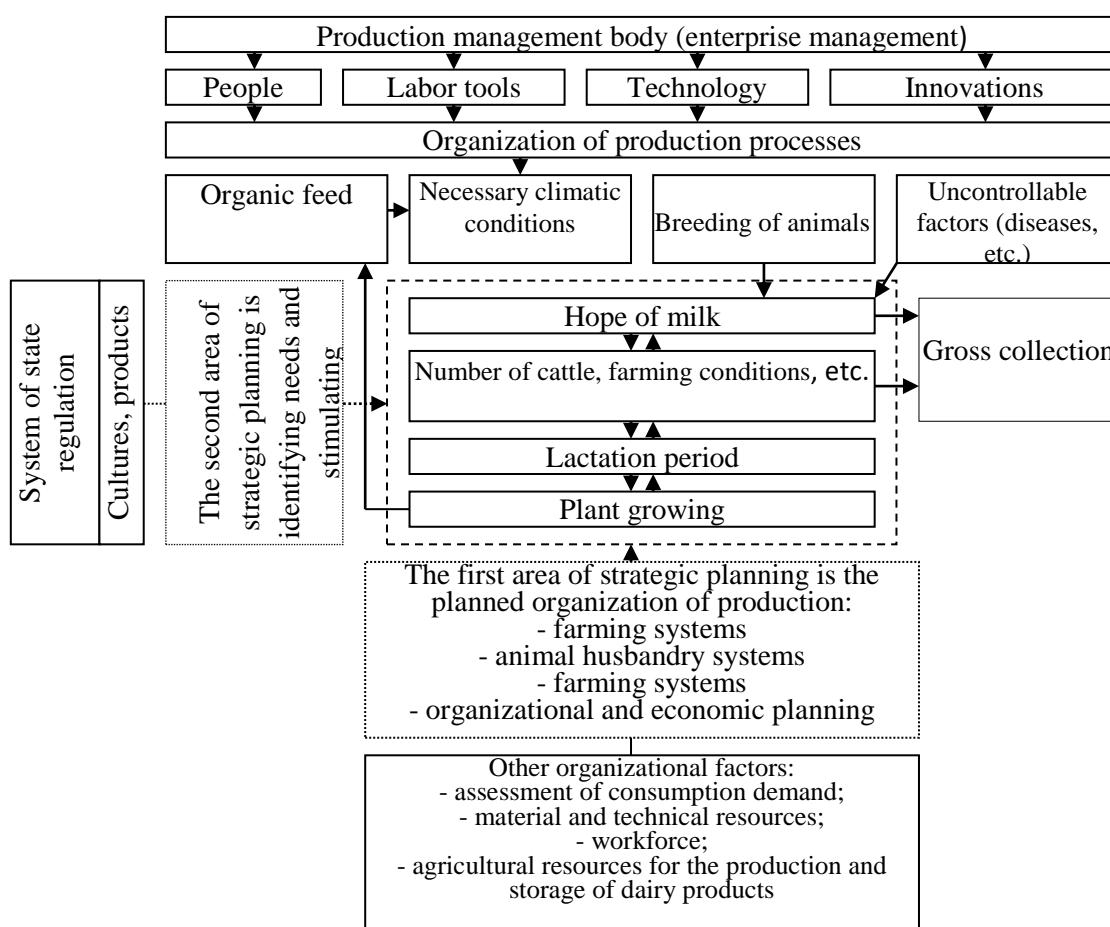


Fig. 1. Complex mechanism of strategic management of milk market development

\* Source: developed by the author

These and other negative factors can be neutralized only on the basis of an integrated approach, gradually identifying and regulating a significant set of issues:

1. Gradual transition to the development of the milk market based on scientific concepts. It is generally accepted that a comprehensively substantiated scientific concept should be implemented on the basis of large-scale

transformations calculated for a longer perspective and a large socio-economic result. However, there was no effective concept for ensuring the development of the milk market in our country. Conceptual provisions on market transformations in the countryside were developed only once. They were based on the laws of market self-regulation and based on an objective assessment of the development of the production

of milk and dairy products, they were not focused on the socio-economic interests of the villagers and therefore did not benefit directly from his support. The received socio-economic consequences regarding the implementation of the presented approaches are fast and negative.

2. The priority of certain alternative approaches to management organization. The entire history of the organization of the milk market management system is an example of such commitment to uniformity that for a long time excluded the initiative in finding the necessary organizational forms for management and management.

3. Neutralization of the mass transition to innovative organizational forms of management without a wider industrial inspection. Effective are those forms of management that have been developed from below and are finally formed as they are ready to be mastered. In this regard, in the matter of management, it is necessary to approach the spread of new organizational forms with caution. Experience also shows that very often a positive opinion about some world experience spreads, and its implementation immediately begins, in turn, without a proper assessment of its acceptability under specific conditions, without conducting an analysis of the business and psychological readiness of managerial staff for its effective development.

4. Moving away from the fetishization of the organizational and structural factor in the management system. The organizational-structural factor cannot be underestimated, nor can it be wrongly considered normal, when organizational structures and corresponding management bodies are constantly changing. The priority of the form (organizational structure) in relation to the essence (functions) of the management system is deeply rooted. The practice prevails when a management body is created first, and only then its functions are determined. This is the inverted pyramid principle. The formation of any system and management body should be preceded by a comprehensive justification of their functions. This basically happened during the transition to modern organizational forms of management (Mytiai O.V., 2014).

5. Guaranteeing enterprises a real right to membership in a territorial economic formation. Business practice, including in the organization of management, clearly indicates that any integration is vital only if its participants take part in it with interest, deliberation and voluntarily. In this regard, the mechanisms of cross-link integration look quite promising. Thus, the activator in these

processes should be milk processing enterprises that can unite dairy and breeding farms in an integrated structure. In this way, the mechanism of mutual interest in increasing the herd and, accordingly, the volume of production of both raw milk and final products is included.

6. Overcoming the stereotype of thinking about the purpose of the regulatory bodies and apparatus. It is possible to transform the system of regulation and management of the milk market into a better one only with a deep transformation of the practice of subordination in the management process.

7. Optimal ratio of rights, duties and responsibilities of managing subsystems.

8. Organization of milk market management on the basis of comprehensively developed strategies for its development, long-term alternative forecasts. Among the main shortcomings in the field of development of dairy production, including its management, was and remains the desire to immediately achieve results at any cost without a concrete idea of the reality of the final plans and directions of their implementation.

9. Functional designation of the dairy production management body. State management assumes only a functional character for purposeful regulation, taking into account the functions defined by the state.

10. Social orientation of management. It was the backwardness of the social base of the village, its practical neglect, that became the key reason that led to this state, and therefore to the unsatisfactory level of efficiency of the milk market. Without overcoming such an extremely unfavorable situation, a practical way out of the crisis is impossible. Therefore, the responsibility of the entire management system is to accelerate the social development of the village in its innovative sense. The implementation of such a requirement is possible only under the condition of strict compliance with the current normative acts and regulations.

11. Development of an effective management system that would ensure the sustainable development of multi-system, civilized market of milk and dairy products.

The authors repeatedly addressed the solution of these problems in previous publications, but they remain relevant and relevant (Nikishyna O.V., Tarakanov M.L., 2020), (Chmut H.V., Lysyuk V.M., 2011), (Lysyuk V.M., Tarakanov N.L. Layko A.Y., 2012), (Lysyuk V.M., Tarakanov M.L., Makoveyev A.P., 2012).

**Conclusions and perspectives of further research.** A complex mechanism requires a consistent transformation of the institutional and organizational structure of dairy production based on the combination and cooperation of business entities (formation of associations, combines, agricultural firms, etc.).

Under these conditions, the assessment of the effectiveness of the complex mechanism will primarily be related to the fact that the implementation of the structural policy can also lead to the forced development of more efficient production branches instead of less efficient ones or, on the contrary, to the intensive development of the relevant processing enterprises and the stabilization of the production of those dairy products, which due to lack of capacity is currently not processed and will be lost in the future. In turn, the focus on the most efficient branches of animal husbandry cannot be limited only to the needs of the domestic market - it is necessary to take into account world standards, the level of competitiveness of products and the

possible foreign economic effect. It is under such conditions that the milk market will be able to independently make balanced decisions regarding the formation of the structure of dairy production. Such initial provisions should be represented in the functions of the management bodies for the production of milk and dairy products, which will also determine other elements of the organization of the management system.

The mechanism should also ensure high stability of the milk market development management system. Excessively frequent and far from always sufficiently regulated reforms are not justified. Stability is the main guarantee of reliability and efficiency of strategic management of the development of the milk market in Ukraine.

The solutions to the problems mentioned in the article become much more important in the post-war period and probably require a more principled and strict approach to the implementation of the strategic state tasks of providing the population with food products.

#### REFERENCES

1. Chmut H.V., Lysyuk V.M., (2011), *Perspektyvy i napryamy rozvytku molochnoyi produktsiyi (sektornyy analiz rynku) Ekonomika kharchovoyi promyslovosti*. no 2(10).– pp. 64-72.
2. Burkynskiy, B.V. & Nikishyna, O.V. & Tarakanov, M.L. ta in (2019). *Intehratsiini mekhanizmy rozvytku tovarnykh rynkiv: monohrafiia [Integration mechanisms of commodity markets development: monograph]*. Odesa: IPREED NAN Ukrainy [in Ukrainian]
3. Burkynskiy B.V. et.al.(2020) *Dominanty staloho rozvytku rehioniv Ukrainy [Dominants of sustainable development of the regions of Ukraine: monograph]*. NAS of Ukraine, Inst. market and econ.-eol. Research. Odesa: IPREED NASU, 620 p.
4. Burkynskiy B.V.(2021) *Organizational and economic mechanisms of formation of effective logistics of commodity markets. /Burkynskiy B.V., Nikishina O.V.// Monograph. Odessa: IMPEER NAS of Ukraine, -264p. [in Ukrainian]*
5. Ivchenko V. M. Mytchenok O.O. and Soloshonok A.L (2021), *Analychni doslidzhennia tsinovykh tendetsij u sferi zakupivli velykoi rohatoi khudoby, svynej i moloka v Ukraini ta krainakh YeS stanom na 15 bereznia 2021 [Analytical researches of price tendencies in the sphere of purchase of cattle, pigs and milk in Ukraine and the EU countries as of 15 march 2021]*, "Ukrahropromproduktivnist", Kyiv, Ukraine.
6. Karasova N.A. (2008), *Renovatsiya osnovnykh zasobiv sil'skohospodars'kykh pidpryyemstv v umovakh lizynhu [Renovation of fixed assets of agricultural enterprises under leasing conditions]*. Economics: problems of theory and practice, 244, 539-546.
7. Lysyuk V.M., Tarakanov M.L., Makoveyev A.P. (2012) *Rehional'nyy faktor stanovlenyya syr'evoho sektora rynku molochnoy produktsyyi Ekonomika kharchovoyi promyslovosti*. no 1 (13). – pp. 55-60
8. Lysyuk V.M., Tarakanov N.L. Layko A.Y. (2012), *Faktor potrebytel'skoho sprosa v rozvytyy syr'evoho sektora molochnoho rynku Ekonomichni innovatsiyi: Zb. nauk. prats'. – IPREED NAN Ukrainy, Odesa, – vyp. 49. – pp. 230-244.*
9. Mytiai O.V. (2014), *Alternatyvni dzhherela pidtrymky ta zmitsnennia ekonomichnoi bezpeky pidpryyemstv ahroprodovolchoi sfery [Alternative sources of support and strengthening of economic safety of enterprises in the agro-food sector]*. *Naukovyi visnyk Khersonskoho derzhavnoho universytetu. Seriya: "Ekonomichni nauky" – Scientific Herald of Kherson State University. Series: "Economic Sciences"*, vyp. 9-1. Ch.1. pp. 57-60.



10. Nikishyna O.V., Tarakanov M.L. (2020) Mekhanizmy rehulyuvannya vidtvoryuval'noyi lohistyky rynku moloka ta molochnoyi produktsiyi v Ukraini. – Ekonomichni innovatsiyi.- t. 22. Vyp.4(77). IPREED NAN Ukrainy. – P. 105-116.
11. Rutkhurak M. V. (2005), "Increase production efficiency and milk consumption", *Ekonomika APK*, vol. 10, pp. 80.
12. Shcherbata M.I. (2014), Upravlinnia oborotnymy aktyvamy molokopererobnykh pidpryemstv APV [Management of working assets of dairy processing enterprises]. *Biznes-navihator – Business Navigator*, no.1. pp. 155-159.
13. State Statistics Service of Ukraine (2021), available at: <http://www.ukrstat.gov.ua/>(Accessed 20 June 2021).
14. Wikipedia (2021), "Dairy industry", available at: <http://ru.wikipedia.org/>(Accessed 25 June 2021).