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MANAGERIAL DECISIONS TO INCREASE THE ECONOMIC EFFICIENCY OF AGRICULTURAL BUSINESS UNDER RISK CONDITIONS

Managerial decisions in agribusiness aimed at increasing economic efficiency under risk conditions represent a multi-level system of strategic, tactical, and operational planning designed to minimize the impact of destabilizing factors on financial performance. Such a system encompasses diversification of the production structure, the use of insurance products, the application of forward contracts and options, as well as the formation of reserve logistical capacities. The implementation of these instruments becomes critically important for preserving the financial stability of domestic agricultural producers in a turbulent market environment. In the grain sector, priority is given to decisions regarding the synchronization of technological operations with forecasted periods of price activity, which involves adjusting harvesting and shipping schedules in line with market forecasts. Price hedging instruments also play a significant role in mitigating the consequences of sharp fluctuations in exchange quotations. For the oilseed sector, decisions related to foreign exchange risk management acquire particular importance, implemented through the diversification of the currency structure of contracts, as well as through the application of precision farming technologies. An additional area is long-term contracting for the supply of basic production resources. The production of fruit and berry products requires managerial decisions with a long planning horizon, where a key place is occupied by multifactor analysis of market trends when selecting varietal composition and establishing perennial plantations. An important element is the use of prepayment mechanisms from trading partners, which reduces the need for

expensive credit resources, as well as the optimization of the varietal structure to extend the period of product supply to the market. Integration with international quality certification systems opens access to segments with higher added value. The systematic application of risk-oriented management approaches contributes to the reduction of unforeseen operational losses, increasing the level of guaranteed profitability, decreasing dependence on short-term market fluctuations, and forming sustainable competitive advantages in foreign markets.

Keywords: managerial decisions, agribusiness, risks, economic efficiency, diversification, agricultural insurance, hedging, forward contracts.