



colloquium-journal

ISSN 2520-6990

Międzynarodowe czasopismo naukowe



**Jurisprudence
Economic sciences
Public administration**

**№9(96) 2021
Część 3**



colloquium-journal

ISSN 2520-6990

ISSN 2520-2480

Colloquium-journal №9 (96), 2021

Część 3

(Warszawa, Polska)

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УДК 631.15:005.332.4

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[DOI: 10.24412/2520-6990-2021-996-19-25](https://doi.org/10.24412/2520-6990-2021-996-19-25)

МЕХАНІЗМ ФОРМУВАННЯ СТРАТЕГІЧНОГО ПІДХОДУ В УПРАВЛІННІ КОНКУРЕНТОСПРОМОЖНІСТЮ АГРАРНИХ ПІДПРИЄМСТВ

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MECHANISM OF FORMATION OF STRATEGIC APPROACH IN MANAGEMENT OF COMPETITIVENESS OF AGRICULTURAL ENTERPRISES

Abstract.

The article considers issues related to the study of the peculiarities of the formation of a strategic approach to managing the competitiveness of agricultural enterprises.

It is established that in a tough competitive environment, each company needs to develop a clear competitive strategy, taking into account the competitiveness of products (works, services), the presence of competitive advantages, ways and methods to increase competitiveness and analysis of their competitors.

It is emphasized that the provision of effective and modern competitive strategies at the level of enterprises and agro-industrial formations of the regions will contribute to the competitive development of the entire agro-industrial complex and ensure food security of the country.

Анотація.

В статті розглядаються питання, пов'язані з дослідженням особливостей формування стратегічного підходу для управління конкурентоспроможністю аграрних підприємств.

Встановлено, що в умовах жорсткого конкурентного середовища кожному підприємству необхідно розробити чітку конкурентну стратегію з урахуванням конкурентоспроможності виробленої продукції (робіт, послуг), наявності конкурентних переваг, шляхів і методів підвищення конкурентоспроможності та аналізу діяльності своїх конкурентів.

Наголошено, що забезпечення ефективних і сучасних конкурентних стратегій на рівні підприємств і агропромислових формувань регіонів сприятиме конкурентоспроможному розвитку всього агропромислового комплексу і забезпечення продовольчої безпеки країни.

Ключові слова: управління, маркетинг, стратегія, розвиток, аграрна галузь, підприємство, ефективність.

Keywords: management, marketing, strategy, development, agrarian branch, enterprise, efficiency.

Introduction.

The agricultural sector is of great importance for the country's economy. This is explained not only by its role in meeting the needs of the population for food, but also in the fact that this industry significantly affects employment and efficiency of all national production. The rapid growth of the world's population, as well as rising living standards, inevitably lead to an increase in demand for food, which occurs in conditions of limited land, material, human and other resources for food production. Based on the above, increasing the competitiveness of domestic agriculture is of particular importance in terms of effectively meeting the growing needs of consumers in agricultural products.

In recent years, from a marketing standpoint, a key role is given to a customer-oriented approach, which for successful entrepreneurs is the leading concept of doing business. According to the modern direction of the marketing concept, this is due to the urgent need to find alternatives to gain a competitive advantage in the market.

Responding to modern market challenges, more and more managers are beginning to understand that now simply offering consumers a new type of product (service) is not enough, you need to develop a business strategy that would attract more and more customers, thereby increasing the image and sustainability enterprises.

Therefore, it becomes obvious that in market conditions in the modern realities of our country, the production and sale of agricultural products that can compete in world agricultural markets - a very important but not the only factor in ensuring the competitiveness of the enterprise.

The analysis of the researched problem showed that one of the most important problems of forming an effective system of strategic management of a modern enterprise is the development of an effective mechanism, tools and criteria for assessing the effectiveness of the business structure in uncertainty.

Competitiveness, according to Thompson A.A., is a complex concept that is due to the system and quality of management, product quality, breadth and depth of range required by society or its individual members, stable financial condition, ability to innovate, efficient use of resources, purposeful work with staff, the level of movement of goods and services, the image of the company [4].

In the current economic instability, accompanied by the global financial and economic crisis, the problem of using a strategic approach to the management of the agro-industrial complex and increase its competitiveness is gaining special attention and relevance from business leaders and scientists.

The advantages of the strategic approach are any innovations that give a real increase in business success (increase in assets of the enterprise, the formation of the image of the enterprise, etc.). These are the characteristics that create for the company a certain advantage over its competitors. Innovative capacity of agricultural enterprises is a process of financial, production, organizational changes, the implementation of which is necessary to develop a strategy to increase their competitiveness.

Despite many studies, in the modern economic literature there is no single approach to determining the competitiveness of agriculture and a single methodology for its quantification, there are various options related to the study of the strategic approach to managing the competitiveness of agricultural enterprises.

The purpose of the study is to improve the mechanism of forming a strategic approach to increase the competitiveness of agricultural enterprises in Ukraine in modern conditions.

Research methodology.

During the analysis, coverage of the mechanism of formation of a strategic approach to increase the competitiveness of agricultural enterprises, the works of domestic and foreign scientists, primary materials of the author's own research, periodicals, statistical publications were studied. Monographic, statistical-economic, computational-constructive, abstract-logical and other methods were used as research methods.

Research results.

Strategic management should be considered as the main tool that allows to analyze the state of agribusiness and rural areas, as well as to justify measures for their sustainable, harmonious development. Its use should be based on the use of strategic marketing methods; planning and management; diagnostics of recession (crisis), stagnation, growth of agro-industrial complex structures.

Strategic management of agricultural production includes three key stages: strategic analysis, strategic choice and strategy implementation. However, the choice of components of each stage, the criteria for their implementation and methods is largely determined by the characteristics of agricultural production, in which the enterprise operates.

Strategic management in the system of agro-industrial complex arose in connection with the transition from the planned management system with its long-term production planning to a market economy in which organizations of various forms of ownership have gained full economic independence. Without strategic management, the business entity is able to make only short-term decisions, and the situation is further complicated by the fact that the market economy is

characterized by instability of the external environment, increasing rates of change that far exceed the speed of response of agricultural managers.

Management decision is the basis of any leader of any organization. The effectiveness of management development and decision-making on the development of the organization, largely determines the success of the continued operation of the organization, both externally and internally. Making a strategically oriented decision in the management of any activity can be seen as a process of analysis of various alternatives and the choice of the most effective solution to achieve a specific functional strategic goal.

Increasing competition in the world market, including in the agri-food market, requires the enterprises of the agro-industrial complex to pay more attention to ensuring their competitiveness. The agro-industrial complex, being one of the most important complexes of the state economy, due to the specifics of its activities, depends most closely on a number of other industries. The existing problems in these sectors of the economy have a negative impact on the pace of development of the agro-industrial complex as a whole.

Thus, the effectiveness of solving the existing problems in the agro-industrial complex depends on how economically justified the chosen strategy for the development of enterprises in the industry and the economy as a whole.

A. Smith, who first generalized the theory of competition, notes that for enterprises the main concept that forms the strategy of increasing their competitiveness is a process approach [1].

I.M. Kirchata, G.W. Explain in the monograph "Management of enterprise competitiveness in a global environment" emphasize that the competitiveness of the enterprise is its ability to produce competitive products, the ability to develop a strategy aimed at maintaining a high level of competitiveness, a clear organizational and management mechanism [2].

Yu.O. Garachuk believes that the concept of competitiveness for the company allows you to effectively operate in both domestic and foreign markets in terms of increasing competitive potential [3].

Scientists A.A. Thompson and A.J. Strickland notes that the strategic approach to enterprise management is a process of forming a strategic vision, setting goals, developing its implementation [4].

N.P. Tarnavska notes, "... competition strategy is a priority object of management at the strategic level of management, due to its defining status in ensuring the successful operation of the enterprise, but the obstacle to building effective competition strategies is the inconsistency of traditional strategic approaches to economic development" [5].

According to I. Pichurina, the competitive strategy for enterprises is an actual and potential opportunity to produce and sell products that are more attractive to consumers in terms of quality and price [7].

Noteworthy is the approach of O.G. Nefedova, that the choice of strategy depends on the competitive situation, its compliance with the strategic goals of the enterprise, the reasons that led to it, and the capabilities

of the enterprise. The competitive strategy of the enterprise will be more reasonable and less risky, if in its development to take into account the dynamics of the level of competitiveness [6].

In our opinion, taking into account the strategy of economic development of the country and strategic provisions to increase the competitiveness of agricultural enterprises, strategies should be developed that contain provisions to increase the competitiveness of the agro-industrial complex at the regional level and in all enterprises belonging to it. They can allow the business entity to increase the efficiency of its financial, economic and marketing activities, to ensure high competitiveness of production (works, services) both in the domestic and foreign markets.

The algorithm for developing this strategy is proposed as follows. We believe, first of all, it is necessary to identify the main goals and objectives of the agro-industrial complex and identify key issues.

The main goal and priority tasks of the world agricultural sector are the full provision of food security of the state and the transformation of the agro-industrial complex into highly profitable sectors of the economy. At the same time, the problems of strategic management in the agro-industrial complex will be urgent and relevant. This is especially important if the state wants to be more competitive and remain on the list of world leaders in the future.

Ensuring Ukraine's food security depends on the agro-industrial complex, which forms most of the country's gross domestic product. Reliable food security is of strategic importance, as it affects not only its food but also national security. In Ukraine today, there are a number of food security threats that need to be addressed. First of all, it is the low purchasing power of certain social groups, which leads to a low level of nutrition of a large part of the population.

According to the State Statistics Service of Ukraine, in 2019 the average monthly consumer total expenditures of households in the general structure of expenditures amounted to UAH 8,826.32, for food and soft drinks - UAH 4,501.64, for meals outside the home - UAH 180.42. As in all previous years, the share of food expenditures in total consumer expenditures remains high, and in 2019 amounted to 51% (against 51.8% in 2018), and the share of expenditures on meals outside the home was only 2% (1.9%). As in previous years, the main place in the structure of consumer food expenditures is occupied by expenditures on: meat and meat products - 24%, bread, bakery products and milk and dairy products - 15%, respectively [25].

Due to the spread of the COVID-19 pandemic and the associated economic downturn, it can be expected that the situation with the increase in the share of food costs in total consumer spending may worsen.

The COVID-19 pandemic has demonstrated the vulnerability of global food supply chains, and restrictions on the movement of people and goods have become a real challenge for many countries in ensuring food security, especially for the most vulnerable.

The draft order of the Cabinet of Ministers of Ukraine "On approval of the food security strategy for the period up to 2030" is the main basis for the growth

of national income and food security in the future [26]. The strategy is aimed at identifying priorities in the field of food security, the formation of directions and ways to achieve them in the long run. The implementation of the strategy is designed in two stages.

The first stage (2021 - 2022) provides for the improvement of the regulatory framework for food security, which is consistent with modern world practices and ensures the implementation of effective mechanisms and tools, including the creation of a national database on food security, as well as the development and approval of regulations - legal acts related to food independence and preparation of proposals for amendments to laws governing public relations in the field of food security.

The second stage (2021 - 2030) provides for the effective implementation of programs and regulations related to food security, conducting an annual assessment of the effectiveness of the strategy and developing recommendations for its improvement and action plan for its implementation [26].

The gradual globalization of the world economy makes the market of agricultural products of each country more and more open, forcing domestic producers to compete with other market participants and with foreign producers on equal terms. A producer who wants to withstand fierce competition must provide in comparison with the world level consumer, quality and price characteristics of products (works, services), regardless of whether it produces them for the domestic or foreign market. An innovative strategy for the development of agro-industrial enterprises is appropriate, which significantly increases the efficiency of competition in the domestic and foreign markets. In their activities, carrying out innovations, agricultural enterprises are innovatively active and competitive, which allows them to enter markets and increase the competitiveness of the state as a whole.

M. Halimon notes that increasing competitiveness is associated with the development and selection of appropriate strategies, the formation and adjustment of which is almost constant [8].

Thus, due to the above reasons, the issue of development of agricultural enterprises of their strategies to increase competitiveness becomes of paramount importance.

Next, it is necessary to consider the key problems of the agro-industrial complex that affect its strategic position. Based on the analysis, the following main negative points in the domestic agro-industrial complex can be identified:

- unformed full-fledged competitive land market;
- imperfect level of agro-industrial infrastructure development;
- mostly low level of specialization and intensification of agro-industrial production;
- the issue of formation and development of human resources of agricultural enterprises is acute;
- low innovative development of agricultural enterprises;
- extremely low level of purchase prices for products of agricultural producers;
- low investment attractiveness of agro-industrial complexes;
- poorly organized purchasing activities of agricultural enterprises;
- high share of imported agricultural products in the domestic market and others.

Similar problems are common to many other countries. The main factors that shape these problems include the lack of a strategic approach to the management of agricultural enterprises; insufficient use of strategic marketing; the existing price disparity between the products of agricultural enterprises and industrial products; lack of a clear state policy on agriculture and weak support for production by the state; insufficient marketing and investment activity in the market of agricultural products both at the national level and at the level of individual regions; outdated material and technical base in most enterprises of the agro-industrial complex.

Considering the negative aspects and factors that shape them in the activities of enterprises of the agro-industrial complex, it is advisable to proceed to the definition of competitive strategy, aimed at overcoming these negative factors. Currently, the competitive strategy means the action plan of the enterprise aimed at achieving success in competition in this market.

The main approaches to defining the concept of "competitive strategy" of scientists are summarized in table. 1.

Table 1

Approaches to the definition of "competitive strategy"

| Author, source | Interpretation of the category "competitive strategy" |
|-----------------------------|--|
| Michael E. Porter [9] | "... involves offensive or defensive actions used to protect a position from five competing forces." |
| I. Ansoff [11] | "it's growth rate, market differentiation and product differentiation." |
| D. Pierce, R. Robinson [12] | "... consists of a number of approaches and areas developed by the company's management in order to achieve the best performance in a particular field of activity." |
| N.N. Trenev [10] | "... strategy of competition for each component of the business portfolio in different activities." |
| Yu.B. Ivanov [13] | "... focuses on actions and approaches that are related to management, aimed at establishing and strengthening the long-term competitive position of the enterprise in the market." |
| T.L. Mostenska [14] | "... involves the formation and implementation of goals and objectives of the organization to achieve competitive advantage in certain segments in accordance with the market situation and capabilities of the organization." |

| | |
|-------------------------------------|---|
| N.V. Dikan, I.I. Borisenko [15] | "... is a model of generalization of actions necessary to achieve the goals by coordinating and allocating resources of the enterprise." |
| V. Granovska [16] | "... is the basis of competitive behavior of the enterprise in the market and describes the scheme of providing advantages over competitors." |
| E.A. Beltyukov, L.A. Nekrasova [17] | "... should be subject to the following principles: consideration of the purpose; adaptation to changes in the environment; taking into account areas of competition; use of competitive advantage". |
| A. Filatov [18] | "... enterprise strategy in a particular area of activity, ie in a particular industry or in a particular market." |
| L.V. Balabanova [19] | "...the content of the strategy of enterprises reflect the peculiarities of their operation, stages of development, competitive status and features of the national economy, the industry to which they belong, as well as such subjective factors as the strategic vision and thinking of their founders." |
| A.V. Войчак, P.B. Kamyshnikov [20] | "... - the formation of the company's interaction with competitors in the segment of the commodity market, aimed at achieving the goals of the enterprise." |
| С.А.Горбашко, I.A. Maksimtseva [21] | "... a general model of action and a set of rules that the company should follow when making decisions to achieve and long-term maintenance of competitiveness." |
| A.V. Skull, Yu.O. Salip [22] | "... is to maintain leadership positions by maintaining and strengthening their competitive advantages; monitoring of new trends in this and related activities in order to adapt the company to them. " |
| M.G. Saenko [5] | "... a way to gain a lasting competitive advantage in each strategic area of the company's business through competition, meeting the diverse and changing needs of customers better than competitors do." |

Based on the peculiarities of the mechanism of forming a strategic approach in the management of the agro-industrial complex, competitive strategy is a set of management decisions aimed at achieving long-term goals, based on a deep understanding of such determinants as the state and trends in the agro-industrial complex. within this complex. Making a profit in a market economy is mediated by the efficiency of economic resources and the ratio of results and costs incurred to achieve it. Thus, market competition is the struggle for maximum profit through the optimal use of economic resources.

Hence, in a tough competitive environment, each company needs to develop a clear competitive strategy, taking into account the competitiveness of products (works, services), the presence of competitive advantages, ways and methods to increase competitiveness and analysis of their competitors.

Competitive strategy in the activities of enterprises is used to attract customers, gain an advantage over competitors, increase market share and strengthen its position, as well as expand business on a larger scale. The competitiveness of the enterprise includes the following components - the competitive potential of the enterprise, the competitive position of the enterprise and the competitive strategy of the enterprise [24].

In order to substantiate the chosen competitive strategy, the company needs to assess its competitiveness in comparison with other participants in the agricultural market in the following main areas: analysis of competitive potential; resource efficiency; assessment of financial condition, etc.

The competitive potential of the enterprise is formed under the influence of many factors, which are a system of interconnected elements - blocks. In the first block - at the entrance to the system - are: land, natural conditions, which are the basis of agricultural production, flows of material elements of production and labor resources. The second block is the production

process, which connects all factors of production. The third block - the sale of finished products, its distribution, reimbursement in the form of cash proceeds, financial results.

It should be noted that adapting to new business conditions, producers are looking for more profitable sales channels for their products. After studying the market situation and its competitive potential, the company must approach directly to the choice of competitive strategy that can be used in economic activities. This is a strategy:

- a) achieving market leadership through low costs;
- b) due to higher product quality;
- c) diversification of production;
- d) strengthening the local market;
- e) servicing small market segments;
- f) integration and cooperation;
- g) innovative development, etc.

Of particular importance are marketing strategies that are part of the overall strategy of enterprise development in a market economy, namely:

- corporate marketing strategy - involves defining the mission of the enterprise, formulating goals, scope of its activities and compiling a list of core values. The peculiarity of the corporate marketing strategy is the direction of business development in general, the allocation of resources, the definition of key priorities and the achievement of competitive advantages.

- business strategies - will help to effectively use a set of measures for forecasting, planning and organization of economic activity to achieve the goals and establish the work of the marketing department and the enterprise as a whole. The main features of business strategies in a competitive environment are cost leadership strategies, differentiation, focusing on the segment that will provide the company with competitive advantages. The main purpose of any enterprise is to increase its share in the market of goods or services, maximize profits.

- functional marketing strategies - take into account the list of tactical measures to improve the marketing mix of the product. Functional strategy becomes crucial for each brand, and sometimes for each division of the enterprise. A feature of the functional strategy is their number, which depends on the activities of the enterprise.

When choosing a competitive strategy, there are three main components that must be considered by the enterprises of the agro-industrial complex:

1. Selection and development of a competitive strategy that should begin with the study of the level and dynamics of effective demand, capacity and structure of the regional market of products (works, services). This study involves market analysis, as well as diagnosis of the competitive environment. The probability of success of a competitive strategy directly depends on the completeness and reliability of the received market information.

2. In order to ensure the effectiveness of the competitive strategy, its development should be carried out taking into account the parameters of the regional competitive strategy. This becomes especially relevant in today's conditions of integration of economies of different regions.

3. The next important point in the development of competitive strategy is the distinction between external and internal competition and identify the factors that affect each of these types of competition.

The favorable effect of external competition on the enterprise is that it stimulates agricultural enterprises to sell their products without intermediaries and encourages them to create their own processing plants.

The negative impact of global competition is the strong economic dependence of agricultural producers on the economic activity of industrial production. The result of this dependence is the long-standing disparity in prices for agricultural and industrial products, including fuels and lubricants, machinery and equipment, and others.

Marketing research of the competitive environment of agro-industrial enterprises should include monitoring of enterprises operating in this market; determination of market capacity, the degree of its saturation; determination of the market share of a particular enterprise; study of barriers to entry into this market; establishing the level of market openness for interregional and international trade.

Management of enterprise competitiveness should be aimed at improving the organizational mechanisms of the enterprise, as it is a necessary condition for the implementation of effective economic mechanisms, and ensure effective operation of the enterprise in a market environment by cost savings in providing basic organizational processes, maximum customer satisfaction.

Based on the analysis, the following can be stated.

1. High competitiveness of the agro-industrial complex, ensuring food security of the country, can be achieved only with the effective use of the following factors:

- basic (land, labor, capital);

- organizational and economic (intensification, concentration and specialization);

- marketing (sales channels, product quality, uniformity of cash flow from sales of products, works, services);

- financial (own funds, credit resources, leasing, etc.).

2. When choosing a competitive strategy, the following must be observed:

- the choice of competitive strategies of enterprises should involve food security of the region and the country as a whole;

- for enterprises focused on export of products, a particularly careful and comprehensive approach is needed when choosing a competitive strategy;

- more attention should be paid to the processing of agricultural raw materials and stimulating the production of essential foodstuffs.

3. With the right choice of competitive strategies, the following positive results can be obtained:

- guaranteed balance of all branches of the domestic agro-industrial complex;

- reducing product losses and significantly improving its quality;

- slowdown in the decline in agricultural production and food, guaranteed growth in further sales;

- improving the production and technological base of producers;

- a significant reduction in the cost and prices of products.

4. Ensuring effective and modern competitive strategies at the level of agricultural enterprises and regions will contribute to the competitive development of the entire agro-industrial complex and ensure food security of the country.

Conclusions.

In a market economy, a prerequisite for any company is the presence of an effective competitiveness management system that allows the company to stay one step ahead of its competitors. Although the sequence of specific actions to manage the competitiveness of the business structure in each case is unique, the main approaches to the formation and development of competitive advantages and increase the competitiveness of enterprises are systemic, process, innovative, integration, strategic, situational; at the same time in the conditions of high dynamism of external environment the use of the strategic approach to management of competitive advantages of the enterprise acquires more and more practical value.

The practical application of the studied features of forming a strategic approach to managing the competitiveness of agricultural enterprises will ensure high competitiveness of the enterprise, identify the most effective options for optimizing and changing its organizational structure for effective management to achieve competitive advantage.

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Colloquium-journal №9(96), 2021

Część 3

(Warszawa, Polska)

ISSN 2520-6990

ISSN 2520-2480

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Redaktor naczelny - **Paweł Nowak, Ewa Kowalczyk**

«Colloquium-journal»
Wydrukowano w Annopol 4, 03-236 Warszawa Poland, «Interdruk»
Format 60 × 90/8. Nakład 500 egzemplarzy.

E-mail: info@colloquium-journal.org

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