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THE FORMATION OF STRATEGIC MANAGEMENT MODEL WITH RESOURCE POTENTIAL FOR ENTERPRISES IN AGRICULTURAL FIELD

ФОРМУВАННЯ МОДЕЛІ СТРАТЕГІЧНОГО УПРАВЛІННЯ РЕСУРСНИМ ПОТЕНЦІАЛОМ ПІДПРИЄМСТВ АГРАРНОЇ ГАЛУЗІ

In the article was improved the importance of strategic management of resource potential of enterprises in agricultural fields. Was analyzed the current process of strategic management at domestic enterprises, found main problems and disadvantages. The approaches of scientists to definition of concepts "strategic management" and reasons of variability of approaches were considered and offered the author's definition of the concept from the point of view as its practical application in enterprises activity. Were also proposed definitions of "resource potential" and "strategic management of resource potential" concepts. Was determined the peculiarities of activity of agrarian enterprises, which should be taken into account in the process of strategic management. The strategic management model with resource potential of agricultural enterprises was formed and its based on six stages: mission formation, short-term and long-term goals formation; analysis and evaluation of the current status of the resource potential of the enterprise, SWOT analysis, search for opportunities for attracting resources and assessment of alternatives to their combination; the formation of the resource strategy of the enterprise, the outline of the final objectives of its implementation, reflected in specific indicators, analysis of their compliance with the general objectives of the enterprise, the formation of strategic plans (chart of resource attraction depending on production program, plan of existence and necessity of resources' search, optimization directions of resources' attraction, allocation and usage, etc.); implementation of the chosen strategy and control over the indicators, interim and final analyzes of the deviation plan / fact, identifying the causes and adjusting the resource strategy and plans. Also, the article highlights the main factors of effective strategic management of resource potential in the modern competitive environment, implementation of which will allow enterprises of agricultural fields to increase their competitive advantages both in domestic and in foreign markets.

Keywords: potential, strategy, management, resources, production, agricultural field

У статті доведено важливість стратегічного управління ресурсним потенціалом підприємств аграрної галузі. Проаналізовано поточний процес стратегічного управління на вітчизняних підприємствах, окреслено основні його проблеми та недоліки. Розглянуто

підходи науковців до визначення понять «стратегічний менеджмент», проаналізовано причини варіативності підходів та запропоновано авторське визначення даного поняття з точки зору його практичного застосування в діяльності підприємств. Також запропоновано визначення понять «ресурсний потенціал» та «стратегічне управління ресурсним потенціалом». Визначено особливості діяльності аграрних підприємств, які варто враховувати у процесі стратегічного управління.

Сформовано модель стратегічного управління ресурсним потенціалом підприємств аграрної галузі на базі шести етапів: формування місії, коротко- та довгострокових цілей; аналіз та оцінка поточного стану ресурсного потенціалу підприємства, проведення SWOT-аналізу, пошук можливостей залучення ресурсів та оцінка альтернативних варіантів їх поєднання; формування ресурсної стратегії підприємства, окреслення кінцевих цілей її виконання, відображених у конкретних показниках, аналіз їх відповідності загальним цілям діяльності підприємства, формування стратегічних планів (план-графік залучення ресурсів в залежності від виробничої програми, план наявності та необхідності пошуку ресурсів, напрями оптимізації процесів залучення, розподілу та використання ресурсів, тощо); реалізація обраної стратегії та контроль за виконанням окреслених показників, проведення проміжних та кінцевих аналізів відхилень план/факт, виявлення причин та корегування ресурсної стратегії та планів. Також у статті виділено основні фактори ефективного стратегічного управління ресурсним потенціалом у сучасному конкурентному середовищі, імплементація яких дозволить підприємствам аграрної галузі збільшувати свої конкурентні переваги як на внутрішніх так і на зовнішніх ринках.

Ключові слова: потенціал, стратегія, управління, ресурси, виробництво, агрогалузь

Introduction. Today one of the key competitive advantages of enterprises in a changing business environment is an efficiently constructed system of strategically oriented management, which includes strategic management of all key elements of business. The need for analysis and formation of resource potential as the key competence of enterprises in the agricultural field not as a factor of production is conditioned by the need of their rational using for a long-term. Theoretical approaches to the definition of the strategic management process are reflected in the works of such scholars as I. Ansoff, D. Schendel, S. V. Hofer, Z. E. Shershnyov, L. E. Kasyan, V. V. Bugas, V. C. Kubareva, I. S. Maidanik, O. I. Novostavskaya, O. V. Tur, etc. Strategic management in agrarian sector was investigated in the works of V.G. Andriyчук, Ya. S. Larina, S.I. Plotnitskaya, O.G. Chirva. However, in the practical work of enterprises, consideration of resource potential occurs either in terms of the factor of production, or not taken into account at all in the composition of development strategy. Therefore, the formation of strategic management model with resource potential for enterprises in agricultural field is a significant task in modern economic conditions.

Set objectives. The purpose of the article is to analyze problems and develop strategic management directions for the resource potential of agricultural corporations in order to increase the efficiency and result-oriented functions.

Methodology. To achieve goals we used methods of collecting and generalizing information about the process of strategic planning at domestic and foreign agricultural fields, techniques of logical generalization, systematic analysis

of theoretical and practical approaches to the essence of resource potential, also were used statistical data, corporate reports and scientific publications.

Research results. In a highly competitive market, limited resources, an unstable environment, the process of strategic management is one of the most significant factors in the success of the enterprise. Strategic management is a key concept of business in the international level; and, unfortunately, in the domestic environment, the practical application of strategic management is not widespread. If 5-6 years ago in Ukraine 10% of enterprises implemented their own strategy, 5% understood the essence and linked it with current activity, 15% of enterprises spent more than an hour per month on there discussion, 25% of managers had incentives related with a strategy, and 40% had a budget based on the strategy [2]. The situation has somehow changed today. Currently 95% of enterprises have their own strategy for 1, 5, 10 years, and in most cases, in practice, it has just an informative character. Such a strategy is often not controlled, not adjusted, and sometimes not even reported to all divisions of the company, which are directly related to its implementation. This practice leads to the actual non-fulfillment of production plans, lack of profit and, consequently, the impossibility of obtaining competitive advantages both in domestic and foreign markets.

Lately the problem of lack of strategy, strategic plans and promising directions of development for domestic enterprises has been modified in the problem of differentiation of the developed strategic program and the actual current activity of the enterprise. In international practice, the process of contiguous drafting of a general strategy of the enterprise and directions of strategic management of key business components (strategic resource management, strategic financial management, production, information, risks, etc.) is widespread. In our opinion, the use of this approach towards domestic business entities is a reserve for improving the efficiency of their activities.

There is a large number of definitions of "strategic management". Thus, it is defined as "... activity related to the definition of the goals and objectives of the organization and the provision of the relationship between the organization and the external environment, which corresponds to its internal capabilities and allows it to remain sustainable to external requirements ..." (I. Ansoff) [1], or "...the process of establishing a connection between the organization and its environment, which consists of the implementation of the chosen goals and attempts to achieve the desired state of relationship with the environment through the allocation of resources that will allow the organizations and their units to operate effectively and efficiently" (Z. E. Shershnova) [1], or "...a multi-faceted, formally behavior management process management process that helps formulate and execute effective strategies that contribute to the relation balance between the organization, including its parts and the environment as well as the achievement of the set aims ... " (D. Shendel, S. V. Hofer) [6].

The variety of authors' approaches to the definition of the essence of this concept is due to the fact that each of the scientists focuses on important factors or components of strategic management from his or her point of view; and in practice

this concept can include completely different vectors, accents, components, factors, methods, directions and goals depending on the specifics of the organization for which the strategy is being developed and the strategic management model is being formed.

In our opinion, in general strategic management can be defined as a dynamic process of managers' influence on functional business processes in order to achieve their compliance with the corporate strategy and objectives; that need constant control, the identification of reserves for improvement and come to terms with environment changes dynamically.

Strategic management of each component of the business is a specific vector of the implementation of the overall strategy of the enterprise. In our opinion, the key vector for the development of an agricultural enterprise is its resource potential, namely the formation and effective implementation of strategic management of resource potential. In our opinion, the resource potential of an agricultural enterprise is a collection of structured elements involved in the production process and the process of identifying the possibilities for their effective use and combination for obtaining an effect of synergy. Strategic management of the resource potential of the enterprise is the process of selection, attraction, use of resources in production activities, and the construction of an efficient communication system between the links of business processes.

Today domestic enterprises in the agricultural sector have a number of problems associated with strategic management:

- the process of developing a strategy is separated from the actual activities of the enterprise and does not take into account the weaknesses of the organization and current problems;
- the establishment of strategic goals occurs without the use of methods of mathematical modeling, which does not ensure their adequacy, flexibility and feasibility;
- strategic management is considered in terms of competitiveness or profit maximization, rather than adaptability to external changes;
- use of the experience of domestic or foreign "colleagues", which does not adapt to other business environment and as a result not only does not achieve the set aims, but also reduces the efficiency of the company.

The importance of developing and implementing a strategic program, especially regarding the use of resources for agricultural enterprises, is explained by a number of risks associated with the peculiarities of their activities: 1) Dependence on climatic conditions; 2) Limited resources (land issues); 3) Cost factor of the material base; 4) Limited time of execution of technological operations. There are a large number of risks covering lack of harvest, loss of profit, non-fulfillment of the production program is due to the multi-factor model of strategic management of enterprises in this sector. So, today the need for agricultural production in machinery and equipment is partially satisfied, despite the fact that the use of tractors and combines is close to the critical level that provokes breakdowns in peak loads. The technology is outdated and needs to be

substituted, but taking into account the repair service and the cost of a new tractor may vary averagely \$ 200,000 (New Holland T8.410); it becomes clear that not every company has a real opportunity to upgrade materially-technical base.

Violation of the optimal terms for performing technological operations may be the result of the absence of operating units of equipment, weather conditions or sufficient staff, which in any case brings huge losses to the company. So, for instance, the end of winter wheat sowing after September 12-17 results in a yield of up to 12% lower than the average yield in the industry. Summing up for all dates the amount of the shortfall yields that when losses amount from 3 to 6 thousand tons of grain, which in monetary terms is from 500 to 800 thousand dollars; and this is only in one culture and due to violation of the terms of only one operation.

Thus, the identification of such problems at each stage of the use of resource potential and in each business process and the development of solutions to them is the key to effective strategic management of the resource potential, which should be based on the following principles: optimality of time limits; adaptability to changes in the environment; variability and flexibility; mutual agreement of functional areas of management.

In our opinion, the strategically oriented resource potential of an agricultural enterprise is the availability of a sufficient quantity of qualitative resources from the enterprise and strategic competencies in the management to form and implement a strategy of action for the achievement of short- and long-term goals. This position is fully in line with the resource theory and suggests that the strategic development of an enterprise is determined by the available qualitative resources that correspond to the particular agricultural enterprise and its strategic objectives. Availability and quality of resources and competencies determine their own configuration of possible directions of strategic development of the enterprise.

Figure presents the model of strategic management of the resource potential of the enterprise, taking into account the main stages of the effective management process.

In our opinion, the process of managing resource potential consists of 5 stages: the definition of the mission, short and long-term goals, an analysis of the current state of the enterprise and its resource potential, an assessment of the possibilities of attracting new resources or formation alternative options for using existing resources, developing a resource strategy and strategic plans that are consistent with the general purpose of the enterprise, implementation of the chosen strategy, search for deviations, shortcomings and bottlenecks their leveling, adjusting the strategy as needed.

A modern effective process of strategic resource management in general is a synergistic effect from the combination of knowledge, resources, technologies, information and experience and should take into account such significant factors as: 1) the diversity of enterprise resource is effective just when, in the production process used not a standard set of resources, but alternative variants of their combinations that provide an mutually reinforcing effect and help the company to gain competitive advantages due to the uniqueness of such combinations; 2)

achievement of competitive advantages in terms of using resources is possible just when enterprise chooses, attracts and combines resources more dynamically than competitor; 3) the consideration of resources only as factors of production reduces the efficiency of the company, because, provided the successful combination of the resources involved, the enterprise acquires a new key competency and competitive advantage; 4) in the process of developing strategic plans and analyzing risks and external threats, the enterprise should always consider the risk of attracting by competitors the similar combinations of resources and, as a consequence of the loss of their own competitive advantages and necessity of forming a new ones; 5) innovative and technological projects are the sources of key competencies of the agrarian enterprise; 6) any agricultural enterprise can acquire key competencies by creating unique resource combinations, introducing new methods for motivating staff, promoting innovation, implementing continuous improvement systems, etc.

Thus, the success of strategic management of the resource potential of an enterprise is derived from a large number of factors, the main of which are: knowledge, experience, innovation, leadership and staff motivation, as well as the quality and quantity of available and potential resources and their interaction in the production process.

Conclusions. Thus, the development of a resource strategy, analysis of available risks of using resources, identifying the shortcomings of the modern process, losses and their leveling can give the company strategic improvement of activity, growth of competitiveness and profitability.

The scientific novelty of the paper is modeling the process of strategic management of resource potential in the general form and identification key success factors for this process.

The current model can be practically applied by agrarian corporations at the stage of the development long-term strategy (for its correlation with the existing capabilities of the enterprise and taking into account current problems and threats) and current plans for attracting, distributing and using the necessary resources to maximize the effectiveness.

In perspective further scientific developments this direction can be used for mathematical modeling of resource potential of agrarian corporation from the point of view of miscalculation of efficiency of alternative variants of attraction of resources and formation of criteria for chose the best in accordance with the current strategy.

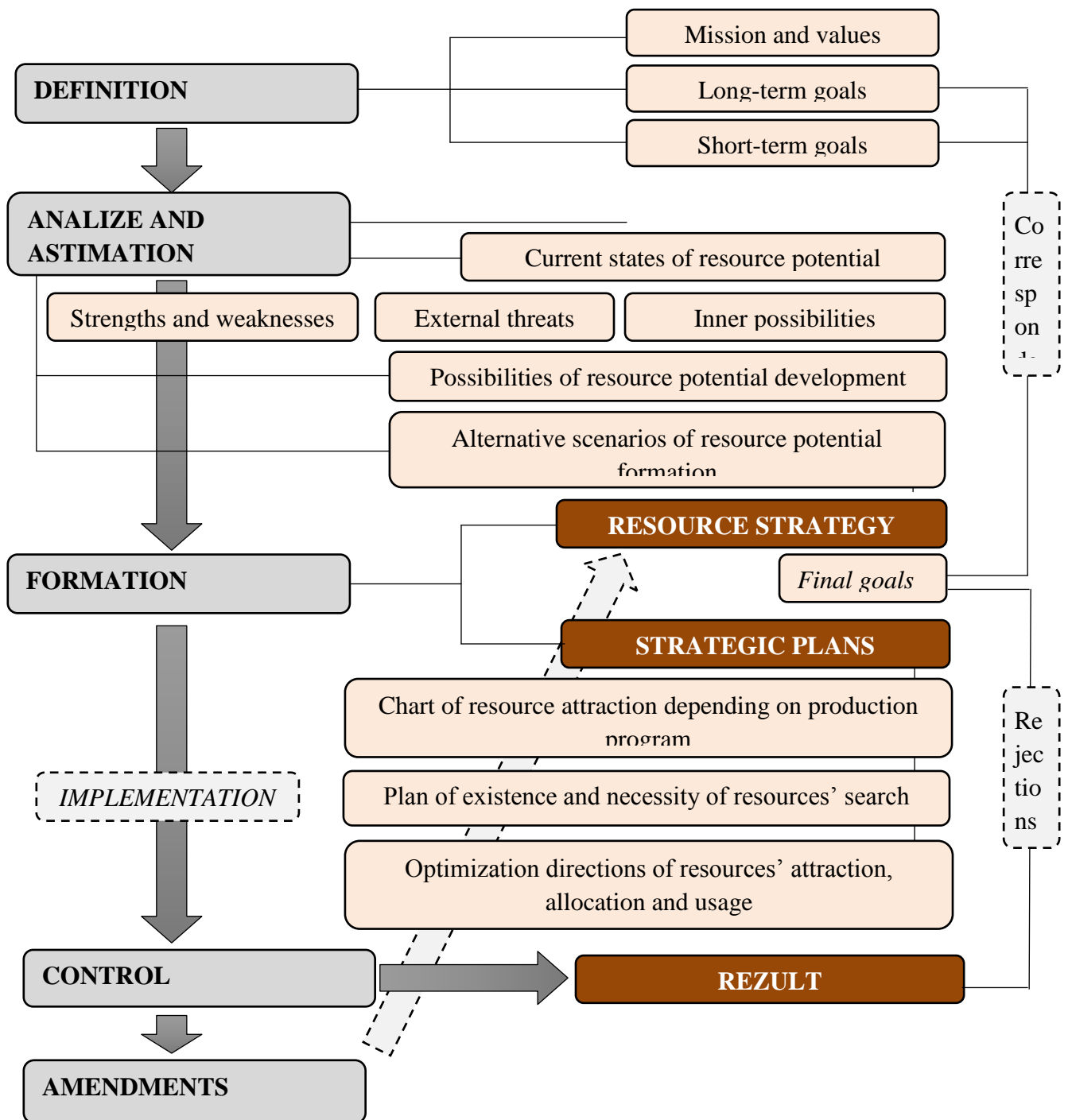


Fig. Strategic management model with resource potential for enterprises in general form

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