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STRATEGIC MANAGEMENT BY DEVELOPMENT OF AGRICULTURAL ENTERPRISES

In the context of the integration of the domestic economy into the international economic space, the ability of an enterprise to pursue a perfect competition policy becomes a priority. Its development is impossible without an in-depth study of market subjects, analog products, competitive advantages, the introduction of innovative processes in enterprises and significant investment resources. Management in the market was called management. Its distinctive features lie in the fact that it focuses firms on meeting the needs of the market, increasing production efficiency (obtaining optimal results with lower costs), developing strategic goals and programs and adjusting them depending on market conditions. Strategic management is a set of decisions and actions to define and implement long-term goals [1, с. 225].

Strategic management performs a large number of tasks that relate to the strategic analysis, implementation, development and monitoring of the implementation of the strategy of enterprises. The formation of strategic management as an independent field of research and management practice has passed through four stages: budgeting and control; long-term planning; strategic planning; strategic management .

Strategic management is the process of defining and establishing an organization's relationship with its environment, which consists in realizing the chosen goals and trying to achieve the desired state of relationships with the

environment through the allocation of resources, allows the organization and its divisions to operate effectively and efficiently

Strategic management is the management of an enterprise that relies on human potential, orients production activities to the demands of consumers, and performs flexible regulation and timely changes that meet the challenge of the environment and allow achieving competitive advantages, which as a result ensures stable operation and development of the enterprise, achieving its goals in the long run.

At the heart of building a model of managing competitiveness of an enterprise in the context of globalization should be an integrated approach, the essence of which is to combine a number of functional strategies that specify and form a general competitive strategy by strengthening the competitive advantages of each direction. At the same time, during the construction of the algorithm of actions it is advisable to determine points”, which will give information about the following actions and possible changes in the management of enterprises. The model has to organically combine various forms of organization and size. The functioning of the model occurs through the implementation in the globalized world of innovation-investment, integration, foreign economic, food, environmental, marketing, and organizational strategies for managing the competitiveness of the business entities of the agricultural sector.

The development and implementation of a strategic management model for agricultural enterprises based on the implementation of functional competitive strategies, takes into account the challenges of a globalizing environment and is adapted to national economic conditions, should ensure the active formation of the competitive advantages of agro formations, strengthen their market positions and form the so-called enterprise buffer zone. The creation of such a zone will result in an increase in the time period for the strategic reorientation of the enterprise to develop a set of new managerial tactical and strategic goals, as well as to slow down the negative manifestations of the external environment. It is advisable to quantify the effectiveness of the proposed model using economic safety factors, cost recovery, benefits / costs, and the like [2, c. 65, 70].

Assessment of the chosen strategy of the enterprise as a whole is carried out in the form of analysis of fidelity and sufficiency of accounting when choosing a strategy of the main factors that determine the feasibility of a strategy. The procedure for evaluating the chosen strategy in the final result is one in one: will the chosen strategy lead to the company achieving its goals. And this is the main criterion for evaluating the chosen strategy. If the strategy is consistent with the goals of the agrarian enterprise, then its further assessment is made on the following criteria:

- Compliance with the chosen strategy of the state and requirements of the environment. The extent to which the strategy is related to the requirements of the main subjects of the environment, the extent to which factors of the dynamics of the market and the dynamics of the product life cycle development are taken into account, whether the implementation of the strategy will lead to the emergence of new competitive advantages, etc. ;

- Compliance of the chosen strategy with the potential and capabilities of the agrarian enterprise. In this case, the extent to which the chosen strategy is linked to other strategies is assessed, whether the staffing strategy is consistent with whether the existing structure allows the strategy to be implemented successfully, whether the strategy for implementing the strategy is timed out, etc.;

Admissibility of the risk inherent in a strategy pursued in three areas:

- 1) Whether realistic preconditions are the basis for the choice of strategy;
- 2) Which negative consequences for an enterprise can lead to failure of the strategy?
- 3) Justifies the possible positive result of the risk of loss from failure in the implementation of the strategy [3, p. 200].

According to the agrarian sphere of the economy, we interpret the essential concept the development strategy of an agricultural enterprise, based on the laws of a market economy, that is, the strategy of an agrarian enterprise is the interconnection between the objectives of an enterprise and its capabilities and the requirements of consumers of agricultural products, while using all its competitive advantages. At the same time, noting that the main stages in the development of the strategy of small

agricultural enterprises are: development based on creativity; leadership development; delegation-based development; development based on coordination and development based on cooperation. In other words, the strategy is a concept of an integral approach to an enterprise's activity and represents such a combination (conformity) of the organization's resources and skills, on the one hand, and opportunities and risks emanating from the environment, and on the other, acting in the present and future, in which the organization hopes to achieve its main goal. In the process of transition between these stages of development, the company in a certain way "overcomes" the crisis of leadership, the crisis of autonomy, the crisis of control, the crisis of borders, and the crisis of trust inherent in medium and large enterprises. These stages of development of the organization form a logically complete development cycle, which is repeated.

The analysis of the competitiveness management system structure along with the analysis of external and internal factors influencing the strategic potential of an enterprise allows to draw a conclusion about the degree of influence of external and internal factors on the chosen strategy, to make a choice and evaluate strategic alternatives and, finally, to develop the strategy in more detail, fully complies the real situation of the enterprise

The main task of the strategic management of the enterprise is to ensure its development. Subject to the implementation of socio-political transformations and economic reforms, the actions of managers cannot be reduced to a simple response to changes. Today, the recognized need for conscious change management through scientifically based mechanisms for predicting, regulating, adapting to changing external conditions of functioning. It is possible to achieve using internal potential and adapting it to the variability of the external environment, making the enterprise competitive and effectively functioning. Thus, the implementation of the principles of strategic management will allow the company to be more competitive in modern conditions.

Literature

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