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АНАЛИЗ ПОДХОДОВ К ОПРЕДЕЛЕНИЮ ПОНЯТИЯ «ИНТЕГРАЦИОННАЯ СТРАТЕГИЯ ПРЕДПРИЯТИЯ»

Аннотация

Проведен анализ подходов к определению понятия «интеграционная стратегия предприятия». Определено, что одним из способов сохранения устойчивости предприятия в рыночных условиях предприятия является реализация интеграционной стратегии. Интеграционная стратегия может рассматриваться как совокупность действий направленных на объединение определенных частей, экономических субъектов в единое целое. В концептуальном плане можно выделить следующие аспекты такого типа стратегии. На первом этапе необходимо придерживаться защитной стратегии, суть которой будет заключаться в создании давления на конкурентов путем снижения расходов по уже освоенной продукции. Возможно использовать также элементы промежуточной стратегии путем закрепления на рынке конкурентной борьбы и поиска незанятых никем ниш.

Ключевые слова: интеграционная стратегия, транзакционные издержки, синергический эффект, институциональный подход, эволюционистский подход.

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ANALYSIS OF APPROACHES TO THE DEFINITION OF «ENTERPRISE INTEGRATION STRATEGY»

Summary

The analysis of approaches to the definition of «enterprise integration strategy.» Determined that one way to preserve the sustainability of the enterprise in market conditions of the company is to implement the integration strategy. Integration strategy can be seen as a set of actions aimed at the unification of certain parts of economic actors together. In the conceptual plan are the following aspects of this type of strategy. The first step is to follow the defense strategy, the essence of which will be to create pressure on competitors by lowering costs for already-developed products. You may also use intermediate elements of the strategy through consolidation of market competition and the search for unoccupied niches anyone.

Keywords: integration strategy, transaction costs, synergy, institutional approach, evolutionary approach.

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STRATEGIES AND METHODS OF PRODUCTION AND RESOURCE POTENTIAL MANAGEMENT IN AGRARIAN ENTERPRISES

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Strategies of the production and resource potential's development can be determined by the characteristics of its structure and specialization. The choice of the right one is complicated by the risk and crisis in the financing of agrarian production, especially at small and medium agribusiness. However, the evaluation and diagnosis of industrial situations allow at least three basic methods: cost leadership, differentiation and focusing. It is advisable to involve experts and analysts of resource, production factors and market to their development.

Keywords: production and resource potential, strategies, methods, management, evaluation, diagnosis, cost leadership, differentiation.

Problem's formulation. Sustainable development of agrarian enterprises depends on the choice of effective strategies as for the use and formation of production and resource potential. In modern conditions the place of agrarian enterprises, as well as the entire national economy into the world economy and the world markets does not correspond to their natural, industrial and intellectual potential. This fact has a significant increase of its reserves and economic growth. In the last decade due to the change of ownership and the terms of economic relations between economic entities had developed methods of quantitative assessment of the resource potential of

agrarian enterprises, allowing its components to analyze the impact of the results of production activities, the interests of company are becoming more practical and scientific.

Analysis of recent research and publications. Formation of resource management strategies of agrarian companies had been discussed by many national and foreign scientists and economists including P.T. Sabluk, A.V. Ulyanchenko, D.I. Kokorin, O.I. Kotikova, A.V. Klyuchnyk, O.M. Vyshnevskaya, O.V. Vasylenko, O.V. Prokopenko, N.M. Sirenko, O.V. Shebanina, I.I. Cherven, Kaplan Robert S., David P. Norton, P.I. Ansoff etc.

Unsolved aspects of the problem. However, it is necessary to note that the problem of management of the agrarian sphere's resource potential of economy and development of its strategic development had not been properly investigated.

The purpose of the article. Justification of the strategy and management of production and resource potential of agrarian enterprises on the basis of cost leadership, differentiation and focusing.

The main material. I. Cherven, V. Shebanin [8, p. 107] claim that the main tool in the strategic management of production and resource potential is the use of balanced scorecard where it must be determined by each component of resource potential. A. Sytkovska [7, p. 8] offers to manage risks to achieve a suspension system. Methods of analyzing resource potential of the company, according to which productivity are represented in the complex ratio of fund stocks and employees knowledge (as it was outlined in the studies of I. Ansoff [1, p. 257]). Recent publications on the determination of resource potential's values give us an opportunity to define the controversial nature of this issue. Thus, the key to successful resource usage by agrarian enterprises is the implementation of organizational and economic measures in order to ensure the effective development of their units and coordination of interaction between them.

It is necessary to analyze the environment, which includes the assessment of suppliers, competitors and customers, as well as analysis of the proposed company and competitors' products to identify the stage of the life cycle and its possible replacement. This test is done on the basis of mapping strategic groups to determine the position of the company among competitors and directions of its development in the existing competitive environment. Also it is necessary to conduct market research to identify consumers' preferences and evaluation of suppliers to determine the quality of raw materials and their prices in the industry. For the strategy's development it is necessary to make an integrated analysis of the company; to conduct a comprehensive analysis of the effectiveness of foreign economic activity on the basis of financial and economic analysis, SWOT matrix assembly and group of economic indicators in BSC that clearly reveal the internal capabilities of the enterprise.

According to the definition of «strategic recruitment» it should be defined the coordinate policies of different types. Agrarian enterprise can achieve common goals providing balance strategies validity of the certain type interaction, which promotes their mutual «strengthening», i.e. achieving synergy. «The Power» of common strategies of agrarian enterprises had increased due to the balance of «portfolio», which shows the directions of its activity. Some enterprises' activities is effectively implemented with functional and consistent resource strategy and adapted to the higher level of strategies. The coordination between different types of strategies is «conceptual glue» that combines certain activities – both industrial (business) and management [3, p. 32].

In a market economy the process of resource support of agrarian enterprises has the shape of the procurement process. For vendor it is a stage of the reproduction completion; for the consumer it is the stage at which financial resources and money capital become one of the production process's elements. The company's activities should be aimed at studying the market conditions to ensure their production process with minimal losses. Farm managers, prevailing «portfolio», can determine the quantity, quality, structure, price, delivery and suppliers for

certain types of resources based on market opportunities, consumer needs and demands of productions available in the company and scheduled for delivery in order to produce the required products. Resource strategies essentially depend on the situation on the relevant markets. Today there is intensive supply of different resources and as a result, there is a great choice of resource strategies on the most attractive markets, characterized by a wide range of «price – quality» options with complementary resources such as geographic diversity and more.

In recent years, mankind has realized the limitations of natural raw materials (according to representatives of the Club of Rome, the peak primary production per capita of the Earth was at the end of 1960); the prominent feature was the rapid growth of resources' prices. Deficiency of some resources is tried to be overpassed in different ways, including through the development of resource saving technologies, the use of synthetic materials, etc. But these measures not always help to achieve the desired results. The physical lack of resources is complemented by political constraints in the supply of certain components in different countries.

It means that it is necessary to pay attention to the two-way communication between product-trade and resource policies. Because not only the end-users' needs define the product-trade policies and adequate resources for their implementation, but also the availability and quality of resources affect the content and quantity of food strategies. This, of course, complicates the development of «strategic recruitment» but does not go beyond the usual assessments: 1) what has to be produced; 2) what can be produced within existing resources.

I. Ansoff proposes to develop resource strategies using a similar approach to the definition of SSASZ on forming the product-commodity strategies, identifying resource needs of the enterprise through a «zone of strategic resources» (ZSR), which characterize the situation regarding the provision of certain types of resources needs of the enterprise. The zone of strategic resources is a market segment where there is a certain set of companies-suppliers that can provide the market launch of commodity range and promote rhythmic functioning of its supply-management system [1, p. 142].

To work with each ZSR the different resource strategies are developed with certain system limits and content of measures' policy. However, at each time interval the types of resource strategies should be combined with the previous one that without any doubt defines the overall strategic plans and programs. Through monitoring and analysis of the general plans and programs of resources' providing and specific strategic plans and programs, the resource control systems and coordinating the resource allocation between different departments can be developed. As an example, the implementation of enterprise's primary function which had been stated at the early stages of its development. Each company works with different ZSR (their main groups are shown in Fig. 1), the list of which is predetermined by the peculiarities of external and internal environment of its activities.

The resource strategy is a generic model of agrarian enterprises in the ZSR action in order to achieve its goals through the coordination and allocation of resources between different areas of its activity [2, p. 35]. Key elements, which are necessary to be considered when developing resource strategies, are shown in Fig. 1. Besides, it is essential to develop the following measures:

- Reducing of resource requirements;
- Improving the quality of resources;
- Increasing complexity and resource use;
- Optimization of time and resources for the development and implementation of resource strategies.

Resource strategies are the type of security strategies «strategic recruitment», which determined the behaviour of enterprise strategy in the ZSR, the forms and methods of delivery, policy creation of insurance reserves; distribution and replenishment. Implementation of resource strategies also means fostering a new or converting existing resource potential of the agrarian enterprises, as the number, value and target orientation of resources «set» the main target of enterprises' productive capacity [5, p. 124].

The recourse groups which are shown in Fig. 1 must be considered, analyzing and developing measures of agrarian enterprises' ensuring by them. The practice of Ukrainian agrarian producers shows that material forms of resources, as a rule, are in the focus of managers. But the neglect of specific resources, finance, information, energy and human capital in determining production and resource support of agrarian enterprises has a pure practical consequence: one-sided intensive development of the company, which ultimately determines the strategy of its extensive, costly activity with the inevitable loss of competitiveness.

The distribution of inputs is one of the major components of resource strategies. It reveals the priority in the development of certain activities. That means that managers can make decisions as for the priority of investing in a new direction by reducing investments in already mastered one. The strategy in the first stages of strategic management had been discussed as the way of resource allocation, so a lot of attention had been paid to the development of decision support models for the distribution of inputs.

In terms of sustainable supply and production process that are in the early stages of their «life cycle», the simulations movement of resources can be used depending on output changes, structure and range of produced products. The world and domestic experience had proved the effectiveness of multi optimization problems of supply and distribution of productive resources between different activities. The study of the production supply with different resources depending on the degree of development, operation and potential of agrarian enterprise can ground this theory.

It is typical for today to suggest that the concept of harmonious functioning in the crisis has not been proposed. Agrarian formations tried to adapt their production systems in order to change economic conditions, excluding from land turnover the agrarian lands, placing energy-intensive cultures in approximate closeness to the products' delivery, processing or consumption points, dramatically reducing livestock etc. But most of these measures had been taken by households along with violation of organizational and economic, agronomic and veterinary requirements had led to more substantial imbalance of production and resource potential [4, p. 138].

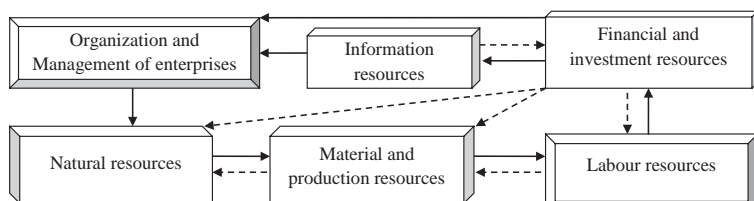


Fig. 1. Schematic diagram of the resources interconnection of agrarian enterprises (Authoring)

Development strategy of agrarian units must be built based on the present conditions, which are determined by the following symptoms that characterize the condition of agrarian management areas, its production and resource support: limited working capital, a large number of small and medium enterprises by increasing the concentration of production and capitalization in the form of large holdings; reduction of government support of rural producers; reducing the requirements of state control over the crop rotation and ecological parameters of production; slow innovation; lack of the investment resources; reduction of labour potential in agrarian sphere; a significant number of unemployed and deregulation of the agrarian labour market; increase of agrarian exports and domestic output of agrarian enterprises on the international agrarian markets.

The situation with resource usage in agrarian enterprises is complicated by the traditional agriculture and its branches, unavailability of attracting modern technologies of energy and resource saving for a large part of the agrarian business management, lack of skilled resource conservation and management of industrial and resource potential, inefficient use of available production resource and other potential of agrarian production. Ukraine has not received proper distribution of regional and local programs of integrated, competitive development of agrarian and resource management. Therefore, the development of such programs would promote the rational use of production and resource potential of the agrarian business entities.

Using reserves to increase the efficiency of agriculture in Ukraine due to the influence of social and economic factors require measures which are aimed at increasing productivity. The main ways of productivity increasing is personnel training, practical promotion, the organization of scientific and technological support of the production. The development of agriculture in future Ukraine should provide a solution to the problem of food security and achieve maximum food self-sufficiency by agricultural products.

In the agrarian enterprises' operation the main problems are caused by the previous period when the flawed production structure, irrational resource, lack of market infrastructure and so on had been taken place. Therefore there is a need for governmental intervention not only in pricing but in the following functions: providing legal and social environment for the effective functioning of the agrarian market in general; support and promote free competition between manufacturers of all links of AIC; reallocation of resources at all stages of production and processing; implementation of effective foreign policy on raw materials market and so on. Thus, the key to successful resource usage by our agrarian enterprises is the implementation of organizational and economic complex of measures in order to ensure the effective development the sustainable units' coordination and interaction between them (Fig. 2).

One of the way to achieve the main strategic goal as for resource usage by the agrarian enterprises in the long run is improvement of its international business activity. To ensure the competitiveness of agrarian enterprises in foreign markets there is a strong need to develop strategy of foreign economic activity, that is the only direction that will consider internal resources and capabilities of enterprises and market conditions in which they have to operate.

In a highly competitive and rapidly changing situation the national agrarian enterprises should not only focus on the internal state of affairs, but also produce long-term strategy of behaviour which would allow them to keep pace with the changes in their environment. Therefore, the research strategies and management potential of the enterprise to achieve maximum economic effect is also of high importance. There is no strategy, common for all companies, as well as there is no single universal strategic management [6, p. 8].

An important source of information for formulating strategic goals is information about potential analysis in order to evaluate the reality of the goals, to forecast possible changes and choose the most effective strategy for the organization. The content of the strategic analysis is that if you understand the competitive dynamics of the industry, we can think about what steps do you need to change to use certain other advantages or competence.

Besides forecasting, the strategic analysis task is also the identification, development and protection of competitive strategic success factors. Important success factors of the company are resources usage and management. The principal difference between the resource approaches is determined by the need for resources is not derived from the market position of the company, most of its resource potential causes successful performance on the market. The basis of the resource approach is the obvious fact that each company has a variety of resources, which it may choose in the market of production factors and combine in accordance with the capabilities.

If a company makes the choice and combination of resources better, faster, it may have more guarantees for the ultimate market success. Strategic analysis of enterprises' capacity should be first started from the study of industry's the structure. For optimal results of the strategic management of enterprises' capabilities it is necessary to become a producer with the lowest cost or to be different for the buyers who would be able to pay the highest price to get the special products. These two areas can be divided into several methods:

Cost leadership. With this method, the company seeks to minimize costs that could allow the company if necessary to carry out price competition. It can also be a source of income that can be reinvested in production to improve product quality, while the price of these products will meet the average price for the industry. Thus, the low cost does not provide a competitive advantage, and the possibility of low cost improves competitiveness.

However, there are some risks, such as excessive focus on efficiency can lead to response loss as for the changing of customers' requirements; there are many ways to achieve low cost which can be easily copied; the competitors are able to set the price at marginal cost, because they have other, more profitable product lines, which cover more than fixed production costs.

Differentiation. The strategy of differentiation is not only what we need something different. The key to success during differentiation should be unique, which is valued by buyers. However, the strategy

of differentiation has also some risks among which there are the basis of achieving differentiation can easily be copied, in this case competition in turn on price; agrarian enterprises, oriented to the wide differentiation can be pushed by companies which are focused on one specific segment; if the company ignore the costs of differentiation, the price increase will not lead to increased profits.

Focusing. The strategy involves the selection of focus segment or group of segments in the industry and meets the needs of this segment more effectively than competitors can make that serve a broader market segment. The strategy of focusing can be used by agrarian enterprise, which is the cost leader and by differentiator that meets the special requirements of the market segment in a way that allows to assign a high price.

Conclusions and suggestions. Selection of management strategies as for the production and resource potential of agrarian enterprises management should be based on rather complicated methods and approaches: cost leadership, differentiation, and focusing. Senior management of entities in the current market conditions of uncertainty, crisis symptoms, and subsidence of markets should give more attention to analysts and other professionals in this process. Otherwise, without carefully conducted strategic analysis, method development and use of the capacity the random choice of strategy can take place. Experts' involvement will allow selecting the strategy of sustainable rational resource usage in order to get into the in a competitive environment which can lead to the increased efficiency and competitiveness of primary production.

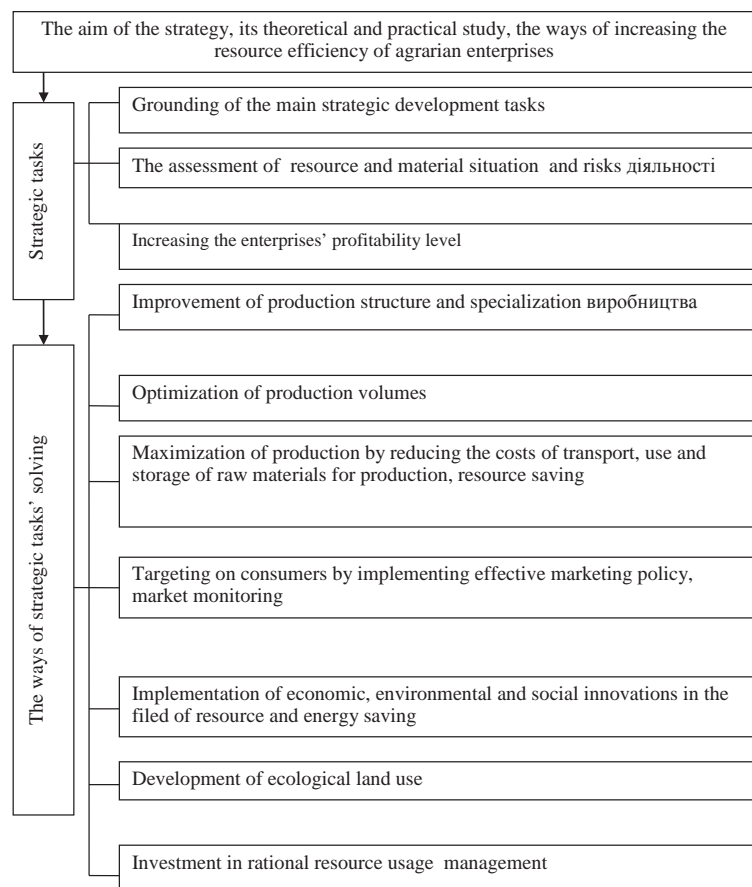


Fig. 2. Strategy of increasing of agrarian enterprises' efficiency based on rational use of production and resource potential (the Authoring)

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СТРАТЕГІЇ ТА МЕТОДИ УПРАВЛІННЯ РОЗВИТКОМ ВИРОБНИЧО-РЕСУРСНОГО ПОТЕНЦІАЛУ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

Анотація

Стратегії управління розвитком виробничо-ресурсного потенціалу визначаються особливостями його структури та спеціалізації. Їх вибір ускладнюється ризиками та кризою фінансування аграрного виробництва, особливо на рівні малого та середнього агробізнесу. Однак оцінка та діагностика виробничих ситуацій дозволяє використовувати принаймні три основні методи в основі стратегій: лідерства по витратах, диференціації, фокусування. До їх розробки доцільно залучати фахівців-аналітиків ресурсозабезпечення, факторів виробництва, ринку.

Ключові слова: виробничо-ресурсний потенціал, стратегії, методи, управління, оцінка, діагностика, лідерство по витратах, диференціація, лідерство по витратах.

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СТРАТЕГИИ И МЕТОДЫ УПРАВЛЕНИЯ РАЗВИТИЕМ ПРОИЗВОДСТВЕННО-РЕСУРСНОГО ПОТЕНЦИАЛА СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЙ

Аннотация

Стратегии управления развитием производственно-ресурсного потенциала определяются особенностями его структуры и специализации. Их выбор осложняется рисками и кризисом финансирования аграрного производства, особенно на уровне малого и среднего агробізнеса. Однако оценка и диагностика производственных ситуаций позволяет использовать по крайней мере три основные методы в основе стратегий: лидерства по издержкам, дифференциации, фокусировки. К их разработке целесообразно привлекать специалистов-аналитиков ресурсообеспечения, факторов производства, рынка.

Ключевые слова: производственно-ресурсный потенциал, стратегии, методы, управление, оценка, диагностика, лидерство по издержкам, дифференциация, лидерство по издержкам.