

АУЫЛШАРУАШЫЛЫҒЫ КӘСІПОРЫНДАРЫНДА СТРАТЕГИЯЛЫҚ ЖОСПАРЛАУДЫ ҰЙЫМДАСТЫРУ

ОРГАНИЗАЦИЯ СТРАТЕГИЧЕСКОГО ПЛАНИРОВАНИЯ В СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЯХ

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Аңдатпа. Ауыл шаруашылық кәсіпорындарындағы стратегиялық жоспарлаудың мәні, оның маңызы және бәсекелестік орта жағдайындағы ерекшеліктері қарастырылған. Ол ауыл шаруашылығы кәсіпорындарының қызметінде белсенді қолданыла бастады. Қазіргі уақытта стратегиялық жоспарлау - оларды дамытудың неғұрлым перспективалы бағыты, бір жүйеге өндірістік, жобалық, маркетингтік және қаржылық функцияларды қосуға мүмкіндік береді. Стратегиялық жоспарлаудың негізгі мәні – перспективалы модельдеуде, ауыл шаруашылығы кәсіпорындарының мақсатын анықтауда және оның ұзақ мерзімді даму тұжырымда-

Ключевые слова: стратегическое планирование, сельхозпредприятие, конкурентоспособность, риски, инновационные технологии, производственная, проектная, маркетинговая, финансовая деятельность, эффективность.

Today strategic planning is beginning to be actively used in the activities of agricultural enterprises in the country, also formed a comprehensive strategic plans for the development of the regions. But at the same time,

strategic planning is poorly used and applied in practice at enterprises, especially those that are not large. In most cases, this situation is due to a rather limited capacity, a small number of management apparatus of small enterprises [3,4].

Material and methods of research. Strategic management dedicated a number of works, such scientists as: A.Strickland, Alfred D.Chandler, Kennet Andrew, Ackoff Russell, Ansoff Igor, Analoui F., Freeman K., Husby D., M. Meskon, Hosmer T. To the modern researchers in this issue include S.P.Baranenko, O.I. Prokopchuk, I.A. Gunina, Kuzyk B.N., Barinov V.A., Lukicheva L.I., Kharchenko E.V.

The main meaning of strategic planning: in the process of modeling the future, in relation to which the goals of the agricultural enterprise are determined and the concept of long-term development of the enterprise is formed [5, 6].

In his research, Alfred D.Chandler says that the strategy should "determine the long-term goals of the enterprise, as well as identify actions and allocate the necessary resources to solve the tasks." Alfred D.Chandler proved that many divisional structure is a natural result of the implementation of new strategic plans at

the enterprise, but he analyzed only within a favorable external environment and did not take into account a variety of social factors uncertainty in the environment and the degree of employees' readiness to quickly move to the divisional structure in the enterprise [7].

J. Shtainer introduced into strategic planning the most detailed plans, which covered the entire internal organization of the construction and made it possible to combine the theory of planning with the practical part.

So, summing up the results regarding the analysis of the classics in the field of strategic planning in the enterprise, it should be noted that the problem of uncertainty of the external environment was resolved in each author's own way. Strategic planning, which is understood as the process of developing and maintaining a strategic balance between enterprise's goals and capabilities in today's rapidly changing market conditions of great competition.

Results and their discussion. To date, strategic planning ensures company's adaptation to the external environment, to the most rational distribution of limited resources, the most effective internal coordination at the enterprise to identify its weaknesses and strengths. In large enterprises, the strategic plan is usually long-term. But at the same time, the time period of the strategic plan for a variety of organizations may be different and what may be long-

term for some enterprise, for another will be short-term. Ideally, strategic planning at the enterprise should be directed to long-term development of these companies, achievement to the highest rates of economic growth. Therefore, strategic planning should be aimed at ensuring the necessary economic growth and the desired level of development at the company for the long term [8].

In the scientific literature, a classification of strategic planning systems was formed, which involves the allocation of three main groups: the European system (UK, France, and Germany), the North American system (USA), the Asian system (South Korea, Japan) [9].

The American model of strategic planning is the allocation the strategic business centers as the main units of strategic planning. This model is characterized by clear planning stages, namely the specificity of strategic plans. Also in this model often do not take into account such factors of uncertainty at the environment as the demographic decline (rise), changes in the mentality of the population, etc., that is, of a social nature.

The European model of strategic planning is characterized by the presence of management departments of corporate strategic planning, including accounting of the divisionally specificity. In this model, the preparation of strategic plans for the stages, rather strict reporting, focus on results, constant reviews of progress.

The Asian model of strategic planning is the decision-making top-down planning, where the leading role is assigned to the Central planning Department. Strategic planning is carried out on the basis of consensus, the plan is perceived as a certain algorithm for action.

Thus, one of the main tasks of strategic planning at the agricultural enterprise is to formulate the most important goals and create the correct and effective strategy for the successful and long-term development at the enterprise. Therefore, how true and correct strategic planning will be chosen from a variety of alternative strategies with its subsequent implementation on the enterprise depends on the degree of success, profitability at the enterprise.

So, strategic planning, along with the agricultural organization, motivation and subsequent control, integration of communication processes into a single whole, making the necessary and important decisions, is the main function of effective management at the company. In many countries, almost all of the largest enterprises have always attached special importance to strategic planning and assigned it an important role in the economic activities at the company. The difference be-

tween strategic planning and operational planning is that in the framework of this process, there is a definition of the basic, most important and global prerequisites for company's development for the long term and in this regard, the emerging goals and objectives must be achieved, and a certain amount of funds is needed to achieve the goals and objectives set for the company.

The analysis of strategic planning was given on the agricultural companies, which don't have a well-developed strategic development plan. Let's consider the approximate scheme of the organization and how it is necessary to carry out a strategic analysis of the market situation carried out by agricultural enterprises and presented in figure.

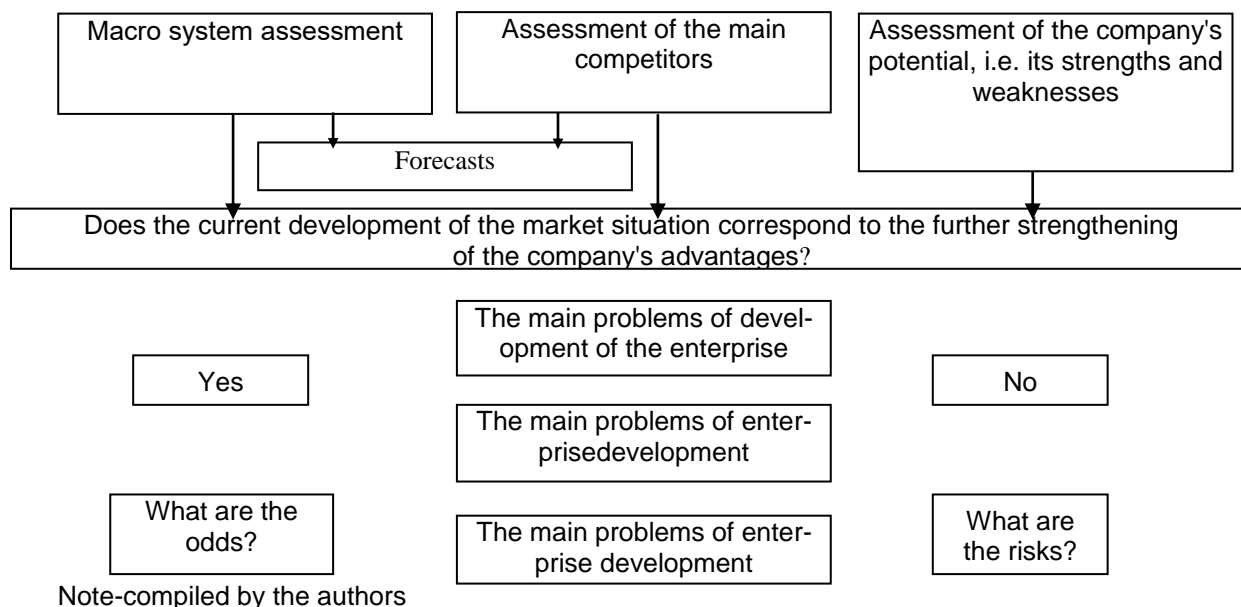


Figure - Scheme of strategic analysis of the market situation

The starting point of strategic planning in the enterprise is a clear definition of the vision, mission and goals in the agricultural company.

At best and with well-organized strategic planning the company's mission includes ensuring the most sustainable operation and further development of agriculture in accordance with modern economic, technical, environmental requirements, the necessary standards of occupational safety, including health. That is, the mission of modern agricultural enterprises should be both a tool of strategic planning and express the company's targets that are significant in terms of long-term competitive advantages of the company.

The analysis of strategic planning at the agricultural enterprises was carried out and weaknesses, strengths, opportunities and threats, risks were identified, which are summarized in the SWOT analysis and presented in table 1.

Thus, having analyzed the current state and activities of agricultural enterprises, the process of strategic planning, SWOT analysis of strategic planning, it is possible to assess the effectiveness of the implementation the

strategic plan of agricultural enterprises according to Balanced Scorecard system, which is presented in table 2.

Conclusions. According to the above research, the agricultural enterprises, despite the implemented strategic plan, have a number of problems:

1. Subject to rapid aging and wear of equipment, which can affect the reduction of its reliability and the likelihood of a large number of production downtime, that is, it is necessary to carry out more work in the field of optimization of the level of technological consumption.

2. Fairly high risk in the course of its agricultural activities:

- there is a periodic outflow of qualified staff;
- insufficient level of introduction and application of innovative technologies.

3. Therefore, there is a need for the introduction of enterprise programs aimed at improving the efficiency of production at the agricultural enterprises such as:

- implementation of the business transformation program, which will be aimed at improving the efficiency of production activities,

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<p>the formation of a single information space, including an integrated management system, the creation of a corporate culture that will be constantly improved;</p> <ul style="list-style-type: none"> - technology improvement. Therefore, based on the fact that the improvement of technology – one of the key factors to improve the economic efficiency of production at the enterprise. The main core is the technical re-equipment-the introduction of new technologies, innovations, the technical re-equipment of production, enterprises will be participants 	<p>in economic relations between the state, commercial banks, various investors and agricultural enterprises themselves;</p> <ul style="list-style-type: none"> - improving the efficiency of the production process at the enterprise, which occurs through the effective and rational use of fixed assets, productivity growth, increase in capital productivity by reducing material consumption, reducing losses, improving the organization of the production process and labor resources.
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Table 1 - SWOT - analysis of strategic planning at agricultural enterprises

Strengths	Weaknesses
<ul style="list-style-type: none"> - state programs and activities aimed at supporting the development of agricultural enterprises; - transfer of the ready approved technologies used for implementation of the tasks set by the state program is available, mass, reliable technologies in agricultural engineering, fodder production, storage and processing and etc; - progressive management, which began to be used by some agricultural enterprises and is aimed at forming in the future a more effective use of their potential. 	<ul style="list-style-type: none"> - agricultural enterprises have a significant level of equipment wear; - there are no effective mechanisms to reduce risks in agriculture; - lack of highly qualified personnel in agricultural enterprises; - financial and economic condition of agricultural enterprises: often wants the best, lack of money to upgrade equipment, purchase more productive livestock, etc.
Threat	Opportunities and Risks
<ul style="list-style-type: none"> - agricultural enterprises have the opportunity in the long term to significantly improve performance and reliability; - agricultural enterprises have a significant potential to provide the country with the necessary food (especially so popular organic products) and export their products; - for the implementation of the above opportunities may require additional investments and investments from the outside. 	<ul style="list-style-type: none"> - the rapid aging of the equipment of the companies leads to a decrease in reliability and probability of not obtaining a high yield and as a result of profit; - significant risk of loss of highly qualified employees as a result of restrictions and inefficient system of employees's remuneration.

Table 2 - Assessment of the effectiveness implementation of the strategic plan at the agricultural enterprises

Mission	Ensuring the most sustainable operation and further development of agricultural company
Purposes	Achieve the required yields and productivity through the application of best asset management systems and practices
Functional strategy	
Marketing strategy	The marketing strategy of many agricultural enterprises is not sufficiently developed and is aimed at the effective promotion of local agricultural products to the markets in accordance with modern and international requirements.
Production strategy	The production strategy of agricultural enterprises includes the production of agricultural products, which meets the current demand of consumers and has the necessary quality; organization of balanced production and sale of agricultural products; technological development with a constant increase in the quality of products due to the measures taken by the state.
Strategy R&d	Many agricultural enterprises want, but can not (especially small agricultural producers), often do not have enough financial resources to apply the latest achievements in science. Therefore, the state programs and activities help to solve this problem.
Personnel management strategy	Not all agricultural enterprises pay special attention to human potential. Companies practically do not carry out a set of various activities that are aimed at the selection, training and professional growth of employees, which is the basis for effective management of labor activity.

Social strategy	The social strategy includes a social stability rating, which is determined among the employees of the production staff. Constantly improving the system of personnel management has allowed to achieve a rating of social stability at 60-70%.
Product / market strategy	
Product strategy	Agricultural enterprises are engaged in the production of agricultural products with subsequent sale
Note-compiled by the authors	

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