Lines of development for methodology of strategic management in agribusiness organizations

I A Semko and L A Altukhova
Stavropol State Agrarian University, 12, Zootekhnichesky Lane, Stavropol, 355000, Russia
E-mail: LarisaAlt@yandex.ru

Abstract. This article presents a strategic management mechanism that takes into account the specificity of agricultural production. This mechanism includes three interrelated blocks: an analytical mechanism that provides and organizes analysis and evaluation of the external and internal capabilities, as well as weaknesses of the enterprise, which determines the purposes and priorities of the organization; a mould strategy mechanism allowing to formulate a general strategy of the enterprise and to detail it in functional strategies; mechanism for the strategy implementation involving the implementation of strategic changes and strategic control.

1. Introduction
In the context of ensuring food security on a global scale, the relevance of improving the management process of individual entities of the agricultural business is increasing. Accordingly, the formation of a strategic management mechanism for agricultural enterprises is especially relevant.

There are various definitions of the term management mechanism. In our opinion, this term is most comprehensively defined by M.I. Kruglov: “A comprehensive management mechanism is a combination of economic, motivational, organizational and legal ways of targeted interaction between business entities and the impact on their activities, ensuring the coordination of interests of interacting parties, facilities and entities under management”. A distinctive feature of the above definition is that it reveals not only the impact of the management system on the components of a managed facility, but also on its relationship with the environment. Thus, the management mechanism is a system of economic, motivational, organizational and legal rules (principles) formed in accordance with applicable laws.

The presented interpretation of the management mechanism practically does not affect the specifics of strategic management. The development of the organization management process from operational to strategic is presented in detail in the work of Gavetti, G. and Rivkin, J. W. [1].

The work of Muogbo U.S. [2] addresses the impact of strategic management on the development of an organization and its growth. The scientist conducts his research in a dynamic, but relatively stable environment.

Modern business environment can be compared with crisis conditions. Therefore, special attention should be paid to studying the range of problems of strategic management subsystems applicable during a crisis period, and the basic set of strategic competencies of management bodies should be identified followed by determining the functional distribution of strategic management during a crisis [3].
Polyanin A.V. and Dokunina I.A. conduct their research in the same direction [4]. They note that in modern business conditions, focus on strategic management is becoming a prerequisite for economic growth and high competitiveness of agricultural organizations. The mechanism for implementing the organization strategic management developed by these authors is of interest. However, it does not consider the specifics of agricultural production.

2. Materials and Methods

The initial data of the study were materials characterizing the financial condition and strategic development plans of leading Russian agricultural enterprises: Rusagro Group of Companies PLC, Agrokompleks Company named after N.I. Tkachev JSC, Zolotaya Niva Agrofirma PLC, Stavropol'skiy ptitsekompleks PLC.

The methodological approach used by the authors to develop a comprehensive mechanism for strategic management of agricultural organizations is based on the works of scientists working within and outside Russia that reflect the results of theoretical and applied research in the field of strategic management and promising areas of agricultural production development.

Modern economic development is focused on the formation and implementation of development strategies, both in the whole national economy and in individual regions, which confirms the necessity of strategic management as an essential component of the effective functioning of an economic entity. The mechanism for managing an agribusiness subject will be effective only on condition that a combination of all its components is provided.

The management mechanism is always specific, since it includes the purposes of a particular entity and determines the ways of influencing certain factors. Moreover, the impact is carried out using well-defined resources. In view of this, the formation of a management mechanism providing the choice and implementation of a strategy is predictably based on an objective law. A comprehensive strategic management mechanism should ensure the timely receipt of signals about the possibilities and threats of the external environment, their analysis, the selection of appropriate strategies and their implementation, control and feedback.

In our opinion, a comprehensive strategic management mechanism can be represented in the form of three interrelated blocks (figure 1):

- an analytical mechanism that provides and organizes analysis and evaluation of the external and internal capabilities, as well as weaknesses of the enterprise, which determines the purposes and priorities of the organization development;
- a mould strategy mechanism allowing to formulate a general strategy of the enterprise and to detail it in functional strategies;
- a mechanism for the strategy implementation involving the implementation of strategic changes and strategic control.

Research suggest that in the implementation of strategic management of an enterprise, it is important to take into account the relationship and influence on the working results of factors of the direct and indirect organization's environment, as well as its internal environment. In the first instance, an analytical mechanism should provide an analysis and assessment of the current state of macro-, meso- and microeconomic environment of a business entity. In addition, agribusiness development trends must be taken into account [5].

In the environment of direct interactions between business entities, i.e. among meso- and microeconomic factors, first of all, it is necessary to determine the level of competition and analyze the organization's competitiveness [6]. In addition, it is necessary to scrutinize closely such components of the organization's external environment as social and transport infrastructure; suppliers of economic resources; intermediary structures, consumers of finished products and services.
A detailed examination of the external environment allows to formulate the approach of the organization's interaction with this environment. Such approach can be manifested in the form of an on-the-spot response to the ongoing changes, passive adaptation to the new conditions or active interaction with the external environment. One of the forms of adaptability to changing environment can provide a sufficiently long and relatively successful functioning of the organization. At the same time, strategic management involves not only and not so much monitoring of changes in the external environment and the implementation of strategic transformations in the organization, but also direct interaction with the external environment through an adaptive mechanism [7]. Preference for one or another adaptation form should be given depending on the internal capabilities of the enterprise. When...
considering them, it is necessary to analyze and evaluate existing strategies, consider the level of the enterprise’s potential use and conduct an analysis of competitive advantages. Then, on this basis, it is necessary to identify the strengths and weaknesses of the organization.

The key component allowing to implement some of strategic task is the potential of the organization. Its analysis should affect all components of the organization. The analysis task is to study the factors influencing the enterprise activity and determining its condition.

In current conditions of economy informatization, the process of strategy development information support itself undergoes significant transformations. Classic methods of strategic analysis: Even though such methods as SWOT analysis, life cycle model, gap analysis, cost analysis and experience curve, portfolio models of strategy analysis (BCG matrix, ADL model from Arthur D. Little, McKinsey model), etc. remain relevant in approaches for the procedure of assessing impact factors, even more opportunities for developing strategic alternatives open up for agricultural producers in relation with the use of "big data" technologies [8].

Thus, the role of the analytical mechanism in the strategic management system of an agricultural enterprise consists in analyzing, comparing and predicting the development trends of enterprise's internal components, taking into account external prospects, and formation of purposes and objectives of organizational development on this basis. In order to implement these functional tasks, it is necessary to use a whole range of methods and methodological tools.

As soon as the strategic development alternative is determined, the mechanism of strategy formation develops the organization’s overall strategy, which is detailed in the functional strategies. In our opinion, the strategy of agribusiness entities should include strategic directions for the development of crop production and animal agriculture industries. Among the most common functional strategies are: marketing, resource-market, technological, financial, investment, social and personnel.

The mechanism for strategy implementing involves the performing of necessary changes that lead to the fact that conditions necessary for the implementation of the formed strategy are created in an agricultural enterprise. The necessity and degree of strategic change depends on the company's readiness for the effective strategy implementation.

Strategic changes affect all aspects of an agricultural enterprise. First of all, it is necessary to pay attention to the management system construction and its relevance to the current conditions. Such components of organizational potential as personnel, finance, technology and production, research and development, etc. also deserve focused attention. These factors should be considered at the stage of strategy formation. In addition, it is necessary to take into account the possibility of individual and group resistance to changes and be prepared to manage them. An important component here is the formation of an appropriate motivational mechanism.

Along with strategic changes an important task that the mechanism for strategy implementing has to solve is ensuring strategic control. The mechanism for strategy implementing is based on the application of general production and personnel management methods, control methods [9].

The operational management period begins after the preparatory actions have been carried out at the enterprise, as well as the enterprise's readiness for strategy implementation is assessed as positive. This is an integral part of the agricultural enterprise strategic management.

3. Conclusion
In conclusion, it should be noted that the developed mechanism for the agricultural organization strategic management containing an analytical mechanism and mechanisms for the strategy formation and implementation covers the entire process of organization managing from the perspective of its long-term functioning and presence at the market.

The implementation of a comprehensive strategic management mechanism is aimed at ensuring the stable functioning of an enterprise by achieving effective interaction with the external environment in the context of limited resources.
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