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## STRATEGIC MANAGEMENT OF THE RESOURCES SYSTEM OF AGRICULTURAL ENTERPRISES

**Problem statement.** The agroindustrial complex of Ukraine develops in the conditions of hard competition and integration in outer trade space that requires strengthening of competition positions of native producers by the increasing of their stability in the situation of external environment changes. For today the realization of such strategy requires consideration of question of involving of necessary resources and resources basis of possibilities of development in the future by estimation of available resources and level of their use, definition of untapped possibilities of resources potential, optimization of resources composition and sources of their forming, evaluation of risks of the additional involving.

Profitability and stability of functioning of agroindustrial complex, its economic security will depend on approaches and methods of the most effective use of all enterprises' resources, their balanced quantitative and high-quality cooperation, possibility to be changed during the life cycle of enterprise. Thus, development and use of sufficient resources potential for providing of safe activity of agroindustrial enterprises, that are adequate to the modern conditions, corresponds to the necessities of modern science and practice.

### **Analysis of the last researches and publications.**

The questions of providing of survivability of enterprises in the conditions of dynamic external environment are analyzed in works of M. Bendikov, V. Gucev, N. Kapustin, A. Kozachenko, T. Kuzenko, A. Lyashenko, V. Ponomarev, V. Tambovsev, V. Shlikov [1 – 7]; the research of essence and types of enterprise's potential, elements of resources, and also character of their participating in providing of stability to crisis are described in works of I. Ansoff, B. Milner, M. Porter and others [8 – 10]. Concrete research of the question of the resource' providing of economic security is described in works of V. Rasdobudko, N. Ribnikova, A. Chorna [11 – 12], in which the problem of development of scientifically-methodological bases of the rational use of all types of resources for providing of the economy growing and safety of enterprises are analyzed. However, the question of determination of the single methodical approach for forming of management resources' strategy within the framework of the system of providing of enterprises' economic security is still open.

**The aim of the article** is an improvement of approach for determination of management strategy by the system of the resource that providing of economic security of agricultural enterprises.

**The main material.** In economic literature the definition of resource is often equated with the concept of potential. Therefore, D. Chernikov, S. Belova consider that potential is a complex of necessary different types of resources for functioning or development of the system [13 – 14]. L. Abalkin does not compare these terms, considering that potential – it is resources characteristics only, mostly economic, which directed on functioning of production, increasing of scientific and technical progress and which tied to the place and time [15, p.24]. O. Fedonin examines potential as ability of complex of resources of the economic system to solve the defined tasks: if structure of object is successful and connection of its structural and functional elements is responsible than more higher will be potential and efficiency of object [16, p. 7 – 8]. Thus, resources will reflect potential possibilities of the system in achievement of strategic aims, which at the real involving will take a form of factors of production.

The specific of activity in an agrarian sector that related to seasonality and low level of the technological providing of production creates additional threats for using of the limited natural resources for the effective functioning, steady and safe development of enterprises, increasing of their competitiveness. Consider taking into account that a modern economy is a difficult mechanism of cooperation of objects of different levels, a question of safety management in such aspects:

1) at national level economic security of enterprises will be determined by the complex of arrangements, that realized by the state and direct to providing of food safety, safety of distribution and redistribution of national income, safety of quality of producible and consumed products, and also safety of its realization;

2) at regional level the management of economic security of agroindustrial enterprises will be directed to providing of safe distribution and redistribution of regional product, to infrastructural and regional ecological safety;

3) the branch level of management is oriented on providing of market competition environment safety of enterprises' functioning;

4) The level of the separate enterprise system of its safety will be directed to forming and maintenance of the effective functioning and steady development at the set level of the resource providing and specialization of production. At such approach, steady development means reliability, durability of enterprise, presence and maintenance in time of the system of all vertical and horizontal communications, that allows to maintain the

internal and external loading in the process of activity, while safety of development is ability quickly eliminate various threats or adapt to the existent conditions.

In the conditions of hard competitive activity, the access to the limited resources and efficiency of their use determined by dynamic quality of development of agroindustrial business taking into account such factors:

1) knowledge and experience of managers which must adapt the resources of enterprise to the probabilistic changes of external environment;

2) volume and structure of resources of enterprise will depend on political, economic, social, legal state and international factors.

The combined resources of enterprise be conditionally divided into two groups: basic resources and administrative. The basic resources will determine and form the structure of administrative resources. It be financial and economic, material and non-material, labour, technical and technological, informative resources; a difference between them will be determined by the specification of production. Correlation of such resources and orientation of their cooperation changed according to concrete productive situation, active task or strategy of enterprise's development. The special role will play natural resources (organisms, bacteria) because the agroindustrial production is impossible without it, but it is difficult to the estimate.

To the resources of administrative level, it is possible to take organizational resources: programs and technical providing, patents, licenses etc, but the main is an enterprise ability of managerial staff to provide steady and safe development of enterprises through effective use of existent resources of organization. Very often investment and innovative resources complement them, which reflect potential possibilities of enterprise to increase or change of current resources, search and application of new more effective resource combinations. All these elements will be work and determine the specification of enterprise's control system by taking into account its cooperating with objects and subjects of external environment. From their presence will depend on organizational possibilities of enterprise quickly and high quality to react on the changes in external and internal threats with maintenance of the realized development strategy.

The special purpose orientation of enterprises' activity will stipulate the necessity of differentiation of the system of the resource providing with next fixing of the level of effectiveness from using of all types of resource that will allow:

- to analyze and estimate the state of every element of the resource providing;
- to define the sequence of the strategic forming of resources with the purpose of providing the necessary level of economic safety of enterprises in the future;
- to form the system of indexes that will allow to

analyze and to correct enterprises' resources in certain moment of time and to define their resource potential in the future;

– to develop resource possibilities and to improve the structure of resources, that will provide the effective functioning, steady and safe development of enterprises on a prospect.

The complex of factors of external, national, regional and internal environment, the estimation of which will enable to create the most effective mechanism of forming of resources, will influence on the system of the enterprises' resources. Factors, which influence on the state of the national and regional resource providing of agroindustrial complex will determine the future of all complex of country and its security. On development and realization of enterprises' possibilities will influence resource possibilities of economic subjects that form external surroundings: competitors, suppliers, state.

The one of basic tasks of enterprises will be an estimation of influence of all factors on forming and development of resource possibilities with the purpose of non-admission of their diminishing in case of negative influences.

Within the framework of the system of strategic management of the enterprise's economic security and its surroundings, it is necessary to examine from position of the resource providing, i.e. aggregates of properties, that defined perspective possibilities of functioning in the conditions of change of external environment, which could not be changed in short period. In this case, economic strength of enterprise security determined by management strategy of its resource providing (fig.1).

According to the strategic and operative aims of management of enterprises resource providing can be defined management functions that will be direct to the increasing of level of competitiveness and economic security on the basis of account of unicity of resources and organizational possibilities by establishment of dynamic balance with an indefinite and unstable environment, prognostication of changes in an external environment, determination of time of adaptation to the changes of external environment. Every enterprise holds heterogeneous resources and has capabilities that could not be change because of complication of their accumulation, but which are used as a source for receiving of profit, inaccessible for the competitors. Taking into account this fact a strategic management of resource providing must be oriented on passing ahead creation and development of such resources and capabilities.

The functions of strategic management of resource providing are:

- the forming of the external and internal resource providing in accordance with the aims of enterprise's development;
- search of new possibilities of increasing of the

external resource providing taking into account changes in an external environment;

- maintenance of economic strength of enterprise's functioning and all agroindustrial complex security in the conditions of increasing of the resource providing.

The functions of operative management are:

- effective use of available resources by their direction in the most profitable directions of enterprise's activity;

- the exposure, estimation and use of factors which influence on the state of the internal resource providing;

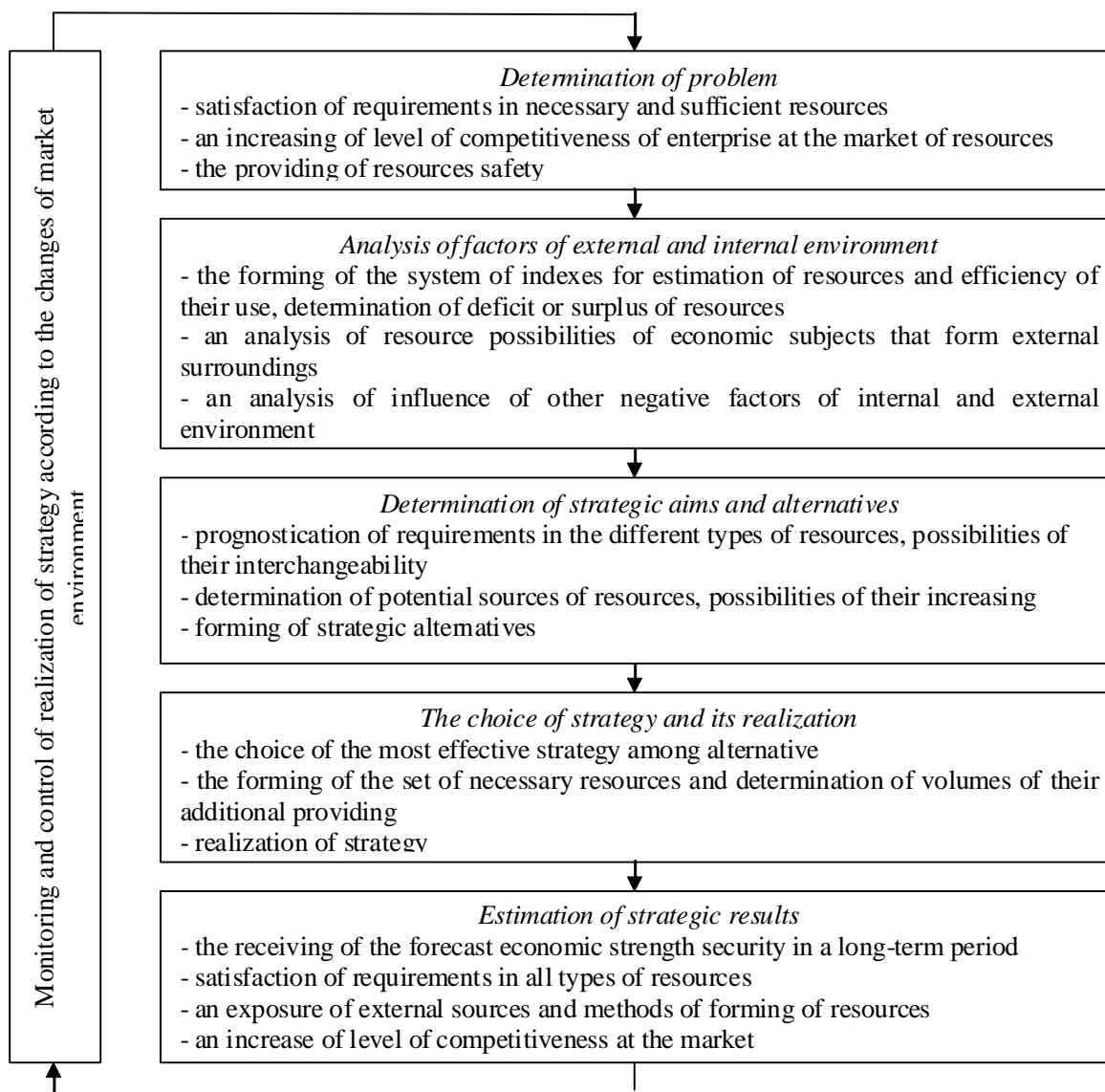
- exposure of reserve for increasing of resources due to internal sources.

Certain strategy of management allows correcting the aims of enterprises' resource providing taking into

account defining priority directions of development, to choose correct strategy of development, to educe various combinations of possibilities of external and internal environment, to organize the most effective use of available and potential resources.

In spite of obvious advantages, such approach for today is not in use by all enterprises because of absentee of reliable strategic information for the effective forming of resources; orientation on the use only of internal potential resources, but not external; low level of preparation of personnel for realization of strategy through determination and creation of necessary and sufficient resources; absentee of mechanisms of forming of potential resources in conditions of changing market environment.

**Conclusions and prospects of further development.**



**Fig.1. The model of strategic management of enterprises resource providing**

The forming of management strategy of the resource providing is based on organizational and informative connections of enterprises with market surrounding that allows to increase maneuverability and to extend the accessible variants of providing by the sufficient volume of different resources; the forming of tasks on development and realization of strategy of resource development in the long-term period on the base of enterprises' possibilities to adapt oneself to the changes of external environment and effectively use the potential resources.

Instability and changeability of internal and external environment require more flexible and rapid adaptation of strategies of enterprise to the influence of external potential threats. Priority will be on the management strategy of resource providing, which will allow enterprises to save the competitiveness in the conditions of strengthening of competitive activity for resources. Perspective direction of further researches will be establishment of indexes of estimation of efficiently use of resources within the framework of realization of certain enterprises' strategy.

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### Дюбо О. М. Стратегічне управління системою ресурсного забезпечення підприємств АПК

У статті розглядається поняття і модель стратегічного управління ресурсним забезпеченням підприємств, яка дозволяє відкоригувати цілі підприємств з урахуванням визначених пріоритетних напрямів розвитку, обрати правильну стратегію розвитку, виявити комбінації можливостей зовнішнього і внутрішнього середовища, організувати найбільш ефективне використання наявних і потенційних ресурсів

*Ключові слова:* ресурси, ресурсний потенціал, ресурсне забезпечення, економічна безпека, стратегія управління ресурсами.

### Дюбо Е. Н. Стратегическое управление системой ресурсного обеспечения предприятий АПК

В статье рассматривается понятие и модель стратегического управления ресурсным обеспечением предприятий, которая позволяет откорректировать цели предприятий с учетом опеределенных приоритетных направлений развития, выбрать правильную стратегию развития, выявить всевозможные комбинации возможностей внешней и внутренней среды, организовать наиболее эффективное использование наличных и потенциальных ресурсов

*Ключевые слова:* ресурсы, ресурсный потенциал, ресурсное обеспечение, экономическая безопасность, стратегия управления ресурсами.

### Dyubo E. N. Strategic Management of the Resources System of Agricultural Enterprises

The article is devoted to analyses of a concept and model of strategic management of resources of enterprises, which allows to correct the enterprises' aims by taking into account defined priority directions of development, to choose correct strategy of development, to define various combinations of possibilities of external and internal environment, to organize the most effective use of available and potential resources.

*Key words:* resources, resources' potential, resource providing, economic security, strategy of resources management.

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