

## CONCEPTUAL ASPECTS OF COMPETITIVENESS MANAGING OF THE NORTHERN REGION AGRO-INDUSTRIAL COMPLEX

DOI: 10.32620/cher.2020.4.12

*Formulation of the problem.* Effective management of the competitiveness of the agro-industrial complex of the Komi Republic is a way to improve the main parameters of economic activity. *The purpose of the study* is to improve the mechanism for managing the competitiveness of agro-industrial enterprises. *The subject* is the deployment of a scientific approach to solving key tasks and goals for stable development of the agro-industrial complex of the region. *Research methods.* The paper uses analysis and synthesis, complex-system approach, scientific abstraction, historical and logical methods, methods of operations research, generalization, and observations. *The hypothesis of the study* is that progressive principles can improve the efficiency of managing the competitiveness of the agro-industrial complex. *Presentation of the main material.* The focus is put on increasing financial resources and ensuring regular modernization of agricultural enterprises in the region, the formation of innovative marketing. *The originality and practical significance* lie in the correct combination of production and market areas, solution of their problems in a single context, but with different degrees of detail. *Conclusions.* The main conclusion is that the applied system-integrated approach to managing the competitiveness of the agro-industrial complex requires a combination of multidimensional tasks.

**Key words:**

competitiveness, management, innovation, principles, methods, system approach, mechanisms.

## КОНЦЕПТУАЛЬНІ АСПЕКТИ УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ АПК ПІВНІЧНОГО РЕГІОНУ

*Постановка проблеми.* Ефективне управління конкурентоспроможністю АПК Республіки Комі – це надійний гарант поліпшення основних параметрів господарської діяльності. *Мета дослідження* полягає в удосконаленні механізму управління конкурентоспроможністю агропромислових підприємств. *Предмет дослідження* полягає у викладі наукового підходу до вирішення ключових завдань і цілей щодо сталого розвитку АПК регіону. *Методи дослідження.* У роботі застосовуються аналіз і синтез, комплексно-системний підхід, наукова абстракція, історичний і логічний методи, методи дослідження операцій, узагальнення, спостереження. *Гіпотеза дослідження* полягає в тому, що прогресивні принципи здатні підвищити ефективність управління конкурентоспроможністю агропромислового комплексу. *Виклад основного матеріалу.* Основний акцент зроблений на збільшення фінансових ресурсів і забезпеченні регулярної модернізації підприємств агропромислового комплексу регіону, формуванні інноваційного маркетингу. *Оригінальність і практичне значення* полягає в правильному поєднанні сфер виробництва і ринку, вирішенні їх завдань в єдиному контексті, але з різним ступенем деталізації. *Висновки та перспективи подальших досліджень.* Основний висновок полягає в тому, що застосовувані системно-комплексні підходи до управління кон-

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**Ключові слова:**

конкурентоспроможність, управління, інноваційність, принципи, методи, системний підхід, механізми.

## КОНЦЕПТУАЛЬНЫЕ АСПЕКТЫ УПРАВЛЕНИЯ КОНКУРЕНТОСПОБНОСТЬЮ АПК СЕВЕРНОГО РЕГИОНА

*Постановка проблемы.* Эффективное управление конкурентоспособностью АПК Республики Коми – это надежный гарант улучшения основных параметров хозяйственной деятельности. *Цель исследования* состоит в совершенствовании механизма управления конкурентоспособностью агропромышленных предприятий. *Предмет исследования* состоит в изложении научного подхода к решению ключевых заданий и целей относительно устойчивого развития АПК региона. *Методы исследования.* В работе применяются анализ и синтез, комплексно-системный подход, научная абстракция, исторический и логический методы, методы исследования операций, обобщение, наблюдения. *Гипотеза исследования* состоит в том, что прогрессивные принципы способны повысить эффективность управления конкурентоспособностью АПК. *Изложение основного материала исследования.* Основной акцент сделан на увеличении финансовых ресурсов и обеспечении регулярной модернизации предприятий АПК региона, формировании инновационного маркетинга. *Оригинальность и практическое значение* состоит в правильном сочетании сфер производства и рынка, решении их задач в едином контексте, но с разной степенью детализации. *Выводы и дальнейшие направления исследования.* Основной вывод состоит в том, что применяемые системно-комплексные подходы к управлению конкурентоспособностью АПК требуют объединения многоаспектных задач.

**Ключевые слова:**

конкурентоспособность, управление, инновационность, принципы, методы, системный подход, механизмы.

**Formulation of the problem.** In a market economy, the formation of effective competitiveness management systems, entry into the domestic and world markets with predominantly high-quality commodity products is of particular importance. The outstripping growth rates of the specific weight of food imports in comparison with their exports indicate weak organization and management of production, a drop in the level of competitiveness of products. The way out of this situation is to radically improve the management activity of the competitiveness of the agro-industrial complex of the region, to ensure a sustainable production of high-quality and low-cost products. This indicates the relevance of this study.

By its objective nature, competitiveness is the most important tool that characterizes the degree of mutual stimulation of production and the market. This also determines the construction of progressive principles of intersectoral management of the agro-industrial complex in the region, entry into the commodity market with sufficient competitive commodity products. The expansion of the scale and acceleration of the pace of intellectual activity of the agro-industrial complex are

fundamental in the formation of the competitiveness of its spheres and enterprises.

The main attribute of sustainable competitiveness of the region's agro-industrial complex is a significant increase in financial resources in the main factor components of production areas. The competitiveness of marketable products is closely related to an increase in productivity – both living and materialized labor. An upward trend in labor productivity and an increase in the intensity of cultivated land entail an improvement in the consumer properties of manufactured goods, and a decrease in the cost of their production and sale.

An important task of the study is to identify the objective nature of the competitiveness of enterprises and products of the agro-industrial complex in the region. From a theoretical point of view, the competitiveness of enterprises and the competitiveness of products, always being in an interdependent position, are integral parts of the competitiveness of the agro-industrial complex as a whole. Naturally, the market competition of the agro-industrial complex depends both on the qualitative characteristics of the equipment and





technology used, effective forms of management and methods of enterprise management, and the achieved competitive advantage of the products in a certain segment of the food market.

Hence it follows that the problems of increasing the competitiveness of products and the competitiveness of an enterprise are two tasks of the single goal of the agro-industrial complex. The desire to achieve high competitiveness of the agro-industrial complex requires the implementation of periodic modernization of its production areas, the formation of innovative marketing. If, on the one hand, an enterprise, updating production, seeks to produce more competitive products compared to previous analogs, then on the other hand, the market, creating a stimulating atmosphere, dictates the further development of production.

Based on the foregoing, a special place in the study belongs to the formation of an effective management system for the competitiveness of the agro-industrial complex, including information technology. The development of information technology in the agro-industrial complex accelerates the processes of transition to the digital economy. Since digitalization is a tool for managing multiple agro-industrial processes, it is also a tool for the implementation of all management functions: planning, forecasting, organization, accounting and control - used in the main and auxiliary functional areas of the agro-industrial complex [1, p. 83].

From the point of view of theoretical, methodological and practical significance, the achievement of a perfect mechanism for managing the competitiveness of the agro-industrial complex is a multifaceted and complex measure. The applied approaches to the management of the competitiveness of the agro-industrial complex require concentration of efforts to implement a targeted impact on the factors that can form the sustainable competitiveness of the agro-industrial complex in the region. The development of a perfect mechanism for managing the competitiveness of the agro-industrial complex must have an effective technology for the circulation and turnover of economic activities of enterprises.

The essence of the problem statement is that the greater and higher quality resource po-

tential (human, capital, land) the agro-industrial complex has, the easier it is for them to ensure high production efficiency and increase the competitiveness of manufactured products, to solve more complex economic problems. The more correctly the rational combination of production and market principles is ensured, the more efficiently the used resource potentials are realized, creating a higher competitiveness of the manufactured commodity products [2, p. 90].

**Analysis of recent research and publications.** Among the numerous studies, a special place is occupied by the development of effective management of the competitiveness of the agro-industrial complex. Well-known experts on this problem are: P. Sorokin, N. Kondratyev, R. Fatkhutdinov, N. Berdyaev, V. Vernadsky, I. Morozova, E. Zhuravleva, Sh. Tagirov, G. Butko, S. Matyushevskaya, N. Dubino, L. Egorova and others.

According to most authors, an important task of forming the competitiveness of the agro-industrial complex is to regularly improve the mechanism of its management. E. Zhuravleva quite rightly notes that «like any creative process, management of competitiveness does not lend itself to strict regulation. Each subject of management applies, as a rule, its own management technology, choosing and combining types of management, using them in a certain sequence and combinations. But at the same time, there are certain types, forms and functions of competitiveness management, widely used, present in the management of any economic object» [3, p. 375].

A special place in the research of the authors is occupied by the classification and use of factor components in the management of the competitiveness of the agro-industrial complex - the selection, grouping, definition of the role and functions of various factors in the processes of increasing competitiveness. Consideration of natural, climatic and territorial factors, as well as the prevailing socio-economic, environmental, infrastructural and other circumstances, is of no small importance in their works. Given the totality of circumstances, most authors require the rational use of factor components of competitiveness, optimization of production and market relations,

the use of theoretical and practical marketing opportunities [4, p. 243].

**Purpose of the article.** The aim of the study is to study the competitive appearance of the agro-industrial complex of the region, to identify the role and significance of management in the competitive struggle. A special place is given to the development and application of more advanced mechanisms for managing the competitiveness of the agro-industrial complex of the region. The main emphasis is placed on the fact that all issues related to ensuring effective management of the competitiveness of the agro-industrial complex should be resolved in a single context and within the framework of relevant economic relations. An important task is to achieve the correct combination of functional mechanisms of production activities and the sales market for commercial products.

**Presentation of the main research material.** One of the main determinants of the commercial success of the agro-industrial complex is the degree of competitiveness of its spheres and enterprises. The competitiveness of the agro-industrial complex embodies the totality of the existing climatic, socio-economic, ecological, infrastructural and other phenomena and opportunities for the production of better quality and low-cost commercial products and their successful sale.

If, on the one hand, market requirements "force" manufacturers to produce more competitive products compared to their previous counterparts, then on the other hand, there is a reverse trend - manufacturers are participants in a competitive market and the formation of innovative marketing. It should be especially noted that "the market presents opportunities not only for acquiring a wider range of new production technologies and equipment, but also for teaching more organizational innovations" [5, p. 19].

As a rule, the basis for strengthening market competition is an active change in supply and demand for certain types and volumes of food in the product market. This dictates the need to ensure sustainable production of regional agro-industrial enterprises. The qualitative transformation of the production systems of the agro-industrial complex of the region creates the necessary prerequisites for effective

management of competitiveness. Consequently, the management of the competitiveness of the agro-industrial complex is the main regulator of production and market relations - a factor that can expand or narrow the interacting functions of these areas.

By its objective nature, the level of competitiveness of the agro-industrial complex more clearly characterizes the degree of development of its fields and enterprises. The higher the competitiveness of enterprises, the better the aggregate consumer properties of their commercial products, the higher the production efficiency and the greater the income received. Based on the unfavorable production and market appearance, this circumstance, using the example of the region, has some negative trends that contribute to a decrease in the rate of production, a deterioration in the quality of products, and the complication of its implementation.

The main reason for all this is that in conditions of an acute shortage of investment resources and a decline in the rate and volume of applied intellectual components, the transition to the reproduction of high-tech products is impossible. With an insignificant rate of renewal of production and the possibility of expanding and improving market relations of the agro-industrial complex in the region, a transition to positive changes in production and market activity is impossible. Hence, it follows that the problem of forming sustainable competitiveness of the agro-industrial complex of the region is not only a multifaceted and complex task, but also contradictory.

The whole point is that with a long period of existing uncertainty in the economic activity of the agro-industrial complex of the region and a low degree of change in the appearance of its market relations, as well as the lack of effective operations, as a rule, many random events were generated. These events with a low level of management of agro-industrial enterprises led only to negative consequences, there was a significant deterioration in the state of socio-economic, financial, environmental, infrastructural and other activities of the regional agro-industrial complex. The scale of production and regulation of the commodity market have decreased, the number of incorrect elements in pricing has increased, the







number of market buyers (consumers) has decreased, the number of competitors and connections with various individuals and legal entities has decreased, and most importantly, some aspects of business project management have worsened.

A comprehensive analysis shows that today the main factors that have a negative impact on the management of the competitiveness of the agro-industrial complex in the region are: a) a high depreciation rate of production facilities and a drop in their return; b) deterioration of the state of the used lands, low level of their provision with mineral and organic fertilizers; c) the absence of large investment projects and programs for the strategic development of the regional agro-industrial complex; d) difficulties in transition and adaptation to markets, persistence of the problems of isolation and discretion of small and medium-sized agricultural enterprises in relation to financial structures and commodity markets; e) destruction of the integration behavior of regional agro-industrial spheres, lack of ties with legal entities and individuals (weak development of stakeholder relations); f) insufficient intellectual activity of enterprises and a low level of efficiency of the main factorial components of production spheres used by them; g) lack of a perfect competitiveness management mechanism.

Judging by the economic parameters and consequences, competitiveness is a relative phenomenon that characterizes the distinctive features of enterprises and products of the agro-industrial complex in a specific market segment and in a certain period of time. In turn, it is also a universal indicator that evaluates the internal and external economic conditions (existing activities) of enterprises, changes in the quantitative and qualitative parameters of the manufactured marketable products. In a generalized view, competitiveness is not only a kind of "measure" of all kinds of capabilities of enterprises in the production of marketable products, but also a "determinant" of the degree of satisfaction of the population's needs in the required types and volumes of agri-food products.

It should be especially noted that, depending on the current economic situation in the agro-industrial complex of the region,

there is a constant change in its main coordinates of production and market activity. As a key category, competitiveness characterizes the main operating features of the economic activity of the agro-industrial complex and needs systemic management. It has a unique stimulating quality, is a kind of regulator of the economic system and market behavior of the agro-industrial complex. On the basis of market behavior, it dictates the most necessary prerequisites for adaptation (adaptation) of agricultural enterprises to market conditions of functioning.

**Conclusions and perspectives of recent research.** Based on the conducted research, it can be concluded that the strategy for sustainable development of the agro-industrial complex of the region largely depends on the development of an optimal model for managing competitiveness. This model should be considered as an effective organizational and management structure that takes into account direct and indirect factors affecting the competitiveness of the agro-industrial complex. Consequently, when assessing the strategic objectives of managing the competitiveness of the agro-industrial complex of the region, a special place belongs to the formation of positive factors of its internal and external environment.

The essence of achieving the main goal of the study is to develop and apply more advanced mechanisms for managing the competitiveness of the regional agro-industrial complex, adapting its spheres and enterprises to the market environment, and achieving the best product quality management skills. It is the competitiveness management mechanism that is able to concentrate efforts and make a positive impact on any production and market actions. An important task is to comply with the relevant regulations, standards and rules of the game, which contribute to the improvement of production activities and the consumer value of the manufactured products..

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Стаття надійшла

до редакції : 15.10.2020 р.

научно-практической интернет-конференции «Проблемы функционирования и развития территориальных социально-экономических систем». Уфа, 2018. 353 с.

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Стаття прийнята

до друку: 28.12.2020 р.

### Бібліографічний опис для цитування :

Mustafaev A. Conceptual aspects of competitiveness managing of the northern region agro-industrial complex / A. Mustafaev, N. Naydenov // Часопис економічних реформ. – 2020. – № 4(40). – С. 92–97.

