


МЕНЕДЖМЕНТ

UDC 338.43:636.034:005.21

JEL Q12, L1

Conceptual principles of strategic management of dairy enterprisesShupyk S. *Bila Tserkva National Agrarian University* s.shupic@ukr.net

Shupyk S. Conceptual principles of strategic management of dairy enterprises. *Ekonomika ta upravlinnja APK*. 2020. No 2. PP. 145–156.

Рукопис отримано: 25.10.2020 р.
Прийнято: 04.11.2020 р.
Затверджено до друку: 24.11.2020 р.

doi: 10.33245/2310-9262-2020-159-2-145-156

The article examines the strategy development framework of dairy enterprises, which provide a gradual and consistent change in production activity principles in the direction of growth. It is proved that the development strategy can be effective only through the introduction of organizational and economic mechanism of interaction of the structural centers creating income, which provides a reproductive process within the business unit on the extended type.

The feasibility of strategic development justification of dairy enterprises in conditions of uncertainty and strengthening of crisis phenomenon was highlighted, for the following reasons: the dairy industry is represented by a set of economic entities, the majority of which does not belong to large integrated structures; the sectoral specificity of milk production complicates the possibility of influencing on the determination of business priority parameters. It is argued that in agriculture the most acceptable is the strategy of differentiated growth at the individual economic entity level, which contributes to the fuller use of production and resource potential, reduces the risk of commercial losses, increases sustainability, etc.).

It is proved that strategic management in dairy farms is a process of developing a promising model of the future organization' condition, which allows to take into account the impact of environmental factors and includes a set of adaptation and growth strategies to neutralize and flexibly adapt to their negative impact. It is shown that the model of strategic management in dairy farming should focus on the intensive type of development on the basis of introduction of innovative technologies and includes six consistent stages.

It is highlighted that the dairy farming development strategy in agricultural enterprises should be focused on maximizing the "return" of the incentive characteristics of the industry basing on the flexible use of all strategy elements. It is argued that one of the measures to mitigate the negative impact of environmental factors on the dairy farming development is to increase the internal potential of innovation in both production and marketing environments of agricultural enterprises.

Key words: strategic management, development strategy, enterprise, dairy cattle breeding, innovations.

Problem statement and analysis of recent research. In the conditions of increasing turbulence of environmental factors prior to agribusiness enterprises, in particular dairy agricultural enterprises, there appear the tasks to elaborate development strategies which would ensure their sustainable growth. That can be achieved through the transition from domestic commodity producers to highly effective methods of organizing agricultural production on the basis of innovative developments' intro-

duction. It is clear that the strategy of an agricultural enterprise in the choice of its development vector must be built and defined according to market laws (needs, demand, offer, rising of additional costs, declining profitability, economies of scales, time saving, competition, etc.), the agrarian economy laws (the law of intensification, declining fertility, land rent, scientific and technological progress, etc.), as well as taking into account the gradual transition to an innovative development type.

The development strategy concept should take into account the necessity for gradual and consistent change in the principles of management, where the first stage is the ability to follow the development vector, and the second - to ensure advanced development, without which it is impossible to solve strategic problems of agriculture in ensuring the country's food security.

Basing on the classical understanding of development as an irreversible and directed change of an object or process, the strategy of any economic entity (or their combination) should be considered as a movement towards achieving the desired state in a dynamic environment [1]. In its turn, the progressiveness (complication, improvement) or regressivity (simplification, deterioration) of object development (or process) is its criterion, in the economic space it will be determined by the carrier of economic interests (state, owner, employee). All this largely identifies the need to analyze the elemental base of development strategy as a management tool that will allow to establish and explore its adaptability, viability and goal vision, in other words – efficiency based on implementation of resource intensity.

The generalization of development research results of strategic management ideas has led to the formation of such a structure in which the main structural elements of scientists single out only the goals, missions and behavior of an economic entity [2, 3]. We believe that this is not enough, since flexibility in the use of resource potential and the formation of strategic assets is not allowed. In this regard, proceeding from the logic of "strategic development", we consider it expedient to expand the list of elements of the development strategy of an economic entity, including procedures - strategic analysis, planning, adjustments; opportunities arising in the management process; and resources which are used in the balanced allocation process. It should be emphasized that strategic development procedures include all stages of strategic management technology: from planning the parameters of the prospective state of the object to assessment of the effectiveness of production activities, management, business development as a whole, which are closely interconnected. In fact, opportunity is both a condition and a tool necessary to achieve something, and, therefore, with regard to entrepreneurship, the possibility of an economic entity, regardless of the scale of its activity, can be considered as a necessary and sufficient amount of influence on it by the forces of the external and internal environment, capable of prompting actions aimed at achieving the desired state in the presence of a resource base corresponding to the needs.

The aim of the study is to generalize the theoretical foundations of the strategic management of an enterprise, to systematize the tools of strategic analysis and to substantiate the components of a growth strategy for business entities in the dairy cattle breeding, focused on an innovative type of development.

Material and research methods. The theoretical basis of the research was the fundamental foundations and concepts which are substantiated in the works of foreign and domestic scientists in the field of general management theory, researchers studying the issues of strategic management methodology, management of enterprise development strategy in modern conditions. In order to substantiate the components of the enterprise development strategy and to generalize the conclusions, general scientific methods of cognition were used, such as the dialectical method, analysis and synthesis, induction and deduction, and a systemic complex approach.

Research results and discussion. Summarizing the results of research on the nature of the strategic development of an enterprise, environmental factors and forces which affect it, target guidelines for an indefinite time interval, it worth noting that it is considered as the freedom to choose a rational direction of development, which provides for a qualitative change in the state of the production component, taking into account the operation of the laws of development of a different nature, which contributes to the formation of sufficient potential for sustainable growth. Thus, it can be stated that the development strategy will be effective only if such an organizational and economic mechanism of interaction between the structural centers of profit creation is introduced, which ensures the reproduction process within the division according to the extended type. The economic opportunities for expanded reproduction form a strategic potential, the growth of which is characterized by an increase in strategic assets, which will lead to an increase in the sustainability of an economic entity in the long term, including through the acquisition of a certain margin of economic strength and elements of stability.

It should be noted that despite a significant number of studies on the theoretical foundations of the strategic development of economic entities, today, a unified classification of basic strategies has not been formed, the possibilities of their combined implementation have not been determined, and, in addition, industry features are not taken into account in the main approaches to their implementation.

That is why it is relevant to substantiate the strategic development of dairy cattle breeding en-

terprises in conditions of uncertainty and intensification of crisis phenomena. Firstly, the dairy breeding industry is represented by a set of economic entities, the overwhelming majority of which does not belong to large integrated structures and is not able to have an effective impact on the environment. Secondly, the sectoral specificity of milk production (long production lag, seasonality, the need to combine industries, etc.) complicates the possibility of influencing on the determination of business priority parameters. The researchers note that the differentiated growth strategy is the most acceptable in agriculture. At the level of implementation of the economic interest of an individual economic entity, it has positive aspects (more complete use of production and resource potential, reduced risks of commercial losses, increased stability of functioning, etc.). However, at the macro level, it can cause disruptions in the stability of agricultural food supplies.

There is no significant disagreement among scientists regarding the sequence algorithm for strategy formation. The main stages of development strategy formation of the enterprise are: analysis of the environment and forecasting; analysis of enterprise potential; defining the goals of the enterprise; formation of a basic strategy and selection of alternative options; formation of functional strategies; implementation of the strategy; strategy evaluation [4–6]. However, the choice of a strategy based on the known tools of strategic analysis is carried out mainly empirically, which reduces the reliability and validity of management decisions being made. The well-known tools of strategic analysis, such as the BCG matrix, Shell, McKinsey/GE, Arthur D. Little, the matrix of I. Ansoff, M. Porter, do not give an answer as how to achieve the goals set, the need to reorganize certain types of activities, do not disclose what kind of internal potential an enterprise should own when choosing a particular strategy. For example, M. Porter's matrix describes possible competitive strategies, depending on the enterprise intentions to carry out price or non-price competition, as well as to cover the entire market or its segment, without revealing the enterprise capabilities to enter new markets, to introduce the production of new types of products using one or another competitive strategy. The use of the Boston Consultative Group (BCG) method loses its significance in a non-increasing market and high enterprise diversification, when a low market share in any type of activity cannot determine its potential, since there is a possibility of reallocation of resources. A more complete set of characteristics is used in Shell, McKinsey / GE matrices. However, a significant number of indicators characterizing the attractive-

ness of the market sector makes it difficult to obtain integral assessments, which can be partially solved using expert assessments. The methodology for assessing the strategic position, proposed by Arthur D. Little consulting company, assesses the market position of the company and the maturity of the industry, but the competitive position of the company in each type of activity is determined without taking into account the general financial condition, the possibility of supporting financial potential is not considered [7].

The well-known methods of strategic analysis have limitations in practical use; they cannot be the basis for a complex diagnostic assessment of the development of an enterprise by types of its activities, in particular, determining the financial potential of a company. The presented methods do not have a formalized algorithm for obtaining assessments. D. Norton and R. Kaplan proposed a qualitatively different approach to the formation and implementation of the strategy, developed a balanced scorecard which combines elements of strategic planning, economic and financial analysis, and a process approach [8]. The system makes it possible to assess the degree of economic growth of an enterprise at the current moment, to select a limited number of interrelated indicators which characterize comprehensively the activities of an enterprise and to manage on the basis of these indicators. The balanced metrics includes four components: financial, customers, internal business processes, personnel development, and its important feature is the relationship between goals and indicators of their achievement.

One of the advantages of this system is the ability to implement the strategy in a tactical and operational mode when monitoring indicators, and the disadvantages are that it is difficult to implement the system, there are difficulties in determining non-financial indicators. Linking the strategy to the life cycle of the enterprise causes additional difficulties associated with the correct stage determination of life cycle, the need to display characteristics that will make it possible to identify one stage or another. In addition, in the scientific literature, management models are considered that are analogs of a balanced scorecard, for example, "management by objectives" [9], "business management window" [10], "concept of the Hewlett-Packard internal market" [11], "pyramid of efficiency" [12] and others, less common.

Consideration of the enterprise from the position of a systems approach allows us to conclude that its functioning is due to a set of interrelated processes that contribute to the growth of an enterprise which uses strategic tools. Thus, the idea of representing an enterprise in the form of a process

belongs to E. Deming and is considered as an axiom on which the process approach is based. The elements of this approach are processes, flows of resources, the incoming result of the process, and reactions to the fulfillment of requirements [13].

According to the definition of the ISO 9000: 2000 standard, a process is understood as a sustainable purposefully set of interrelated activities, which, according to a certain technology, transforms inputs into outputs which are valuable to the consumer [14]. The process approach occupies a special place among the known methodological approaches to the management of social and economic systems. Generalization of scientific literature made it possible to systematize the main provisions of the process approach:

- structuring the production and management activities of the enterprise in the form of numerous processes;
- organization of cross-functional processes in order to create products with the necessary parameters to meet customer needs;
- continuous improvement of processes to achieve adequate adaptation of the organization to changing conditions.

In this regard, strategic planning is an important formalized approach to achieving strategic goals. At the same time, the formation of scenarios is based on resources (under the influence of a combination of strengths and weaknesses of the enterprise), operating conditions (primarily under the influence of opportunities and threats of the external environment) and strategic priorities, based on a prediction of future goals.

Strategic management at agricultural enterprises of dairy breeding is the process of developing a promising model of the future organization condition, which allows taking into account the influence of environmental factors and includes mechanisms for adapting to them and allows neutralizing their negative impact through a set of adaptation and growth strategies. We share the opinion of scientists that an important component of the growth strategy of dairy cattle breeding enterprises is the transition to an innovative economic model [15,16]. The main direction of strategic development and increasing the level of efficiency of dairy cattle breeding is the intensification of production, the development of complex mechanization and automation of production processes, the availability of borrowed funds for the development of the material and technical base, the use of investment and innovation potential, which will help to increase the volume of production, and in turn, to reduce the cost of production and to increase profits, the effective use of which will further ensure a high level of competitiveness

of enterprises and strengthen their economic position.

We believe that the model of strategic management in dairy breeding should be based on the intensification of the industry through the introduction of innovative technologies and shall provide for the following stages: 1 stage – setting strategic benchmarks – goal setting; 2 stage – strategic analysis; 3 stage – development of strategies focused on innovative technologies for the dairy breeding industry; 4 stage – development of mechanisms for the implementation of the strategy; 5 stage – increasing the level of competence of developers and executors of strategic plans; 6 stage – efficiency assessment and control over the implementation of strategic plans (Fig. 1).

Thus, the first stage of strategic management is the definition of strategic goals in enterprise development, the quality of the development of which determines the clarity and concreteness of their formulation, as well as the viability and effectiveness of the strategy. The determination of goals is based on a developed mission that characterizes the purpose of the business, its philosophy. After setting the main goal of the mission, a strategic goal is identified which will need to be achieved. Then it is necessary to build a "tree of goals", which is based on strategic objectives. Solving them will allow to move gradually from one goal to another higher level. Basically, when defining goals, they are limited to setting only qualitative ones (trajectory, that is, guiding goals are developed), and not quantitative ones, and also without taking into account the time factor.

The strategic tasks of agricultural enterprises of dairy cattle breeding include increasing the competitiveness of raw milk, increasing the economic efficiency of production, improving the breed of cows, modernizing the production base based on the innovative renewal of its constituent elements.

The second stage of strategic management should be the analysis of the internal and external enterprise environment, the main task of which is to assess external threats and search for potential development opportunities, which will further develop a joint set of measures that will ensure sustainable development and enhance the production potential of the manufacturer. The set of methodological techniques that are used for conducting strategic analysis can be divided into two groups: general scientific and applied [17]. General scientific ones include: analysis, synthesis, induction, deduction, analogy, observation, comparison, modeling, abstraction, system analysis and other applied techniques. Depending on the objects of study, they can be combined into the following

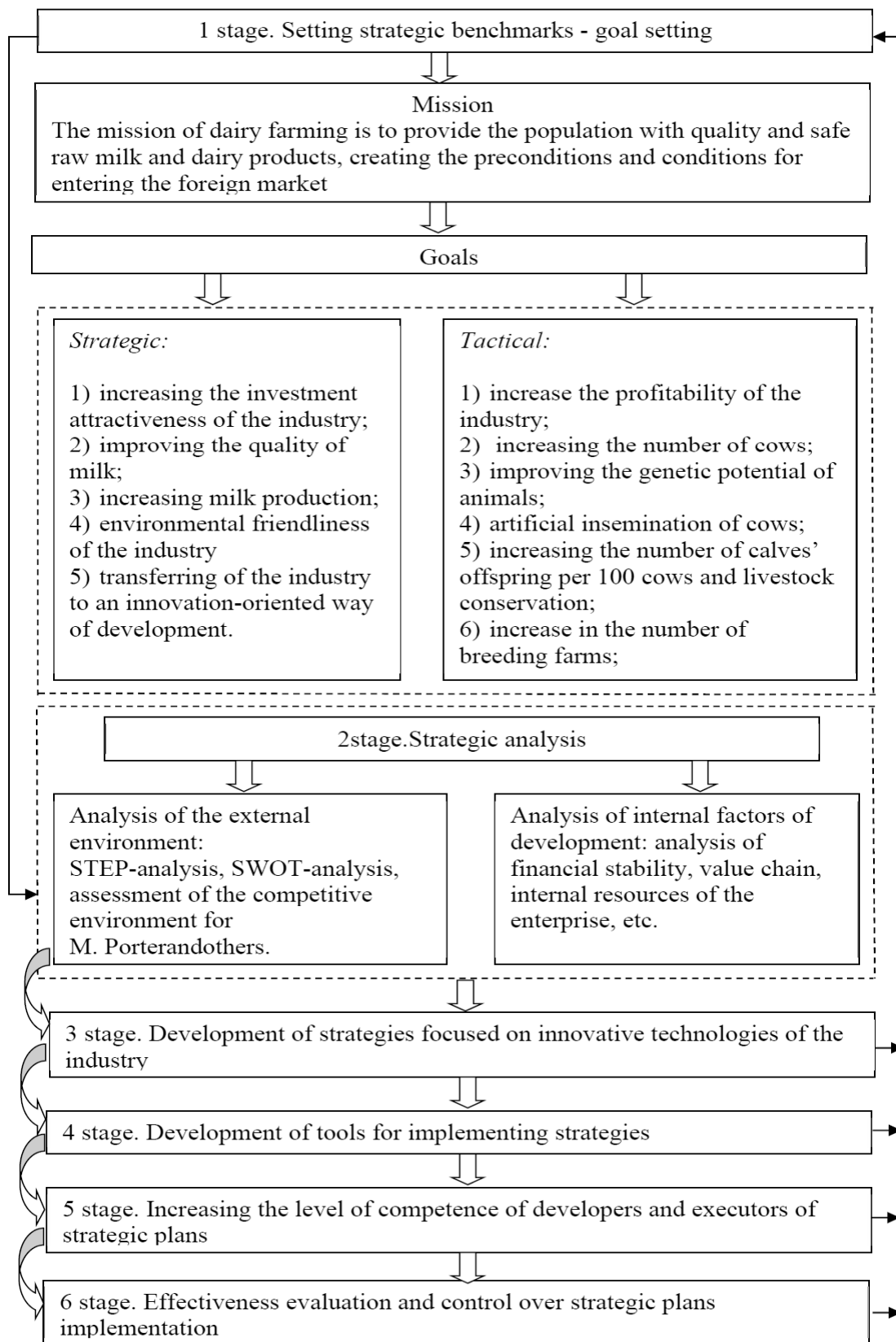


Fig. 1. Algorithm of strategic management stages of dairy cattle breeding development in agricultural enterprises.

Source: developed by the author.

groups: strategic analysis of the macro environment, strategic analysis of the internal environment, strategic analysis of competitors, strategic product analysis, strategic financial analysis, investment analysis, decision-making strategy.

At the third stage of strategic management, it is necessary to develop strategies focused on innovative technologies, the intensity of implementation of which depends on the resource provision for the enterprise. It should be noted that a strategy is a detailed, all-round complex plan to achieve the goals set. In terms of content, strategic innovation management has a pragmatic manifestation, in which real facts and potential opportunities are priority and which an enterprise must take into account in order to obtain commercial success. At the same time, strategic innovations do not have quantitative characteristics, they are usually formulated in the form of declarations or agreements on innovative intentions, on the basis of which the business concept of the enterprise is built, its basic and functional strategies are determined, and a formal system of operational plans is developed. The choice of a particular strategy depends on the state of the innovative potential, which in this case is the "degree of readiness" to fulfill the goals set in the field of innovative development of the enterprise. For making a decision on the selection and implementation of innovations in the activities of the farm, the management of the enterprise calculates the risks of cost recovery and future profitability of the business. The main most significant features that determine the type of innovative behavior of milk producers include the following: level of innovation novelty (radical, combined and improving); types of innovations (technological, product, organizational, economic, social); orientation on the type of producer (mini-farms, medium, large farms); use of an improvement strategy for agricultural enterprises with low resource availability; use by enterprises of their own and borrowed funds for the introduction of innovative technologies. It is obvious that the strategy for the development of agricultural enterprises of dairy cattle breeding using innovative tools is based on the introduction of product and technological innovations, which are supported by appropriate investments.

The fourth stage, associated with the development of mechanisms for implementing the strategy, is the most difficult and time consuming.

The generalization of scientific literature on strategic planning issues asserts that there is no generally accepted approach, methodology for the formation of a strategic plan and the mechanism for its implementation, which would allow achieving a highly competitive position of an economic

entity. That is why, it is necessary to search for approaches related to improving strategic business planning in the direction of ensuring competitiveness.

Various methods are used to develop a strategic plan – specific and universal. One of the universal methods is program-target, which is based on the orientation of activities to achieve the goals set. The program-target planning is built according to the logical scheme "goals-paths-methods-means". The main peculiarity of this planning method is not just forecasting the future state of the system, but drawing up a specific program to achieve the desired results. In addition, a scenario approach can be used to develop a strategic plan.

It is known that I. Ansoff singles out the so-called strategic zones of enterprise management, under which he considered those market sectors or product groups, the concentration of entrepreneurial efforts on which gives the enterprise the maximum effect [18]. The formation of strategy can be carried out by authoritarian methods (when the strategy is developed by business owners) and in a democratic way (when the strategy is a balance of owners, personnel and top management).

However, in our opinion, in the process of strategic management there should be creative interaction between leaders of different levels, managers and specialists, and the degree of formalism in their relations should be extremely low. Accordingly, internal communications should be horizontal, functional or networked, and the nature of control - free, focused on the implementation of goals and plans.

The fifth stage of strategic management should be increasing the competence of developers and executors of strategic plans.

Today, when scientific and technological progress is developing rapidly, for the effective development of dairy cattle breeding, it is necessary to provide continuous training for developers and executors of strategic plans. This idea is confirmed by a foreign scientist's study who found that the effectiveness of the introduction of innovative developments is higher on those dairy farms in Germany where farmers have a higher level of education in this area [19]. Interesting for domestic practice are the results of a study by German scientists who identified 3 groups of farmers who are mastering innovations in Germany and have calculated the return on them. The first group of farmers is engaged in an independent search for innovations, constantly learns and increases their insufficiently high level of received agricultural education. The investments made by this group of farmers in innovative technologies lead to increased efficiency, but the positive effect

is not sustainable. The second group of farmers has a master's degree; their innovative activities are mostly effective. The farms of this group of farmers are relatively large (up to 130 cows) and specialize in milk production. The third group of farms is headed by "young managers" with mostly university education. On such farms, they usually introduce both improving and radical innovations that give a high economic effect. Therefore, for the effective strategic development of dairy cattle breeding, it is necessary to invest both in the innovative development of the farm and in the education of farmers, which is the main condition for ensuring profitable dairy farming [20].

An important aspect of the modern approach to strategic management is understanding how to control the implementation of the strategic plan. The subject of strategic control is the business model and the main organization capabilities, the strategic initiatives of the participants, the system of motivating top management to achieve strategic goals, the influence of corporate culture on planning processes, scenario conditions. Strategic control is aimed at monitoring the implementation of the strategy for achieving the goals set.

An assessment of the effectiveness of strategies depends on the type of tasks that are being solved; it can be carried out in the following areas: determination of the economic efficiency of strategies; assessment of the social effectiveness of strategic decisions; determination of the technical efficiency of the decisions made; assessment of the environmental performance of strategies; complex assessment of the effectiveness of strategic decisions taking into account the economic, technical, social and environmental consequences. The important criteria in assessment of the efficiency of milk production are profit maximization and environmental safety of the final product.

It should be noted that for conditions that are characterized by a high degree of variability, scientists pointed out the temporary uncertainty of a development strategy implementation, its alternativeness in the process of implementation [21] should be supplemented by a provision on the need to ensure high efficiency in the use of the resource base in combination with a positive increase in the economic potential of any economic entity.

It should be pointed out that the category of efficiency in the development strategy is determined by a recognized methodological framework based on the ratio of the results of production and economic activities and the costs of obtaining them. In the Balanced Scorecard (BSC) model, the main directions for which it is necessary to assess the strategic activities of the organization are determined, and a certain list of assessment indicators

is established: financial and economic indicators which characterize the efficiency in dynamics from the standpoint of an economic entity, shareholders and owners; indicators which characterize the level of demand for the company's products; business process quality indicators [8]. Thus, today there is a need to develop a universal system of indicators for assessing the effectiveness of the developed strategy of agricultural enterprises for milk production.

Consequently, the strategy for the development of dairy breeding in agricultural enterprises should be focused on maximizing the "return" of the stimulating characteristics of the industry based on the flexible use of all elements of the strategy. It should be noted that there is a gap in the motivational chain of the strategic development of dairy cattle breeding by levels, due to the inconsistency of the goals of the agricultural enterprise and public interests in terms of self-sufficiency in milk and dairy products. One of the measures to neutralize the negative impact of environmental factors on the development of dairy cattle breeding is to build up the internal potential of innovation both in the production and marketing environment of agricultural enterprises. Dairy breeding has proven in practice a positive response to the introduction of innovations into production, however, changes in the market situation have dramatically reduced the number of farms engaged in dairy breeding. In this regard, the issues of searching for directions of innovative development of the industry, which cover, to one degree or another, agricultural enterprises with varying degrees of concentration of dairy cattle breeding, have acquired particular relevance.

As it has been proved above, the intensive type based on the introduction of innovative developments should become the strategic priorities for the development of dairy cattle breeding in agricultural enterprises. Innovations in dairy breeding are considered as the results of intellectual activity, which have received practical use, and are aimed at improving milk production processes, which increase the technical and technological level of production in the corresponding world analogues, the use of which contributes to the strengthening of competitive advantages in the form of economic or other benefits and the development of reproductive processes based on investments. There is a ramified system of signs of classification of innovative developments, on the basis of which a typology of innovations is formulated, which simplifies the adoption of strategic innovative decisions. We believe that the most important areas of innovative development of dairy breeding should be: innovations in the human factor, the interaction

of which is possible with the priority development of education, research activity, the creation of innovative products databank, etc.; biological innovations related to the development and mastering of innovations that increase the productivity of cows; technological innovations, which ensure the improvement of the technical and technological potential of the sub-sectors; innovations in organization and management based on digitalization, staff motivation, planning and budgeting improvements, and the like; innovations in feed production, preparation and storage; innovations in the construction of modern environmentally friendly manure storages, an energy and resource-saving system. Thus, for dairy breeding, five main types of innovations can be distinguished: selection and genetic, production and technological, organizational and management, economic and environmental. In current conditions, in order to increase the production potential of the industry in agricultural enterprises, it is important to use the selection and biological block of innovations, the achievements of Ukrainian and foreign selection, which include priority areas for improving the genetic potential, the use of which directly depends on the level of animal productivity, the effective use of feed resources, the development of resource-saving technologies aimed at increasing the level of intensity and efficiency of production [22]. One of the main directions of the innovation use is biotechnological systems of animal breeding using methods of genetic and cell engineering, aimed at creating and using new types of transgenic animals with improved qualities of productivity, resistant to diseases.

The development of veterinary medicine is of great importance for dairy breeding, where the following priorities are considered: development of a new generation of biological products for diagnostics, therapy and prevention of animal diseases, taking into account the achievements of physicochemical biology, biotechnology and molecular immunology; improvement of existing and development of new technologies for ensuring veterinary and sanitary welfare of animal breeding, production of high-quality and environmentally friendly products. The technological and scientific and technical innovations are of no less importance, since the introduction of highly adaptive, resource-saving technologies for milk production based on innovative activities for the use of automation and computerization of production, new generation machinery and equipment, robotics and electronic technologies, restoration and improvement of production and technical the potential of livestock complexes are the defining directions of increasing the efficiency of milk production.

Systems for ensuring optimal conditions for animal rest, in the process of which a complex of physiological, biological processes of converting feed energy into products useful to humans is carried out, acquire an important innovative direction. Avoiding stress, creating comfortable stalls, avoiding draughts, ensuring the necessary air exchange and temperature – all these goals are achieved through the use of modern building materials, optimization of space-planning solutions of buildings and structures, which must correspond to the latest achievements of animal physiology and livestock technology.

Thus, if selection and genetic innovations are associated with breeding new or improving the existing breed of cows, increasing their resistance to diseases, intensifying the reproductive function of cows, improving the breeding composition of the main herd, then technical and technological innovations are focused on the use of new technologies for keeping, feeding, watering cattle and milking cows, modernization of the system of machines and equipment, automation and informatization of individual working operations and technological processes.

New organizational and economic solutions provide the transition to new forms of production organization, industry management, labor organization and motivation, maintenance and resource provision, active research in the open innovation market and the selection of the most acceptable innovations from a set of alternative latest developments. Social investments ensure the improvement of working conditions and the system of its protection, as well as the formation of an innovative system for training personnel with the necessary qualifications. Environmental innovations are aimed at creating a system for ensuring environmental safety, modernization of the storage and disposal system of animal bio-waste and localization and minimization of the negative consequences of the functioning of dairy cattle breeding enterprises.

Summarizing the above, we can conclude that the main types of innovations in the study area are the need to change the conditions of the main link of the production system in animal breeding – namely, to change the conditions of keeping livestock, for which the main features should be: good health and a developed immune system, good adaptation to modern production technologies; high reproductive qualities and long term of productive use; efficient conversion of nutrients and feed energy.

Thus, an innovative approach to the development of dairy breeding involves: the use of innovative systems and methods of keeping livestock and milking equipment; increasing the efficiency

of milk production, in particular by improving milk quality use of effective tools for stimulating labor and organizing production; reducing the share of manual labor; improving the environmental safety of the territory where dairy farms and complexes are located.

An analysis of the theoretical aspects of the strategic development of dairy cattle breeding in agricultural enterprises on an innovative basis allows us to make the following conclusions: the strategy for the development of dairy cattle breeding, in addition to agreeing on targets for different hierarchical levels, should provide for the unity of the motivational chain, covering the economic possibilities of increasing milk production in a high-intensity basis of the proportions of the combination of market influence forces and state regulation instruments; the strategy for the development of dairy cattle breeding should be focused on the effective use of conditions which provide for the creation of conditions for increasing the economic potential of agricultural producers.

An innovative approach to the development of dairy farming, in our opinion, should be based on the following principles: systematic monitoring of livestock health, product quality at all stages of production; formation of a closed technological cycle for the production of milk and dairy products, including the production and processing of raw milk; continuous external and internal audit of costs; optimization of costs for external logistics of finished products.

It is obvious that when preparing a strategic plan for the development of dairy cattle breeding in agricultural enterprises, it is necessary to take into account the peculiarities of the studied area. Among them are the following: peculiarities of the herd reproduction organization; peculiarities of the food supply organization; heterogeneity of the structure of investments in the implementation of projects for the development of dairy cattle breeding; significant differences in the levels of production efficiency in agricultural enterprises of various sizes and other factors, which leads to the heterogeneity of the development potential of dairy cattle breeding in economic entities. In addition, there are organizational differences characterized by the following: for dairy cattle breeding, a long reproduction cycle of the main herd is characteristic; lower animal yield per cow, which requires increased attention to ensuring a minimum level of efficiency in the use of brood stock; duration of the reproduction cycle significantly limits the growth rate of the genetic potential of a herd of cattle, and hence its productive potential; reducing the time of production use of productive cows requires a significant increase in the share of

replacement calves in the herd structure and an increase in the cost of reproduction of the main herd.

The peculiarities of the livestock feed organization primarily associated with the physiological specifics of cattle, which determine a lower level of feed conversion compared to poultry and pig breeding, but make it possible to effectively use rough and green feed. In addition, it should be noted that the peculiarity of dairy cattle breeding is also due to the technical and technological lag in the procurement, storage of large feed and their feeding, which leads to a high degree of their losses both in quantitative and qualitative terms, and an increase in the cost of livestock products. At the same time, the achievement of a high level of milk productivity cannot be ensured without the use of new technologies for the preparation of feed (preparing and feeding), their balancing in terms of the content of nutrients, micro and macro elements, as well as rationed feeding.

It also should be noted that the existing technical and technological base of dairy cattle breeding is characterized by a low level of mechanization and automation of technological processes in comparison with the poultry and pig industries. The transfer of the research area to an innovation-oriented path requires a significant amount of investment, the structure of which is determined by the size of the livestock, the specialization of economic entities, the type of selected technologies (from robotic farms and mega complexes to small farms with modern technological equipment). The high cost of one cattle stall in dairy farming significantly reduces the investment attractiveness of the industry, even with effective government support.

Therefore, the preparation of a strategic plan for the development of dairy cattle breeding in agricultural enterprises should take into account the following factors: natural and climatic factors, which determine the possibilities of using specific breeds of livestock, technologies for their maintenance, the formation of a forage base; social and economic factors, which determine the financial capabilities of agricultural producers of dairy products, their innovation and investment potential, the level of providing the industry with labor resources of the necessary qualifications; administrative and political factors, which determine the level of support for dairy cattle breeding at the national and regional levels, protection of the national milk and beef market; organizational and economic factors, which determine the form of interaction between commodity producers and processors of dairy products, organizational and technological processes at the level of economic entities, a set of measures to increase the productivity of cattle and the competitiveness of products.

Conclusions. The main difficulties accompanying the formation of a strategy for the development of agricultural enterprises of dairy cattle breeding are due to the multivariate development scenarios, as well as the orientation of the overwhelming majority of economic entities to short-term strategic programs that do not contribute to their growth. The process of formation and implementation of the development strategy contains the characteristics of a process approach: the cyclical nature of the process, the presence of feedbacks, implementation through a set of targeted, interrelated activities. The combination of strategic and process approaches will create additional opportunities for the multi variance of the production system, ensuring its stability, promptly identifying deviations in the process of strategy implementation, control and regulation. An integrated approach will provide an opportunity to build and to use a combination which corresponds to development trends and an appropriate response to new opportunities and threats in the internal environment of enterprises in the industry, to overcome the crisis phenomena which arise in conditions of uncertainty in the external environment and the target orientation of the activities of business entities towards the formation of prerequisites and conditions for development.

The algorithm of strategic management of the dairy cattle breeding development in agricultural enterprises has been substantiated, which is focused on an intensive type of development based on innovative technologies and includes the following stages: setting strategic benchmarks; strategical analysis of external and internal environment; development of strategies, focused on innovative technologies for increasing the level of competence of developers and executors of strategic plans, efficiency assessment and control over the implementation of strategic plans.

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Концептуальні засади стратегічного управління підприємствами молочного скотарства

Шупик С.М.

У статті розглядаються концептуальні засади розробки стратегії розвитку підприємств молочного скотарства, які передбачають поступову та послідовну зміну принципів ведення виробничої діяльності у напрямі зростання. Доведено, що стратегія розвитку може бути ефективною лише за умови впровадження організаційно-економічного механізму взаємодії структурних центрів створення прибутку, за якого забезпечується відтворювальний процес всередині господарської одиниці за розширеним типом.

Висвітлено доцільність обґрунтування стратегічного розвитку підприємств молочного скотарства в умовах невизначеності та посилення кризових явищ, оскільки: галузь молочного скотарства представлена сукупністю

господарюючих суб'єктів, переважна більшість яких не належить до великих інтегрованих структур; галузева специфіка виробництва молока зумовлює обмеження щодо можливості впливу на визначення параметрів пріоритетних напрямів бізнесу. Аргументовано, що в сільському господарстві найбільш прийнятною є стратегія диференційованого росту на рівні окремого господарюючого суб'єкта, що сприяє більш повному використанню виробничого та ресурсного потенціалу, зниженню ризиків комерційних втрат, підвищенню стійкості функціонування та ін.

Обґрунтовано, що стратегічне управління на сільськогосподарських підприємствах молочного скотарства – це процес розробки перспективної моделі майбутнього стану організації, яка дозволяє враховувати вплив чинників зовнішнього середовища, та включає сукупність адаптаційних стратегій і стратегій росту щодо нейтралізації та гнучкого пристосування до негативного їх впливу. Доведено, що модель стратегічного управління в молочному скотарстві має орієнтуватися на інтенсивний тип розвитку на основі впровадження інноваційних технологій та включає шість послідовних етапів.

Висвітлено, що стратегія розвитку молочного скотарства у сільськогосподарських підприємствах має бути зорієнтованою на максимізацію «віддачі» стимулівних характеристик галузі на основі гнучкого використання усіх елементів стратегії. Аргументовано, одним із заходів щодо нівелювання негативного впливу чинників зовнішнього середовища на розвиток молочного скотарства є нарощування внутрішнього потенціалу інновацій як у виробничому, так і маркетинговому середовищі діяльності сільськогосподарських підприємств.

Ключові слова: стратегічне управління, стратегія розвитку, підприємство, молочне скотарство, інновації.

Концептуальные основы стратегического управления предприятиями молочного скотоводства

Шупик С.Н.

В статье рассматриваются концептуальные основы разработки стратегии развития предприятий молочного скотоводства, которые предусматривают постепенную и последовательную смену принципов ведения производственной деятельности в направлении роста. Доказано, что стратегия развития может быть эффективной только при условии внедрения организационно-экономического механизма взаимодействия структурных центров создания прибыли, при котором обеспечивается воспроизводственный процесс внутри подразделения по расширенному типу.

Освещено целесообразность обоснования стратегического развития предприятий молочного скотоводства в условиях неопределенности и усиления кризисных явлений, поскольку: отрасль молочного скотоводства представлена совокупностью хозяйствующих субъектов, подавляющее большинство которых не относится к крупным интегрированным структурам; отраслевая специфика производства молока приводит к ограничению по возможности влияния на определение параметров приоритетных направлений бизнеса. Аргументировано, что в сельском хозяйстве наиболее приемлемой является стратегия дифференцированного роста на уровне отдельного хозяйствующего субъекта, что способствует более полному использованию производственного и ресурсного по-

тенциала, снижению рисков коммерческих потерь, повышению устойчивости функционирования и др.

Обосновано, что стратегическое управление на сельскохозяйственных предприятиях молочного скотоводства – это процесс разработки перспективной модели будущего состояния организации, которая позволяет учитывать влияние факторов внешней среды, и включает совокупность адаптационных стратегий и стратегий роста по нейтрализации и гибкого приспособления к негативному их влиянию. Доказано, что модель стратегического управления в молочном скотоводстве должна ориентироваться на интенсивный тип развития на основе внедрения инновационных технологий и включает шесть последовательных этапов.

Освещено, что стратегия развития молочного скотоводства в сельскохозяйственных предприятиях должна быть ориентированной на максимизацию «отдачи» стимулирующих характеристик отрасли на основе гибкого использования всех элементов стратегии. Аргументировано, одной из мер по нивелированию негативного влияния факторов внешней среды на развитие молочного скотоводства является наращивание внутреннего потенциала инноваций как в производственную, так и маркетинговую среду деятельности сельскохозяйственных предприятий.

Ключевые слова: стратегическое управление, стратегия развития, предприятие, молочное скотоводство, инновации.



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