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MANAGEMENT IN THE AGRO-INDUSTRIAL COMPLEX

Abstract. In the article, the agro-industrial complex is viewed as a complex socio-economic system. The need for improving management at the macro, meso and micro levels based on the use of marketing management tools that are most adapted to market laws is substantiated. One of the difficult economic tasks in Kazakhstan's modern financial policy is to maintain the pace of economic development in the face of global financial instability. This article deals with the problems of state financial regulation of the agro-industrial complex of the Republic of Kazakhstan in recent years. It is noted that the strategic importance and specific features of agriculture require the development of special approaches to the management of this industry, its investment at the regional level. The main task of state regulation of the economic development of the industry is the investment development of agricultural production, as investment growth is one of the main factors contributing to the rise of agro-industrial production, solving the problems of updating the regional technical and technological base, deterioration of fixed assets in agriculture, ensuring sustainable development of the agricultural sector of the economy. The analysis of the main sources of the primary incomes of the enterprises of agriculture, forestry and fisheries in Kazakhstan for 2010-2015 is carried out. Proposals are given on further improvement of the state financial regulation of the republic's agro-industrial complex.

Keywords: socio-economic system, agroindustrial complex, marketing, management, management methods, marketing-management.

Awareness of the importance of agrarian policy in the modern economy was reflected in the next President Nazarbaev's Message from January 10, 2018 "New Opportunities for Development under the Conditions of the Fourth Industrial Revolution" which noted that agrarian policy should be aimed at dramatically increasing labor productivity and increasing exports of processed agricultural products [1]. All this will require the technical re-equipment of agricultural production, the modernization of modern technologies, the use of advanced technologies, and therefore require significant infusion of financial resources into the industry.

During the period of economic reform in the agrarian and industrial complex of the Republic of Kazakhstan the foundations for the development of a multistructure economy, socio-economic transformations in property relations were laid, the corresponding legislative base was created, as evidenced by numerous studies of Kazakhstani authors: Kaliyev G.A., Khan Yu.A., Alenova K.T., Nurumov A.A., Nitalina, G.K., Utibaeva G.B. and other scholars of agrarians and economists [2-7].

Although in recent years there has been an increase in the production of agricultural products at the same time the level of efficiency of the industry is still insufficient. The agricultural production of the country remains still small-scale and technologically backward. Problems in the agrarian sphere are further aggravated by Kazakhstan's accession to the WTO [8].

Formation of working capital in agro-industrial production also has some features. It is necessary to keep large reserves for a long time since the production cycle here is sufficiently large. The seasonal nature of agricultural production causes sharp fluctuations in the volume of circulating production assets for the periods of the year which calls for borrowing [9]. The problems of financing that arise in agro-formations can be solved by attracting additional financial resources. Financial resources (profits,

subsidies and compensations, investments, insurance, credit resources) in the system of reproduction in the industry and at the enterprise level are beginning to play an increasing role. However, at the present stage of development they do not provide sustainable economic growth [10].

The complex system is the system consisting of many closely connected subsystems, possessing several types of a straight and reverse connections and numerous channels of interaction with environment.

The most common definitions which are found in economic literature: "the system is a set of the structurally and functionally united elements in that way to ensure achievement of some purposes in the given multitude of conditions at limited resources and time"[11]; "the system is a set of the elements which are in relations and communications with each other that forms integrity, unity" [12]. The given definitions emphasize such feature of system as interrelation and interdependence of all its elements. In this research agro-industrial complex (AIC) is considered as such complex system. The agro-industrial complex is complicated, probabilistic, dynamic economic system which is part of higher order socio-economic system covering processes of production, an exchange, distribution and consumption of material benefits. The AIC meets perfectly the criteria characterizing system and can be studied from positions of the systems theory. If AIC is considered from the material and industrial point of view, its entrance are material streams of natural and production resources, an exit - material streams of consumer goods. The special place in agro-industrial complex belongs to agriculture. Modern agricultural production can't be presented segregated, isolated, developing and functioning out of national economy. In real life it is based on the intersectoral production cooperation connecting agriculture and branches, which provide agriculture with means of production; processing agricultural raw materials and carrying the food ready to consumption to the consumer. Formation of AIC is connected with considerable deepening and expansion of technological and functional communications of agriculture with other branches of national economy. The agriculture provides with raw materials the food industry, forms stocks for domestic market and resources for export. Providing population employment, the agriculture carries out also social function, creates preconditions for increase of a standard of living in the village, is responsible for preservation of fertility and quality of lands, ecology of territories on which carries out economic activity, ensures food safety and economic independence of the country.

As a result of carried-out reforms in the Kazakhstan agro-industrial complex there were essential social and economic transformations: considerably managing conditions changed, the food market was created, as a result of processes of privatization and privatization there was a transformation of the relations of property which as a result led to emergence of various forms of managing and creation of multistructure economy, the farmer sector was created, are privatized food and processing industry, wholesale and retail trade, infrastructure branches. However expected efficiency of market transformations in agrarian sector wasn't reached that is connected, first of all, with insufficient development of carried-out reforms from positions of new market realities.

The analysis of the last researches and publications on a considered problem. Questions of improvement of management on the basis of the marketing concept are widely taken up in works of foreign and domestic scientists: F.Kotler, E.Golubkov, G. Bagiyev, B. Solovyev, G. Kaliyev, T.Espolov, etc. The agro-industrial complex represents the difficult system, being characterized instability of development and stochastic (probabilistic) nature of occurring processes. The effective mechanism of management of agrarian and industrial complex demands the accounting of features of development of agrarian sector, first of all, agriculture: dependence from prirodno-climatic factors, high entrance barriers on the market, interfering competition development, backwardness of the competitive environment, unfairly large number of administrative and legal restrictions for development of agrarian business, etc. Meanwhile, researches of market conditions in the domestic and foreign food markets, the administrative decisions based on market researches and the accounting of competitive advantages, accurate definition of the priority directions of development, etc. will allow to gain synergetic effect and will ensure food safety and sustained economic growth.

Essence research marketing management, consideration of its conceptual bases that assumes consideration of the main categories forming the concept marketing management: the main to idea, purposes, tasks.

As a result of the 90th years of reforms spent since the beginning in this strategically important sector of economy, as well as in all agro-industrial complex of the country, there was a sharp decrease in volumes and economic efficiency of production. The livestock of animals was significantly reduced, the genetic and production capacity of branch collapsed, the competition became aggravated from sharply increased import, the gap in productivity and efficiency indicators in comparison not only with the developed countries, but neighbors in the CIS increased.

To restore the broken reproduction processes, to overcome lag from the developed industrial countries to reduce dependence of the country on food import, to provide competitiveness and stability of domestic agrarian and industrial complex probably only having reoriented agrarian and industrial complex branches on a market way of development which will allow to increase production efficiency.

Having analyzed tendencies of development of conceptual bases marketing management on the basis of the created methodical approaches to its studying, tendencies of development of theoretical representations, it should be noted that process of improvement traditional and search of new methods of management by market activity of the agroenterprise took place a number of stages of movement from production, commodity and marketing orientation to orientation to marketing. Now strategy and instruments of marketing develop in several directions adapting them for new reality and modern features of economy. There are additions to the marketing, the new concepts which are overstepping the bounds of axioms of classical marketing. The general tendency of this development consists that the market mechanism is more, than before, forces to pay attention to the consumer. Formation of marketing of relationship is connected with it, from our point of view. As a result of convergence of the concepts "marketing" and "management" there was a category "marketing management".

Any concept is formed on the basis of the main idea. Idea formulation – a fundamental problem of business unit, as idea - a reflection form in thought of the phenomena of objective reality. including consciousness of the purpose of further development of business process and generalizing last experience.

The main idea of marketing management is an idea of human needs and requirements, their maximum satisfaction. So, Bagiyev G. L. marketing management as system of the main ideas, tools and the analysis of business activity and environment, formation of strategy and control, approach to management which allows to reach the organization goals at the expense of full orientation to needs of the consumer and most their full satisfaction defines the concept. In the conditions of the growing competition, globalization of the markets marketing management becomes the activity, capable to provide steady competitive advantages of the enterprise in the market. The firms focused on marketing on a constant basis carry out the environment analysis, market researches, the forecast of the market and enterprise opportunities, development of the purposes and strategy of behavior of firm in the market, planning of marketing activity for specifically current situation, development of a complex of marketing and actions for the organization, management, control and an assessment of results of marketing activity.

The concept of marketing management is based on dialectics of the purpose and means of its achievement. Marketing management is a main objective not simply sale and stimulation of sales, and demand management, i.e. "providing such level, and also time and nature of presentation of demand at which the achievement of the objectives, facing firm" [13], "creation and stimulation of new needs of buyers" [14] is possible. The majority of researchers incline to thought that receiving profit shouldn't be the only purpose of the organization. So, P. Druker considers "maximizing profit by the wrong concept" and suggests to consider as a main objective of the company its survival [15].

The purposes of the various domestic companies far aren't identical: survival, development, gain of a market share, etc. During the different periods they can be corrected by results of the marketing analysis of factors internal and environment and determination of competitiveness of firm, and also ways of its increase.

Studying of the purposes of the foreign companies in Kazakhstan showed that unlike the domestic companies they aspire, first of all, not to increase in profit, and to advance of the brands for the markets of Kazakhstan. Such approach to a goal-setting is represented to us to the most effective since positioning of the brand in the market provides long-term success in the target market and, therefore, steady demand and profit.

Effective management assumes realization, first of all, the corporate purposes of the organization therefore the purposes marketing – management shouldn't contradict the accepted corporate purposes. According to the corporate purposes the target directions of management of marketing are:

- the maximum satisfaction of requirements of the market at the expense of harmonization of outputs, processing and sales of goods and services;
- use of the latest technologies for ensuring growth of labor productivity, decrease in prime cost and increase in outputs;
- achievement of high financial results (decrease in expenses, profitable activity), thanks to marketing tools.

- increase in a market share;

Realization of the main idea marketing management is based on complex use of tools marketing – a mix. They allow to realize advantages of marketing approach, providing, on the one hand, compliance to requirements and opportunities of buyers i.e. satisfaction of solvent demand, with another – having direct impact on overall performance of the organization. Therefore the purposes marketing management can be concretized proceeding from requirements of the target market on elements of a complex of marketing.

Realization of marketing approach to management assumes use of a large number of various rules and procedures (principles). It is necessary to allocate main of them predetermining level of controllability and productivity by chosen firm of strategy.

Modern researchers in area marketing management Evans, E. Golubkov, V. Demidov, P. Zavyalov, B. Solovyev, etc. used the general principles of the management, developed A. Fayolem for formation of system of the specific principles of management by marketing. The main principle of marketing approach to management of the organization is target orientation of all elements of the production and social infrastructure serving this system, to the solution of the problems arising at the potential consumer of goods and services, offered in the market:

- orientation to needs of buyers;
- system approach (harmony) in planning, the organization, the accounting of all operating factors, interrelation of planned actions;
- systematicity (continuous integration process, phasing, coherence of stages);
- reversibility (gradualness, preliminary experimental verification of made decisions);
- market orientation of marketing activity of the enterprise to a changing environment;
- minimization of expenses, self-sufficiency and self-supporting development;
- unity of strategy and tactics for achievement of the planned result;
- the most detailed and objective control of all marketing actions.

It is represented to us that as the major it is necessary to add this list with the principle of harmonization of the corporate and marketing purposes, their hierarchical sopodchinennost. This principle has to dominate in SES management. The called principles are directed on ensuring efficiency of market activity of any company. Thus the exit to positive results of business, its social orientation are caused by formation of the marketing concept of business management.

As a result of research we studied structural elements marketing management: the main ideas, the purposes, realized functions, productivity of introduction. Studying of various approaches to business management allowed us to give the comparative characteristic of traditional and marketing approaches to management, having marked out advantages and shortcomings of each of them with table.

The most common aggregate functions of management inherent in any type of management, marketing management realizes the functions of goal-setting, planning, organization, coordination and control.

Under current conditions, there are different approaches to goal setting. Particular importance to the development of goal-setting gained marketing theory. According to F. Kotler main marketing goal – to provide quality goods and services to consumers [16]. The challenge is to link the economic goals of the company and its capabilities (industrial, intellectual, physical and financial) and the requirements of the market. Goal setting in a market – the process flexible, subject to the influence of various factors. So, if there is a strong dependence on some external factor, the need to develop alternative goals that would transform the external factors in the internal. For example, to not depend on the activities of logistics organizations or large trading network, you can create your own distribution center or network of shops, which will help relieve the tension between the company and the sales organization.

Comparison of activity of the agrarian enterprises with marketing orientation and the enterprises with traditional structure of management*

Traditional structure of management	marketing orientation	Orientation to marketing management
<i>At the top management on the first place</i>		
requirements of an agricultural producer	consumer needs	realization of strategic objectives and tasks of presence expansion in the market, to increase rezultativnost due to fuller satisfaction of needs of buyers
<i>The enterprise makes (sells)</i>		
that can make(sell)	only that is in demand in the market	along with the "old" range the new goods, form demand, and define the target market
<i>It is offered to the buyer</i>		
limited range of agrarian production	wide range of goods	the range created proceeding from systematic studying of demand in the agrarian markets
<i>The goal-setting is focused on the account</i>		
actions of internal factors	influences of the external marketing environment	strong and weaknesses and opportunities of the company and requirements of the market
<i>Management is based on</i>		
on development of short-term plans	on development of mainly long-term plans	on development of multiple development plans of business unit
<i>Market researches</i>		
have no systematic character	are carried out on a constant basis and are directed on studying of behavior of buyers of agricultural products, the analysis of competitors, intermediaries, etc. participants of the agrarian market	are focused more on demand formation, the prevention and prevention of possible risks
<i>Price strategy are developed</i>		
proceeding from expenses of agricultural producers (an expensive method)	depending on competition level	on the basis of integrity of process of pricing on all phases of reproduction and tactical factors
<i>Development of new goods is carried out</i>		
for the purpose of reduction of expenses, often, without requirements of the market of agrarian production	proceeding from requirements of the market and factors of the external and internal environment	for the purpose of achievement of competitive advantages and increase of efficiency of business
<i>In development of ideas of new goods</i>		
the leading part is assigned to technicians	the leading part is assigned to marketing specialists, managers, designers	all divisions of the agrarian enterprise at all levels of management participate
<i>Process of production provides</i>		
orientation, generally on possibility of production	production of best-selling goods (service)	possibility of fast reorientation to changing demand and other factors of the market
<i>Competitiveness is defined</i>		
proceeding from the revenue sum	by comparison of characteristics of similar goods	through a prism of the competition and opinions of consumers
<i>Management is generally focused</i>		
on use of standard schemes known from past experience and methods of response to already taken place events and changes in environment	on realization of strategy on a marketing complex	acceptance of "pro-active" measures on the basis of forecasting of possible changes in the external and internal environment of the enterprise
*Note were developed by authors.		

Management process is not limited to the formation of the main goals and find ways to achieve it, and includes the processes of coordination objectives, resources, control actions. Coordination is given a central place in the system of general management functions. According to Milner, B. Z. Coordination – the distribution of activities over time, providing interaction parts of the organization in order to implement the tasks facing the organization [17].

Hayek F., Schumpeter J. and I. Tahakara define coordination as the choice of ways of interaction between parent and child elements, which are in the process of modification functions or purposes and modification of the relationship between the objectives of [18-20]. From our point of view on issues of reconciling different levels leading role of marketing management. Marketing management as an integrating, the main function of management to coordinate the efforts of all parts of the firm, to make timely adjustments in the activities to the goals based on market research.

Thus, the creation of a competitive agricultural industry, from our point of view, depends on the improvement of management, in particular, implementation of the management of marketing approach. It is a marketing management company will be considered, as well as the entire system of agriculture not in isolation, but as a single system in which the harmonious relationship and interdependence of its elements ensure high performance of the system.

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АГРОӨНЕРКӘСІПТІК КЕШЕНІНДЕГІ МЕНЕДЖМЕНТ

Аннотация. Мақалада агроөнеркәсіп кешені күрделі әлеуметтік-экономикалық жүйе ретінде қарастырылады. Нарықтық заңдарға бейімделген жоғары дәрежеде маркетинг-менеджмент құралдарын пайдалану негізінде макро-, мезо- микродеңгейде басқарудың жетілдіру қажеттілігі негізделеді. Қазақстанның қазіргі қаржылық саясатының күрделі экономикалық міндеттерінің бірі әлемдік қаржылық тұрақсыздық жағдайда экономиканың даму қарқының ұстап тұру болып табылады. Мақалада соңғы жылдардағы Қазақстан Республикасының АӨК мемлекеттік қаржылық реттеу мәселелері айтылған. Аталып өткендей, ауыл шаруашылығының өзіндік ерекшеліктері мен стратегиялық маңыздылығы өңірлік деңгейде оны инвестициялаумен, осы саланы ерекше басқару тәсілдерін жасауды талап етеді. Экономикалық даму саласын мемлекеттік реттеудің басты міндеті ауыл шаруашылық өндірісін инвестициялық дамыту ретінде, өйткені инвестициялардың өсуі агроөнеркәсіптік өндірісті көтеруге ықпал ететін негізгі факторлардың бірі болып табылады, өңірлік техникалық және технологиялық базаны жаңарту мәселелерін шешу, ауыл шаруашылығындағы негізгі қорлардың тозуы, экономиканың агралық секторын тұрақты дамуын қамтамасыз ету. Қазақстанның балық шаруашылығына және орман, ауыл кәсіпорындарының бастапқы кірістерін қалыптастыру негізгі көздеріне талдау жасалған. Республиканың АӨК мемлекеттік қаржылық реттеуге одан әрі жетілдіру бойынша ұсыныстар берілген.

Түйін сөздер: әлеуметтік-экономикалық жүйесі, агроөнеркәсіп кешені, маркетинг, басқару, басқару әдістері, маркетинг-менеджмент.

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МЕНЕДЖМЕНТ В АГРОПРОМЫШЛЕННОМ КОМПЛЕКСЕ

Аннотация. В статье агропромышленный комплекс рассматривается как сложная социально-экономическая система. Обосновывается необходимость совершенствования управления на макро-, мезо- и микроуровне на основе использования инструментов маркетинг-менеджмента, в наибольшей степени адаптированных к рыночным законам. Одной из сложных экономических задач в современной финансовой политике Казахстана является поддержание темпов развития экономики в условиях мировой финансовой нестабильности. В статье говорится о проблемах государственного финансового регулирования АПК Республики Казахстан за последние годы. Отмечается, что стратегическая значимость и специфические особенности сельского хозяйства требуют разработки особых подходов к управлению данной отраслью, её инвестированием на региональном уровне. Главной задачей государственного регулирования экономического развития отрасли выступает инвестиционное развитие сельскохозяйственного производства, так как рост инвестиций является одним из основных факторов, способствующих подъему агропромышленного производства, решению проблем обновления региональной технической и технологической базы, изношенности основных фондов в сельском хозяйстве, обеспечению устойчивого развития аграрного сектора экономики. Проведен анализ основных источников формирования первичных доходов предприятий сельского, лесного и рыбного хозяйства Казахстана. Даны предложения по дальнейшему совершенствованию государственного финансового регулирования АПК республики.

Ключевые слова: социально-экономическая система, агропромышленный комплекс, маркетинг, управление, методы управления, маркетинг-менеджмент.

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