

**INNOVATIVE STRATEGIES AND PRACTICES OF DIGITAL
MANAGEMENT SYSTEMS FOR BUSINESS**

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The peculiarities of the formation of the gross national product and the shift in the sectors of the country's economy require a rethinking of the historically formed prerequisites of industry segmentation. One of the identified areas is the understanding of the agrarian sphere as a sphere of agro-industrial production. This is connected, first of all, with the facts that, at present, the subjects of the agribusiness sphere are already more in line with the main characteristics inherent in industry, in particular, the renewability of the means of production. So, even without taking into account the processing enterprises in the agrarian sphere, it is necessary to single out agricultural enterprises that have formed on their base the opportunities and capacities for introducing, at a minimum, primary processing and, even, in some cases, in-depth processing of agricultural raw materials for a more effective output both domestic and

international markets. Thus, the involvement in agricultural production of technical and technological support for own processing of agricultural raw materials defines this sector as agro-industrial production, which should be fully attributed to the modern industry of the country.

At the same time, the obtained shifts call for the need to reengineer modern management models of agro-industrial enterprises, especially in the field of management.

It should be noted that the conceptual-categorical apparatus of studies of the theoretical content of management is almost completely revealed and formed. However, not a single agro-industrial enterprise, not taking into account holding-type associations, does not sufficiently apply the tools of strategic management of competitiveness in its practice and does not actually use formalized management structures in its organizational and management practice. At the same time, the vast majority of managers of domestic enterprises do not at all understand the essence, features and importance of integrating elements and tools of activity management into enterprise management systems, and, therefore, do not consider it necessary to use the opportunities to increase the level of competitiveness of their enterprises in the commercial sphere, focusing the main attention on creating competitive advantages at the production stage of the cycle of creation and sale of products [1-3].

This limitation of measures to manage the competitiveness of agricultural enterprises and their products leads to the predominant use of tools for reducing production costs when creating sustainable competitive advantages of a price nature. The latter negatively affects the level of income received by commodity-producing enterprises, respectively, the level of economic efficiency, investment attractiveness, deprives subjects of the agrarian sphere of financial resources for stabilization of development. This is the essence of the scientific problem of the development of strategic management in the field of management in agro-industrial enterprises in the context of ensuring their competitive development on the basis of modern theories.

In our opinion, precisely because of the adaptation of the main tools of the management complex from a theoretical basis to practical actions, the agro-industrial

sphere may not only be able to increase the level of competitiveness of enterprises, but also generally improve the results of their production and economic activities for the long term. Therefore, the study of the essence and features of the introduction of agro-industrial management in the activity of agro-industrial enterprises should be based precisely on the formation of the content of the defined toolkit. Moreover, taking into account the results obtained in this area, it should be noted that the majority of management research is an adaptation of the modern general theory of management to the conditions of agro-industrial production, which is not always effective [4-5].

Therefore, the concept of introducing agro-industrial management, in our opinion, should be based on the understanding of management as a type of system for managing the production and sales activities of agribusiness entities, which is based on the use of basic management tools (product, price, communication and sales policies) as a single of the complex. The result of the formation of this system is the determination of the business entity's activities in accordance with the constant changes in the market environment; market behavior tactics in order to maintain the necessary market share and other effective indicators of production and commercial activity; strategies for ensuring the competitive development of subjects in the production sphere of the agrarian market. In addition, the meaningful content of the defined management toolkit needs to be updated not due to the expansion of its theoretical essence with further adaptation to the conditions of agricultural production, but taking into account, first of all, the possibilities of practical application in the activities of agricultural commodity producers, which constitutes the basic level of reengineering of the management of activities in the field of agro-industrial production.

Among the existing management models for obtaining competitive advantages of business entities, special attention is currently paid to B2C and B2B. The peculiarities of the application of the B2B (Business to business) system in the general sense is the organization of closed-type sales, the purpose of which is the formation of large product batches for a small number of consumers, while the B2C (Business to customer) system is, on the contrary, the attraction of a significant number of consumers with the smallest volume of the product batch. The specified models have

their advantages and disadvantages, and from a scientific point of view they can be adapted for any field of production. It should be noted that there are examples of their use in the agricultural sector as well [7-10].

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It was determined that the formation and reengineering of the management of B2B strategies in agro-industrial production has its own specifics, so the following areas can be distinguished. Thus, the first group includes agro-industrial enterprises engaged in the sale of products only to other agribusiness subjects. These are mostly products of the agro-raw material segment. The second group includes agro-industrial enterprises that operate in the agro-food and industrial markets. Their product policy is formed from products of primary processing for sales opportunities to end consumers - as enterprises engaged in deeper processing and the population. The third group is formed by agribusiness entities that sell their products only on the consumer market (which is also a separate segment of the agri-food market). They include personal (peasant) and farms.

It is proposed to apply only a modified (simplified) management model of B2B competitive advantage formation for the conditions of operation of agro-industrial production, in general, and for agribusiness subjects, in particular. Why use models for the first group of agro-industrial enterprises, which are the object of this study. The peculiarity of the agrarian market (not the agri-food segment, namely the raw material segment) makes it possible to carry out purchase and sale processes only between product manufacturers and other subjects of the business sphere (intermediary organizations, exporters and processing enterprises), in which the goods are agricultural raw materials that are not suitable for final consumption without additional processing.

The formation and re-engineering of strategy management should take place according to the scenario of using the defined tools of activity management through the involvement of 4R. That is, this strategy will include the principles of combining product, price, communication and sales policies of an agricultural enterprise, which, in turn, should be determined not through the adaptation of all existing theoretical provisions, but formed separately for the conditions and features of agro-industrial production.

The main characteristics of the implementation of commodity policy for agro-industrial management include the following:

- the assortment of goods in an agro-industrial enterprise is formed simultaneously taking into account the production capabilities (capacity) of the economic entity and the results of an analytical study of the situation of selected segments of the object market;

- the formation of the product batch should take place in accordance with the features of using the B2B management strategy of the first defined group of agro-industrial enterprises, i.e. the size of the product batch should correspond to the requests, first of all, of exporters;

- the use of the most effective management approach – offering goods with reinforcement (showing personal attention to buyers, forming homogeneous product

batches according to quality and other sets of consumer properties, providing improved conditions for transportation and delivery of product batches) [11-13].

At the same time, the involvement of such theoretical provisions of marketing theory as understanding the stages of the formation of new goods, determining the market attributes of goods, evaluating the life cycle of goods, forecasting based on the latter and other such tools, is not possible for use in the agricultural sector (the raw material segment of the agricultural market) due to a number of objective factors.

The formation of the price policy of agro-industrial management in the conditions of activity of agro-industrial enterprises will have the following form, taking into account the peculiarities of the industry:

- pricing is free (market), i.e. prices are formed in selected segments of the object market under the influence of the economic situation, regardless of state bodies, especially when entering international markets;

- the price policy of the business entity must correspond to the type of market, in particular, the market of agro-industrial products is in most cases close to oligopsony or monopsony;

- the main approach to price formation for goods of the raw segment of the selected object market should be the "costs + necessary profit" method;

- the most successful price strategies of agro-industrial enterprises when implementing management are separate strategies of differentiated prices, which are formed taking into account the specifics of export.

Thus, the existing situation regarding the formation of the price policy of agro-industrial enterprises allows the most successful use of precisely differentiated prices, the purpose of which is to increase sales volumes for exporters, thereby reducing volumes for intermediary organizations. In particular, the following should become basic:

- a strategy of discount prices, which will allow to attract more buyers through temporary measures of seasonal price fluctuations for regular customers and price reduction depending on the increase in product lots;

- the strategy of flexible and elastic prices, which provides for price changes depending on the capabilities of buyers, which will contribute to mutually beneficial and long-term cooperation with consumers of these products, who are also in the conditions of constant financial conditions of their activities;

- a strategy of mass prices, the effect of which can be obtained through the formation of the largest product batches for one buyer [14-15].

At the same time, it should be noted that the use of better-known price management strategies (high price strategies, low price strategies) is ineffective for agro-industrial enterprises. This is due to the following features. Thus, the strategy of high prices involves the sale of goods initially at high prices with a gradual decrease, which is more characteristic of new goods. In agro-industrial production, the products offered for the market are not such. It is also necessary to take into account the moment of seasonal price fluctuations, which, for example, in the field of crop production, is proven by many years of experience of setting the lowest prices during the harvest period, that is, at the beginning of the management year, and the highest - in March-May. The strategy of low prices is based on the initial formation of the lowest prices with their gradual increase. However, in the conditions of agro-industrial production, the first sales should provide an influx of financial resources to ensure further simple or extended reproduction. Therefore, strategic management at enterprises using these pricing methods is unacceptable.

Therefore, the concept of introducing agro-industrial management, in our opinion, should be based on the understanding of management as a type of system for managing the production and sales activities of agribusiness entities, which is based on the use of basic management tools (product, price, communication and sales policies) as a single of the complex. The result of the formation of this system is the determination of the business entity's activities in accordance with the constant changes in the market environment; market behavior tactics in order to maintain the necessary market share and other effective indicators of production and commercial activity; strategies for ensuring the competitive development of subjects in the production sphere of the agrarian market. In addition, the meaningful content of the defined

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The communication policy for the conditions of functioning of agricultural commodity producers is very conditional, which is caused by the special nature of the product and the special consumers of such a product. In general, only participation in specialized exhibitions and fairs can be attributed to the main and practically effective measures to promote goods to the market; advertising activity on specialized Internet sites; personal selling, i.e. independent search for potential customers and establishing relationships with them [15].

The distribution of goods and sales is the main policy for ensuring the competitive development of agro-industrial enterprises, which is proven by the principle of management - you should produce what you can sell! Therefore, it is the effective capabilities of sales policy that are the key to success.

The main tasks of the sales policy are to combine the product, price and communication policies of the enterprise into a single system for the formation of an effective product distribution system. This will allow, first of all, to manage the sales channels of the agro-industrial enterprise with the main goal of forming the product batches required in terms of volume for sale under the direct management scheme to the most important consumers of primary processing products - exporters, as well as increasing the volume of sales of their products through the channels of zero level (that is, excluding intermediary organizations) in general. And, secondly, it will make it possible to form a system of distribution of products in the time plane, which is caused by peculiarities and, in particular, seasonality in the field of agro-industrial production. The latter will make it possible to maintain permanent and planned financial support for the production activity of business entities, which is a basic component of their existence and functioning on the selected object market.

The effectiveness of the functioning of the internal raw material segment of the agricultural market is considered in the study through the prism of the competitiveness of its main participants - commodity producers. The analysis of the existing theoretical works on the essence of competitiveness revealed the lack of unity of views on this category. Therefore, it became expedient to justify the definition that best corresponds to the context of the performed research. Thus, the competitiveness of agro-industrial enterprises should be understood as the ability to fully mobilize the economic potential of the enterprise, as a subject of economic relations, with the simultaneous creation of product, price, marketing and logistics competitive advantages, which allows the enterprise's offers to be more attractive to consumers, suppliers and investors in comparison with the main competitors, the consequence of which is the preservation or increase of the market share, improvement of economic efficiency and value of business. At the same time, the level of competitiveness of the enterprise can be informatively and relevantly evaluated and considered only in dynamics, because an uncompetitive enterprise or product under certain conditions of the external environment can become competitive when these conditions change and vice versa.

Thus, in the context of the implementation of the paradigm of sustainable development of subjects of economic relations in the management of the main activities of enterprises in the field of agro-industrial production, it is advisable to talk not so much about the dynamics of levels of competitiveness and efficiency, but about determining the direction of organizational, production-technological and commercial changes aimed at long-term maintaining and increasing the specified levels. This determines the expediency of introducing the definition of "competitive development". The competitive development of enterprises should be understood as the type of development of an entity that, while maintaining a stable level of economic efficiency and maintaining or improving market positions, is able to form a certain potential for increasing the competitiveness of the enterprise and its products through the use of strategies aimed at creating competitive advantages [7-11].

In our opinion, strategic management is the main possible tool for ensuring the appropriate level of efficiency, and the competitive development of enterprises

depends on the successful application of the strategy generation and implementation mechanism. The strategy should not only be singled out as an integrated model of actions or a prospective detailed project, but should be used as a tool for long-term specification of the direction of the enterprise's development, which applies to all spheres and means of its production and commercial activity, systems of internal and external relations, as well as opportunities for strengthening competitive positions of the enterprise on the selected object market. At the same time, one of the main directions of ensuring the competitive development of enterprises is the formation and practical use in real activity of agro-industrial management, which satisfies the provision of effectiveness in the area of commodity, price, communication and sales policies of business entities, thereby combining the specified areas of production and commercial activity agribusiness subjects.

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