ABSTRACT

Modern conditions for the global economy development clearly indicate that the formation of competitive agrarian economy advantages in the Russian Federation is possible only with the use of an innovative development scenario and the large-scale use of the scientific and technological potential of high-tech industries. Of course, the complex of the most important criteria for the economic growth of the national economy determines the volume of the high-tech sector and the scientific and technical potential of the country at the present stage. The situation in the Russian market clearly implies the need for a quick solution to the main problems of developing high-tech sectors in the agro-industrial complex, accelerating import substitution and ensuring sustainable food security based on resource-saving technologies of agro-industrial production and deep processing of agricultural raw materials.

Keywords: National economy. Agroeconomic development. Agroindustrial complex. Strategic management. Sustainable development.
Globalization, chronic uncertainty and increasing competition have greatly aggravated the problem of building and mobilizing the competitive advantages of the national economy. New global trends have led to the entry into the world markets of qualitatively new participants, including transnational corporations, interregional associations and other entities that are activating their direct impact on the structure and sources of competitive advantages of national economies in the context of globalization and integration of economic tasks. All this is accompanied by a weakening of the national sovereignty of most countries and a decrease in the role of the state as the main regulator; increasing globalization moves the complex of problems of interaction between the planning and market development to the international level (BABURIN, 2011; ZELDER, 2011; MENDELSSOHN, 1959). We are talking about the fact that the problems of building and involving the competitive advantages of any state can no longer be solved only at the national level: they also need to be solved at the global level, with the obligatory consideration of the direct impact of supranational institutions. Moreover, if the pricing mechanism is the basis of international markets, the set of restrictions imposed by supranational institutions may have both price and volume nature.

Modern agriculture is experiencing many new problems caused by Russia's entry into the WTO, its participation in inter-regional formations in the CIS economic space, and a set of economic sanctions. All this, of course, negatively affects the trends of the agricultural production development, the quality and competitiveness of products produced by the agricultural sector, and the balance of exports and imports of food products. It must be admitted that the foreign policy situation worsened macroeconomic conditions and, first, reduced investment activity; also, it led to an increase in financial and economic risks in agriculture. Under these conditions, it is impossible to talk about recognizing the development of the agriculture and the agro-industrial complex (as a whole) sustainable both from the point of view of ensuring their competitiveness and industrial safety of the country. There is stagnation in agricultural production, and a deep systemic agrarian crisis (BUZDALOV, 2013).

It seems to us that in this situation it is especially important to identify the features of state planning and market development not only at the national level, but also at the supranational level, which acts as the basis for the formation and mobilization of competitive advantages in various types of territorial-economic systems in the context of increasing globalization. It seems to us that this approach allows the rational use of planned and market regulators. In this regard, it is extremely important for the development of the theory, methodology and practice in strategic management of the agro-economic development of the constituent entities in the Russian Federation to identify the features concerning the correlation between planning and market development in the process of formation and mobilization of the competitive advantages available in the agrarian sector of the national economy in the context of the development of global and national trends.

The insufficient theoretical and methodological elaboration of the problems concerning sustainable agro-economic development of the regions in the context of globalization influenced the choice of the topic of our study. It seems to us that the solution of the problem under consideration is very significant for the formation of the competitive advantages of the agrarian sector of the national economy.

**Research Methodology**

The theoretical and methodological basis of our study was the scientific works elaborated by the classics of economic theory, monographs and scientific articles of the most famous Russian and foreign scientists and practitioners in the field of strategic management, agricultural development, strengthening globalization and integration of economic relations, innovative development, and the formation of competitive advantages. During the study, we used a set of general scientific and special methods of cognition: the historical and logical approach, induction and deduction, system-structural analysis, modeling, comparison, and generalization.

The information base of the study was the statistical data of the Federal State Statistics Service of the Russian Federation, regional departments of the Federal State Statistics Service of the Russian Federation, materials from the World Economic Forum, analytical reports of scientific conferences, publications on the Internet, etc. The validity of the presented results, conclusions and proposals is ensured by using the research of fundamental scientific works of leading world scientists in the capacity of a theoretical and methodological basis, their consistency with the basic principles of modern economic theory.

The theoretical significance of the study is determined by the relevance of the goals and objectives and lies in the formation and implementation of the competitive advantages of the agrarian sector of the national economy in the context of globalization, the improvement of the strategic management system for agri-economic...
development, considering trends in the formation of integrated economic relations.

The practical significance of our study lies in the fact that the findings and practical recommendations for building and mobilizing the competitive advantages of the agrarian sector in the national economy can be effectively used at the level of the constituent entities of the Russian Federation. The findings and recommendations can be useful in the development and implementation of the export-oriented import substitution strategy in the agricultural sector, and in the development of the concept stipulating competitive Russia’s entry into global integration processes.

RESEARCH RESULTS

The need to ensure sustainable dynamic development of economic entities appears as an important and significant priority for the strategic management of diverse enterprises of the domestic agro-industrial complex, and, first of all, for strengthening the competitiveness of agro-industrial products in the context of intensive integration of economic relations in international markets. Growing competition and total globalization of the economy are extremely relevant issues concerning economic security of diverse enterprises of the Russian agricultural sector. The complex of general problems on economic sustainability in the national economy, described in the writings of such founders of the business cycles and crises theory as A. Smith, D. Ricardo, J. Mill, K. Marx, F. Engels and others, allowed them to determine the possibility and inevitability of crisis phenomena and their consequences, to establish their cyclical nature and the existence of causal relationships and sources of formation of business crises and their consequences for various areas of the economy, management, and society. It should also be noted the contribution of Russian scientists, such as M.A. Sazhina, S.Yu. Glazyev, D.V. Valovoy, Yu.V. Yakovets, D.S. Lvov and others, who revealed the peculiarities of domestic enterprises, revealed the laws of economic instability, and the possibility of neutralizing crisis phenomena, etc.

In general, we can talk about the existence of a complex of theoretical and methodological developments devoted to the problems of strategic management of economic entities, and to the instruments for managing sustainable development. In today’s realities, one of the most socially and economically problematic objects of management are diverse enterprises in the agro-industrial complex. It seems to us that the organization of strategic management, especially at agricultural enterprises, must, first of all, be directed towards the prevention of negative instability trends. This situation requires the formation of a modern methodology, presented in the form of a system of goals, principles, methods and means on institutional regulation of agro-economic development instability factors. Analysis and generalization of special literature allows us to consider the methodology as a special subject of rational knowledge positioned in the form of a system of socially tested rules and standards for knowledge and actions that are related to the properties and laws of reality (BRYANTSEVA, 2009; MAZHIGOVA et al., 2007; UTKIN, 1997). A similar perception of the activity methodology essence allows its consideration in the following sequence: goal-motive-method-result (NOVIKOV, 2007). Two main types of methodology are revealed in the modern specialized scientific literature:

- Descriptive methodology revealing the structure of scientific research, the laws of scientific knowledge, etc.
- Normative (prescriptive) methodology which is directly aimed at regulating activities and is a list of recommendations and rules for conducting research activities (REISBERG, 1999).

A similar interpretation is successfully used in the theory and practice of strategic management. The methodology in enterprise management allows us directly to reveal the priorities of the analyzed systems, mechanisms and processes in strategic management of business entities. Its use allows us to position the essence of organizational and managerial activities, methods of choosing effective management decisions and approaches involved in management processes. All this refers to a substantive aspect of the methodology. Among the main components of the management methodology, one can single out its conceptual elements, its logical-structural diagram and implementation processes (structural-temporal diagram). The study of any elements is associated with the need for a clear understanding of the entire relationship and interdependence with other elements that together form the whole system. A systematic approach acts directly as the basis for the formation of a methodology for the strategic management of business entities. All this is very important to consider when studying the sustainability of agroeconomic development. We mean by stability “the ability of a system to retain its characteristics under the influence of changes caused by various factors” (KOVAN, 203).
Using this approach in management allows us to diagnose an object, get a comprehensive assessment by modeling the cause-and-effect relationships of its elements. The development of any enterprise forms integration or differentiation, the connection of which forms new organizational forms of management or organizations of a new type. Their interaction forms a crisis point (KOROTKOV, 2009; GLAZYEV, 2010) and contains a threat of system destruction. Foreign experience shows that increasing in the degree of integration and the formation of corporate structures can increase in the sustainability of economic development of enterprises. The creation of corporate structures allows us to effectively mobilize the market potential of the organisation participants; centrally manage resources; significantly reduce costs due to the scale of production; improve investment attractiveness through the formation of a consolidated sound collateral base; promptly restructure mutual debts, etc. In the EU countries, for example, crisis management, reengineering, and strategic management mechanisms are widely used as the basis for managing firms in conditions of economic instability (RYAKHOVSKY, 2007).

Summarizing the foregoing, it can be argued that the sustainable development management of enterprises should be considered both as an independent scientific field and as a focused practical activity that has its own sphere of application in theory, methodology and practice. Speaking about the strategic management technology, it should be noted that there is a mandatory sequence of actions in finding various options for effective solution of a problem, as well as an algorithm for the implementation of the functional powers of management. The choice of strategic management technology of an enterprise implies the need to consider the features of the problems considered, including standard, typical or non-standard ones, as well as the state of a particular business entity: stable, unstable, crisis. A specific position of an enterprise corresponds to its own strategic management problem, which is solved by a set of technologies for regulating the financial and economic instability of an economic entity (KUSHBOKOVA et al., 2009; CHIKATUEVA et al., 2012; SHIKHABAKHOV et al., 2012).

The diagnosis of financial and economic situation in diverse enterprises in the agro-industrial complex plays as a fundamental element of their strategic management. The diagnostic process is characterized by research, search and cognitive activity. Diagnosis is a mandatory anti-crisis procedure that allows analysts to quickly identify the problematic positions of the financial mechanism, anticipate a possible scenario, and develop effective solutions. Monitoring and controlling carried out while diagnosing allow timely identification of a group of the main economic instability factors, determination of trends in their changes, which, in general, helps to prevent bankruptcy. Specifically, when diagnosing a crisis, not the statistical situation of the enterprise is more analyzed, but its development over time (ZELDER, 2011). We are talking about the need to create an effective information base that allows us to objectively determine the influence of factors aimed at stabilizing the system under study and the dynamic properties of the system, and the parameters of their manifestation.

When diagnosing, any enterprise is considered as a complex highly organized dynamic system of high interest to the owners of the enterprise, its managers, contractors, financial, tax and other structures (PRINISHVILI, 2000; EGGERTTSSON, 2011). This situation makes it necessary in individual cases to conduct individual monitoring, monitoring by shareholders, departmental monitoring, federal monitoring. The appropriate methodology is used in accordance with the level of monitoring. In general, these methods, one way or another, are aimed at assessing the solvency of accounting objects, at identifying facts of deterioration in solvency and the occurrence of threats of bankruptcy for accounting objects, at determining the level of payment risk and volatility (AYVAZYN, 1999; JOHNSON, 2007; KOVALEV, 2012). It is noteworthy that in the United States, Canada and other economically developed countries, all the attention in the diagnosis is focused on improving risk management in today's reality. Here, modern technologies are actively used to effectively solve acute problems at different stages of the life cycle (OVSYANNIKOV, 2012).

Analysis and generalization of specialized literature on the issues under consideration allowed us to develop a modified algorithm for the formation of a strategic management mechanism for the sustainable development of diverse enterprises in the agricultural sector. At the first stage, we identify and evaluate based on monitoring the main factors of instability of an economic entity. At the second stage, the goal, object and subject of management are mutually agreed and their compliance with the factors of financial and economic instability is evaluated. At the third stage, the compliance of the selected methods and management tools with the set goals, object, subject and identified factors is assessed. At the fourth stage, we determine the volumes of necessary resources. At the fifth stage, we carry out organizational preparation of the strategic management mechanism for the rehabilitation of the enterprise under study. At the final (sixth) stage, we evaluate the results of ensuring the sustainable development of the business entity.
As can be seen from the foregoing, the modified algorithm we proposed allows us to strengthen the strategic management system of an enterprise by providing an objective vision of the values and motives for determining the conditions necessary to overcome the crisis.

**CONCLUSIONS AND PROPOSALS**

Our study allowed us to formulate the following conclusions and suggestions:

- The concept of sustainable agricultural development is based on generally accepted principles and is aimed at ensuring balanced, harmonious agro-economic development, which allows increasing the level of food production and food security.
- The key mechanism for achieving sustainable development of the agricultural sector is the increase in labour productivity, which is associated with the need to use modern mechanisms of strategic management at all hierarchical levels (state, industry, region, corporation, enterprise).
- To establish effective management of agro-economic development, it is necessary to generate relevant information, which involves the creation of new theoretical and methodological approaches to improve the strategic management system based on the formation of an up-to-date management information base.
- The methodological approach to the strategic management of the agro-economic development in the Russian Federation regions in the context of global and national trends in the formation of integrated economic relations has been modified; the essence is established, and the functional structure of this process is determined. The factors contributing to and hindering the processes of building and sustainable development of the agrarian economy in the regions are clarified; qualitative and quantitative characteristics of the regional economic system stability are determined.
- A modified algorithm focused on the formation of a strategic management mechanism intended for the development of diverse enterprises in the agro-industrial complex, covering the processes of setting goals, objectives and determining the state of an economic entity; refining the management model considering organizational conditions; formulating the architecture of a performance indicators system, and integrating rehabilitation modules into a strategic management system, is proposed.

**CONFLICT OF INTERESTS**

The authors confirm the absence of a conflict of interest.

**REFERENCE**


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