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**MECHANISMS FOR ENSURING THE COMPETITIVENESS  
OF BUSINESS STRUCTURES IN THE AGRICULTURAL SECTOR**

**Abstract.** Neither the development of the world economy nor the availability of raw materials can guarantee the stability of economic development and a high level of social welfare. Now Kazakhstan faces the task of accelerated development of national economy sectors that give a multiplicative effect (the share of agricultural products in the country's GDP should grow 5 times by 2050), including the agro-industrial complex of Kazakhstan has a great potential to become a new driver of economic development. Therefore, the agro-industrial complex of Kazakhstan needs sustainable development of export-oriented agricultural production that is competitive on the world market.

Despite the solution of many theoretical and applied problems reflected in the works of these authors, a General approach to the classification of organizational reserves for improving the efficiency of production of scientific-intensive products is not currently formed, and the issues of forming a mezzanine for identifying and using, and evaluating the level of production efficiency require further improvement.

The purpose of the research is to develop theoretical, scientific, methodological and practical provisions for the formation of a production management system of innovative potential based on improving the competitiveness of the agricultural industry, aimed at ensuring food security in Kazakhstan.

The article shows that the innovative type of economic development requires the development of a competitive innovative potential product, the implementation of the principles of continuous improvement, the search and use of the organization of production for its effective production. The necessity of forming mechanisms for identifying and using organizational reserves to increase the efficiency of production of innovative potential products is also determined. This opened up the possibility of creating and developing conditions conducive to the mobilization of domestic reserves.

**Key words:** sustainable development, competitiveness, agro-industrial complex, entrepreneurship, development mechanism, efficiency.

**Introduction.** In the areas of regulation of agricultural development, ensuring structural shifts, we can distinguish several important areas of regulation. First, it is necessary to significantly improve the mobility of the main factors of production. Labor on agricultural land, capital, immobility of land itself are important obstacles, such as the rational placement of reserves, to increase the rural economy, as well as the timely supervision of market forces in changes in the impact of economic efficiency.

Secondly, the increase in the mobility of factors of production is associated with the development of the sphere of services provided on agricultural land. It is not surprising that the increase in the level of Service is indeed an economic factor in the development of the rural economy, which contributes to the supply and demand of Labor [1, 2]. The development of infrastructure and the removal of administrative barriers will have a positive impact on the mobility of labor, capital and land.

Thirdly, the increase in the rate of production in the rural economy created the question of regulation of the ecological component of the rural economy. Environmental Protection and its improvement are

important for improving rural conditions, as well as for the development of recreation areas, tourism and other areas of sabotage of the rural economy [3].

Fourth, in the measure of the development of the intensity of production, there is a distorted regulation of market forces. Excessive subsidies exceed the necessary amount of support in the agricultural sector, which indicates that the state cannot intervene. Excessive support from the state will lead to competition, restructuring, and ultimately to the detriment of the rural economy.

In this regard, another criterion for the classification of state regulatory measures is the step of influence on production and trade [4]. The same criteria are registered in the liberalization trade and the World Trade Organization (WTO) agricultural agreement, which was used in Uruguay. There is no influence or influence in the production of minimal step and trade under the name of the "green box". The criterion for this green box is specified in the 2nd determinant in the agricultural agreement. This has an immutable meaning, such measures are not subject to transfer from consumers, there is no price quality in maintaining production, and there is no attachment to the type or volume of products, domestic or world prices, factors of production. Specific criteria for special measures are set and must be observed.

**Methods.** The paper uses methods of modeling and comparative analysis. To solve individual tasks, we used the methods of the «ree» of goals and expert assessments. The information and empirical base of the research is normative legal acts of regional and municipal levels; official data of Republican and regional authorities; methodological, scientific, educational and reference literature, Internet materials, as well as research conducted by the authors.

Methodological research is a General method of scientific knowledge-analysis and synthesis, Content-Media analysis of sociography, system-comparative method that allows to determine the Genesis, sequence and functioning of the stages of the mechanism of development of business structures in the agricultural sector.

Research and development work in the field of development and effective adaptation of foreign experience in managing the development of municipal institutions.

**Results and discussion.** For the further development of the agricultural economy of the Turkestan region, large amounts of domestic and foreign investment should be received in various entrepreneurial projects. From our point of view, investments are investments or goods in various forms and are directed to production services in order to increase capital or value added.

In the economic literature, public, private, mixed and foreign investments are distinguished. However, the desire for domestic investment is less expressed. If we are talking about attracting investments, first of all, the formation of a favorable external environment for foreign investment is taken into account [5,6].

The reasons for attracting foreign investment are: the creation of new jobs, the development of new technologies, know-how and methods of organizing production management and innovative processes, due to the improvement of the country's balance of payments, stabilization of the macroeconomics.

Innovation management (innovation) is related to investment processes. The better the management and news structure, the more attractive the project will be for potential investors.

Foreign investments loans received from an international financial organization also consist of loans, grants, and material assistance received from other countries from interstate agreements. Domestic investments consist of state funds, i.e. related state funds attracted from other funds (loans, financial assistance, temporary assistance, etc.).

Japan is one of the developed countries, which limits the inflow of direct and indirect investment and creates conditions for attracting domestic investment in the first place for the creation of new scientific technologies, know-how and qualitatively new industries on a large scale. Japan, in turn, has severely restricted purchases of foreign licenses in order to create a technically advanced export base. The volume of foreign investment in the percentage of Foreign and domestic investments in Japan is still relatively small. In this regard, due to the inflow of investments in new multi-science technologies in the Republic of Kazakhstan, it is important to equip it at the expense of internal and external investments.

World practice has shown that foreign direct investment in comparison with other types of economic assistance differs in its advantages. Another example is Argentina, which has an open economic policy, which led to the pre-revolutionary conditions and economic crisis of the International Monetary Fund in order to attract and maintain transparency in foreign investment.

According to world experience, a well - thought-out and effective policy in attracting foreign capital is a mechanism for ensuring sustainable economic growth of the country. If this not only ensures the growth of manufacturing industries, but also includes investment, processing and science-based industries, then the attracted investments are suitable for the benefit of the country. At the same time, to give an example, according to the experience of Saudi Arabia, recognized as the richest country in the world, attracting only foreign investment is not recognized enough, which stops the development of the level of processing with the sale of raw materials.

As a result of this policy, Saudi Arabia's internal state revenue amounted to 3 300 billion. more than\$.

The state should implement its own regulatory and management functions for investment in the following areas [7]:

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basalar.

The methodology for assessing the competitiveness of agricultural products is implemented through the following specific chain.

1. Market Analysis (Study of the market, the needs of potential buyers, the forecast of the demand of the population, the consideration of possible competitors, including foreign suppliers) with the aim of justifying the basis for comparing the requirements of products in their selection, of course, the competitiveness of products. The possibility of selling in a given market can only be determined by comparing commodity producers with each other [8].

2. Determination of the list of parameters based on comparison and Evaluation (Technical, Economic, as well as regulatory), their quantitative expression and determination of weighting.

3. Calculation of empty indexes for each parameter individually (natural, points, percentages, shares, weights, etc.) or taking into account selected indicators.

4. Calculation of the integral indicator of product competitiveness.

5. Election of very serious factors and measures to increase the competitiveness of agricultural products for their implementation.

When determining the competitive parameters of goods, it is necessary to determine the part that the consumer characterizes the properties of the product, and the next part-to take into account the economic situation. They can be both standard (hard) and free (soft) parameters.

It is recommended that after the definitions of the hierarchy of parameters, the one that takes the greatest weights is the first plan.

The product competitiveness ( $K_k$ ) (integrated) is determined using the formula of composite parametric indices, according to which simple indices are calculated:

$$K_k = \frac{K_i}{\Pi},$$

where  $K_i$  - sum of individual competitiveness coefficients;  $\Pi$  - number of individual coefficients.

Individual competitiveness coefficients are determined by the ratio of the actual competitiveness of a product indicator that has a similar indicator operating in the market. If the integral coefficient is 1, 2 or higher, the product (product) can compete high, if 1, 2 to 1, the product is uncompetitive, if less than 1, the probability of competitiveness is low. If the efficiency indicator of the farm's product shows 20% or more, it will be able to compete in the sales market.

On the issues of commodity competition, the following models of economic development are considered: planned, market and combined, characterized by a combination of market and planned economy.

The issues of competition of the agro-industrial complex in the Republic will be even more acute, so the level of constructive decisions required by the state to justify an effective domestic and foreign policy in specific regions should be determined.

- The competitiveness of the national agro-industrial complex is determined by the following main factors;

- new technologies and investments based on the level of science;
- the level of investment based on «human capital»;
- the level of favorable economic conditions for innovation;
- liberalization of foreign economic relations [9];
- formation of an open economy based on the rules of international trade;
- high quality of products in accordance with the relevant international certification,
- economic freedom of the economy;
- state guarantees for the protection of property and capital funds of agricultural enterprises [10].

New intensive and high technologies play an important role in the growth of production efficiency and the formation of product competitiveness, which means that almost 80% of quality and competitiveness are created in the production sector, that is, at the stage of technological formation of product properties, and accordingly, as a result, the norm of consumer prices is formed. 20% of the quality is formed in the production, packaging and storage processes of agricultural products, etc.

Therefore, the development of «human capital» and investment in science the reorientation of investment in technology of agricultural products requires a level of increasing competitiveness.

Currently, the growth of the economy of the agro-industrial complex is determined by the level of Science and education and technical conditions that ensure the creation of conditions for the accumulation, analysis and application of new knowledge and the dissemination of new knowledge for the purposes of production and technology development. This will depend on the speed of innovation processes that have formed the impetus for the implementation of new technological solutions.

The competition of the national agro-industrial complex is determined by conducting an effective economic competition based on an independent agricultural policy in the domestic and foreign markets.

The level of competitiveness of the agro-industrial complex is determined by the degree of food freedom; the balance of domestic food supply and demand in the market; investment and rapid technological processing; improving the quality of agricultural products; increasing the standard of living and social stability of the population.

On the part of the economic position, the level of competitiveness in the agro-industrial complex is determined as follows: the intensification of production; the amount of investment in science and technology; the volume of sales of products; including exports; labor productivity; the capacity of Science and reserves; the level of transparency of the economy; the dynamics of the national currency exchange rate; trade and balance of payments.

To realize the existing potential in the agricultural sector of the Republic, it is necessary to concentrate the work of three main levels of economic management - macro - (state), meso - (regional and sectoral), micro-level (enterprises) on the basis of solutions of a single program to improve the competitiveness of the agro-industrial complex.

- The main directions should be:
- maximum attraction of all types of capital to the agricultural sector;
- extension of national investments in science and education;
- formation of a transition to high-speed technologies;

- development of a high-performance machine system;
- formation of a new market mentality and economic thinking of agricultural producers;
- strengthening the role of capital;
- improving the targeted orientation of the economic environment;
- acceleration of the transition of agricultural production to Information Technologies.

Improving the competitiveness of agricultural products for Kazakhstan is determined based on two main positions. First, the issue of increasing production from local raw materials to the export of products (according to the program developed in the Republic) is raised. Secondly, it is necessary to ensure the demand for the development of own production, which can compete in the domestic market of products, by replacing imports.

In this regard, it is time to develop an organizational and economic mechanism that ensures the competitiveness of agricultural enterprises (figure 1).

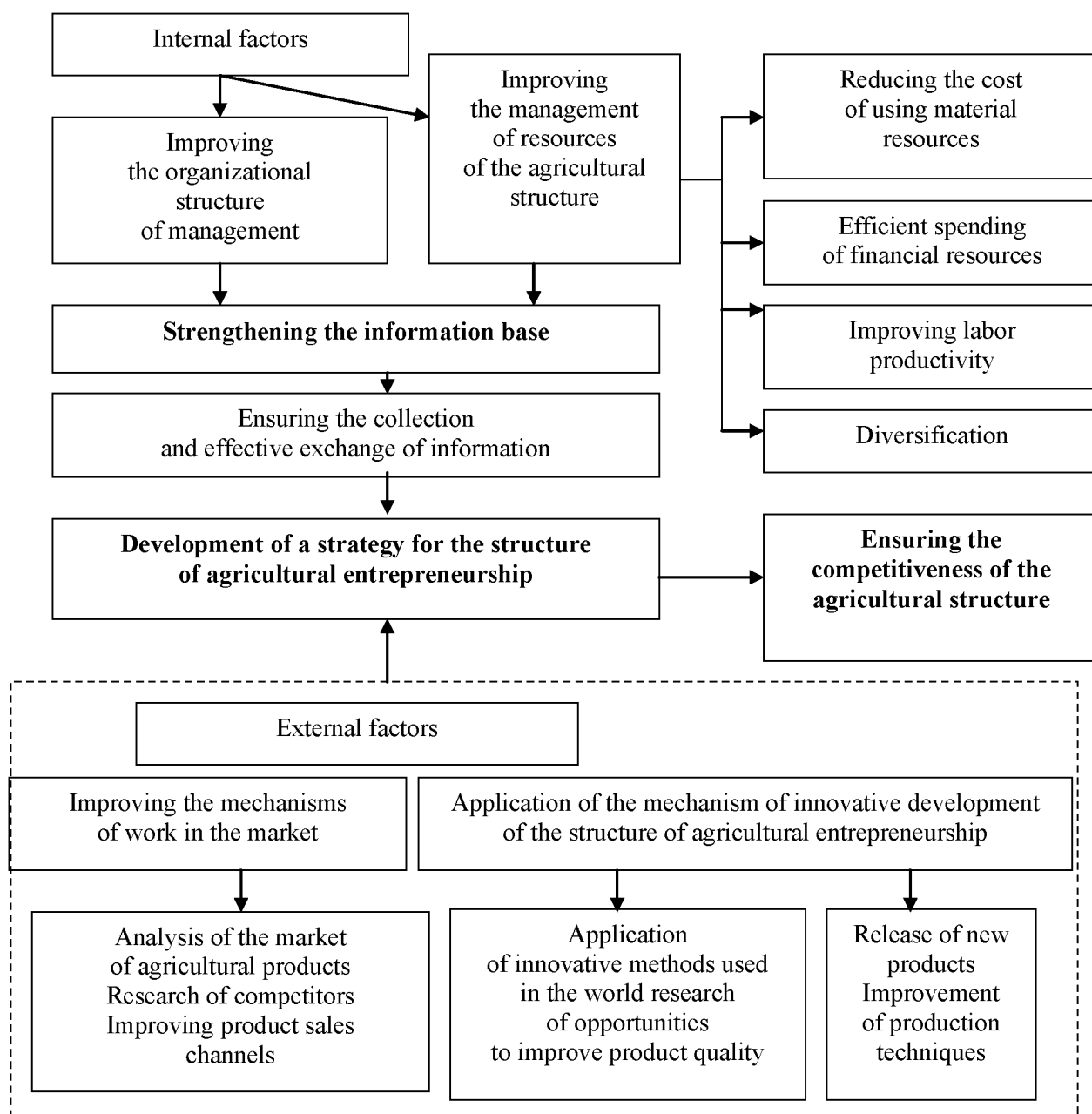


Figure 1 – Organizational and economic mechanism that ensures the competitiveness of agricultural enterprises

Increasing the competitiveness of products depends on the following conditions:

- coordination of increasing competitiveness with the goals of macroeconomic policy of the state;
- focus on specific solutions and targeted improvement of agricultural policy on the competitiveness of products in the interconnection of food markets with targeted improvement of economic indicators for the development of agro-industrial complexes.

- search for internal reserves of commodity producers to reduce production costs;
- the field of marketing and activity of marketing research, marketing and marketing of agricultural products in the new market.

The development or progress of production of work is inextricably linked with the search for opportunities to increase labor productivity by reducing labor retention, creating conditions for optimal transmission of each resource used in the production process. Therefore, production work (creativity) can be characterized as increasing its productivity, as well as creating conditions for the maximum transmission of all factors used in production, while minimizing seizures. The productivity of production work is realized through the stages of technological implementation.

The main role in the development of production work is played by the production technological process. It is divided into rigid and flexible. A special characteristic of the rigid production technological process is the use of technological production devices focused on serial production as much as possible. Rigid technological processes are aimed at stable production of large volumes of products in the absence of systematic changes in the design of the manufactured product.

A special characteristic of the process of rigid production technologies is the use of technological production devices focused as much as possible on mass production. Rigid technological processes are aimed at stable production of large volumes of products in the absence of systematic changes in the design of the manufactured product.

**Summary and Conclusion.** The situation presented by us identifies 6 (six) interrelated issues in achieving this goal:

1. Achieving the level of diversity of activities of horizontally integrated and indirectly diversified organizations in the agro-industrial complex, ensuring the achievement of the goals of their formation and the formation of their competitive advantages.

2. Distribution of the placement of production funds of organizations (primarily capital) determined between sales markets and economic activities in order to maximize the efficiency of their use.

3. Optimization of complex stages of sales and retraining of finished products, the possibility of horizontal integration of the production stage and the formation of resource transfer and the relationship of levels of production and specialization, integration and combination of implemented economic activities.

4. Obtaining synergistic effects of interaction between types of economic activity through indirect (mixed) and direct (extended) integration and its other stages (stages).

5. Develop and implement a joint strategy of the organization that ensures the achievement of the goals of its activities.

6. Changes in the institutional (ownership) and structural (structure of the source of capital, organizational structure of management) of the organization's activities, which, in turn, stimulate the achievement of a comprehensive strategy for its diversification and integration in the conditions of the external environment and the distribution of its capabilities.

From our side, the institutional and structural conditions of the organization as a factor of diversification and integration of the effectiveness of their activities, forms of economic activity of the organization, methods of creating added value, are determined in accordance with the actual internal and external conditions of formation, by targeted regulation of the diversity of activities of horizontally integrated and indirectly diversified organizations in the agro-industrial complex.

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### АГРАРЛЫҚ СЕКТОРДА КӘСІПКЕРЛІК ҚҰРЫЛЫМДАРДЫҢ БӘСЕКЕГЕ ҚАБІЛЕТТІЛІГІН ҚАМТАМАСЫЗ ЕТУ МЕХАНИЗМДЕРІ

**Аннотация.** Әлемдік экономиканың дамуы да, шикізат ресурстары да экономиканың даму тұрақтылығы мен қоғамның әл-ауқатының жоғары деңгейінің кепілі бола алмайды. Қазір Қазақстан алдында халық шарушылығының мультипликативті нәтиже беретін салаларын жедел дамыту міндеті тұр (елдің ІЖӨ-дегі ауыл шаруашылығының өнім үлесі 2050 жылға 5 есеге өсуі керек), оның ішінде ҚР АӨК экономикалық дамудың жаңа драйвері болуға лайықты үлкен әлеуетке ие. Сондықтан Қазақстанның АӨК алдында әлемдік нарықта бәсекеге қабілетті, экспортқа бағдарланған ауылшаруашылық өндірісті тұрақты дамыту қажет.

Аталған авторлар еңбектерінде көптеген теориялық және қолданбалы міндеттер шешілсе де, қазіргі уақытта ғылыми сыйымды өнім өндірісінің тиімділігін арттырудың ұйымдық резервтерін жіктеудің ортақ тәсілі қалыптаспаған, анықтау мен пайдалану механизмін қалыптастыру, өндіріс тиімділігінің деңгейін бағалау мәселелері арықарай жетілдіруді талап етеді.

Зерттеу мақсаты – Қазақстанның азық-түлік қауіпсіздігін қамтамасыз етуге бағытталған аграрлық саланың бәсекеге қабілеттілігін арттыру негізінде инновациялық әлеуетті өндіріс басқару жүйесін қалыптастыру жөніндегі теориялық, ғылыми-әдістемелік және практикалық ережелерді дамыту.

Мақалада экономика дамуының инновациялық типі бәсекеге қабілетті инновациялық әлеуетті өнім жасап шығаруды талап ететіндігі, тиімді өндіру үшін өндіріс ұйымдастыруды үздіксіз жетілдіру, іздестіру және пайдалану қағидаларын іске асыру тетігі көрсетілген. Инновациялық әлеуетті өнім өндірісінің тиімділігін арттырудың ұйымдық резервтерін анықтау мен пайдалану механизмдерін қалыптастырудың қажеттілігі анықталған. Сол арқылы өндіріс ішіндегі резервтерді мобильдеуге ықпал ететін жағдайды қалыптастыру мен дамытуға мүмкіндік берілгені баса көрсетілген.

**Түйін сөздер:** тұрақты даму, бәсекеге қабілеттілік, агроөнеркәсіптік кешен, кәсіпкерлік, даму тетігі, тиімділік.

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### МЕХАНИЗМЫ ОБЕСПЕЧЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ ПРЕДПРИНИМАТЕЛЬСКИХ СТРУКТУР В АГРАРНОМ СЕКТОРЕ

**Аннотация.** Ни развитие мировой экономики, ни наличие сырьевых ресурсов не могут служить гарантией стабильности экономического развития и высокого уровня благосостояния общества. Сейчас перед Казахстаном стоит задача ускоренного развития отраслей народного хозяйства, дающих мультипликативный эффект (доля сельскохозяйственной продукции в ВВП страны к 2050 году должна вырасти в 5 раз), в том числе АПК РК обладает большим потенциалом, достойным стать новым драйвером экономического развития. Поэтому АПК Казахстана необходимо устойчивое развитие экспортоориентированного сельскохозяйственного производства, конкурентоспособного на мировом рынке.

Несмотря на решение многих теоретических и прикладных задач, нашедших отражение в трудах упомянутых авторов, в настоящее время не сформирован общий подход к классификации организационных резервов повышения эффективности производства наукоемкой продукции, требуют дальнейшего совершенствования вопросы формирования антресоли выявления и использования, оценки уровня эффективности производства.

Целью исследования является развитие теоретических, научно-методических и практических положений по формированию системы управления производством инновационного потенциала на основе повышения конкурентоспособности аграрной отрасли, направленной на обеспечение продовольственной безопасности Казахстана.

В статье показано, что инновационный тип развития экономики требует разработки конкурентоспособного инновационного потенциального продукта, реализации принципов непрерывного совершенствования, поиска и использования организации производства для его эффективного производства. Также определена необходимость формирования механизмов выявления и использования организационных резервов повышения эффективности производства инновационной потенциальной продукции. Тем самым была открыта возможность формирования и развития условий, способствующих мобилизации внутрипроизводственных резервов.

**Ключевые слова:** устойчивое развитие, конкурентоспособность, агропромышленный комплекс, предпринимательство, механизм развития, эффективность.

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