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ANALYSIS OF FACTORS AFFECTING THE ECONOMIC STRATEGY OF DIVERSIFICATION

Abstract: The Republic of Kazakhstan, as a country whose goal to be among the 20 countries with developed economies, has become aware of the real realities of new production, the competitiveness of developed transnational corporations, whose production levels need to be achieved and maintained.

The relevance of this article lies in the fact that today, advanced companies carry out their growth mainly through diversification, invading other areas, often not having production or functional ties with the mainstream, mastering fundamentally different types of products. The article is devoted to the analysis of factors affecting the economic strategy of diversification, based on the implementation of innovative approaches to management. The article shows that today there is no single strategy by which performance optimization can be achieved and the competitive cost of products achieved. A comparative analysis of the diversification policy in Kazakhstan highlights the reasons why the implementation of such approaches is essential for the development of a competitive economy.

When writing the article, general scientific methods of cognition (statistical, normative analysis, synthesis, analogy, generalization), empirical-theoretical (collection, study and comparison of data), as well as methods of scientific cognition (historical-legal, formal-logical, systemic, relatively -legal). In processing and systematizing the data, grouping and classification methods were used. The information and statistical base of the study was compiled from official periodical and information and analytical publications of the Republic of Kazakhstan.

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

Introduction. The dynamic development and globalization of the modern world economy necessitated diversification as a way to reduce the risks of environmental uncertainty and increase competitiveness. To be more competitive in existing markets, regardless of the sectoral activity of the economy, they must implement an integrated and integrated approach to the diversification of production. The goal is to satisfy the key competition requirements — to be more cost-effective, thrift and flexible, consistently ensuring high performance and quality of service, as these requirements must be met in the context of changing global events, fluctuating markets, technological progress and integration.

In diversified companies operating in various industries, managers work to create a multi-business strategy - a multi-sectoral strategic action plan for a number of distinct business units that can diversify their activities, directing their interests in various related or unrelated industries, through joint ventures and acquisitions of other companies, strategic alliances or the opening of new activities. All this, of course, affects the development of the country's economy.

Results of a research - Diversification, in essence, requires the development of competition strategies for the production units of the company as a whole. If the strategy of production units is focused on overcoming the problems of competitive advantages in a particular area of activity, then the company's competition strategy should determine the direction of future business and manage these areas. Despite the general principles of management, there are features determined by industry specifics, goals, competitive environment, socio-cultural and economic features of the region, which have a significant impact on the formation of a strategy for diversifying the activities of enterprises.

The raw material nature of the industrial production structure of Kazakhstan not only provided, until recently, the progressive development of the country's economy, but was also the most reliable source of its growth in the near future. However, as the world economic crisis has shown, the dominance of primary

industries in the structure of the country's economy leads to instability of economic growth and long-term stagnation. Therefore, for Kazakhstan, the need to pursue a targeted state policy of diversification and modernization of the economy is of strategic importance in order to increase its competitiveness, overcome raw materials and ensure sustainable economic growth in the country and individual regions.

Over the past decades, the world is rapidly moving towards a new type of economy, where digital technologies are becoming the main instrument for its formation. In modern conditions, information technologies and digital transformation are the main factor of technological change and the condition for ensuring competitiveness both at the level of individual enterprises and at the level of countries and supranational associations, leading to the restructuring of all economic and production processes, a dramatic increase in productivity, quality and cost reduction goods and services. Expanding the role of information technology in the work of the private and public sectors is the basis for the transition to a digital state [1].

Diversification is a prerequisite for the further development of Kazakhstan in order to reduce its dependence on external risks, as well as expand jobs and create value within the country. Commodity dependence exposes Kazakhstan to external shocks and may reduce long-term development prospects. There are several channels through which the country's natural wealth can adversely affect the long-term development prospects, offsetting the unprecedented opportunities that it offers. One of the main channels through which the country's natural wealth affects economic growth in different countries is the volatility that they introduce into the economy. Oil is one of the commodities with the most volatile prices: oil prices are not only subject to high-frequency fluctuations, but also subject to significant cyclical fluctuations. Price shocks affect Kazakhstan through several channels, mainly through the shock of the real exchange rate and the shocks of government revenues.

Diversification has been the main goal of the policy since the mid-1990s, but its implementation has only begun in 2010 with the implementation of the first State Program on Forced Industrial-Innovative Development (SPAIID). SPAIID has a number of shortcomings, among them dispersal of efforts that led to the use of a large number of tools and institutions and significant coordination problems. The main lessons were learned and taken into account when developing the next phase of industrial policy, as described in the Industrialization Concept and the second program of SPAIID. The 2015-2030 SPAIID program focuses more on actions by choosing a smaller number of sectors and clusters, includes the private sector and regional representatives in the decision-making process, and combines activities across sectors that were previously scattered.

It is not a secret to anyone that advanced technologies have already changed the structure of the economies of many countries and brought traditional industries forward. Kazakhstan is also moving intensively in this direction, since there is no other way. And the main task is the study and analysis of world experience and the development of proposals.

In accordance with the Strategic Development Plan of the Republic of Kazakhstan until 2025, to ensure quality growth, it is necessary to launch new growth drivers in sectors of the economy. In the basic sectors of the economy and the service sector, the changes necessary to improve their manufacturability and export orientation should occur [2].

The first driver should be the growth of productivity of existing sectors of the economy by increasing their operational efficiency and reducing the cost of production, transportation and sales of products, investment in technological upgrading and digitalization, as well as creating conditions for the transition to a "green economy". This should increase the competitiveness of existing industries.

The second driver is the growth of production volumes of existing industries with a focus on exports due to the diversity of types of goods and services oriented to export. Moreover, the focus should be on high value-added goods and services, integration into global supply chains, export promotion and the rational involvement of natural and land resources in the economic turnover. As a result, the country's position in the global market should be strengthened in all major export directions.

The third driver will be the formation of new high-performance sectors of the economy, which should arise through the creation of supply chains, the development of services at the junction of existing industries, the localization of technology companies, technology transfer and the commercialization of innovations. Due to this, diversification of the economy and creation of new competitive advantages in the region should occur.

A key factor in the successful launch of new growth drivers in sectors of the economy is the creation of an effective system to attract and retain private investment and increase technological competencies.

So, for example, the mining and metallurgical sector of Kazakhstan plays an important role in ensuring overall economic growth in the country, especially during the years when the state industrial innovation program was implemented until 2020. Today, experts note that the rapid growth of the mining and metallurgical industry is one of the driving forces of economic development, and will provide not only production, but also the production of high quality products (Table 1) [3].

Table 1 - Indexes of industrial production by type of economic activity (in % to the previous year)

Industrial Production Indexes by Economic Activity	Index of physical volume of industrial production, 2017 in% by 2016	The share of industries in the total industrial output in 2017, in%
Mining and quarrying	109,3	50,8
Manufacturing industry	105,6	41,3
Electricity, gas, steam and air conditioning	105,3	6,9
Water supply sewer, control over the collection and distribution of waste	101,8	1,0
Note compiled by authors		

When identifying micro-economic factors contributing to the implementation of the diversification strategy, it is necessary to be guided by the forecasts of socio-economic development, allowing identifying economic, social and technological trends in the structure of the economy. As a rule, priority areas are determined for the purposes of innovation and investment policy. In our opinion, when formulating a diversification policy, it is necessary to be guided by the regional development strategy, in which relevant guidelines should be defined.

Thus, according to the data of the Agency of the Republic of Kazakhstan on Statistics, in 2017 produced industrial products in current prices by 22,790.2 billion tenge, which compared to the level of 2016 amounted to 107.3%. The increase was observed in 15 regions of the republic. The decline in production was recorded in the Kyzylorda region (Table 2) [4].

Table 2 - Volumes and indices of industrial production

Region	Production volume in current prices, million tenge	Industrial Production Index 2017 In% by 2016	In% to the previous year, the increase	The share of regions in the republican volume of production, in%
Republic of Kazakhstan	22 790 209	107,3		
Akmolinskaya	561 290	101,1	1,1	2,5
Aktuinskaya	1 597 086	105,6	5,6	7,0
Almatinskaya	795 684	104,8	4,8	3,5
Atyrauskaya	5 508 219	121,2	21,2	24,2
West Kazakhstan	1 914 501	103,4	3,4	8,4
Zhambylskaya	374 029	103,6	3,6	1,6
Karagandinskaya	2 318 440	105,5	5,5	10,2
Kostanayskaya	764 326	105,4	5,4	3,3
Kyzylordinskaya	731 408	96,1	-3,9	3,2
Mangistauskaya	2 316 201	100,9	0,9	10,2
South Kazakhstan	832 114	104,3	4,3	3,6
Pavlodarskaya	1 778 386	106,5	6,5	7,8
North Kazakhstan	240 530	108,5	8,5	1,1
East Kazakhstan	1 581 530	100,7	0,7	6,9
Astana city	573 927	110,8	10,8	2,5
Almaty city	902 537	105,1	5,1	4,0
Note compiled by authors				

On the basis of a comprehensive socio-economic analysis of the country (SCD) conducted by the World Bank Group, factors that hinder growth were identified according to the strategic directions:

1 Economic management for diversification:

- low potential for the formation and execution of rational macroeconomic policies;
- unstable non-oil budget deficit;
- large contingent liabilities on the part of the banking and quasi-state sectors.

2 Private sector development:

- the financial sector does not actively support investors and SMEs;
- weak incentives for private investment due to the significant presence of the state and the lack of uniform conditions (“rules of the game”) [5].

In our opinion, the main prerequisites for deciding on diversification taking into account regional factors are:

- competitive advantages available to the region for the implementation of a diversification strategy in the regional market;
- presence of forms of penetration and action in the regional market;
- the possibility of forming (changing) the concept of management and its explication (reflection and refinement) on a regional scale, as well as in private strategies of enterprise activity (financial, sales, R & D, etc.).

In general, diversification provides new opportunities to increase production, increase profitability and profitability in the region by minimizing the risks of production activities.

The new model of economic growth is a high-performance export-oriented competitive economy. The fundamental transformation of the economy of Kazakhstan requires a transition to a new model of qualitative economic growth, based on the rejection of the priority of quantitative growth, characteristic of the era of high oil prices, and the dominant role of state capitalism. This means that three key factors of economic growth come to the fore:

- 1) increase productivity and the complexity of the economy;
- 2) development of competencies;
- 3) attraction of private capital.

One of the main tasks is to encourage competition, the leading role of private business and the disclosure of the potential of the regions as a factor in maximizing growth. The new model will be aimed at creating an export-oriented economy with high added value.

The process of diversifying the economy is a complex and complex task. The deterioration of the situation in the global economy, which entails a fall in commodity prices and a reduction in the demand for exported products, impedes the development of the domestic economy in the planned parameters due to persistent risks and imbalances. If we cannot influence external factors, then in this case it is necessary to create favorable conditions for the growth of the country's economic potential by curbing inflation, since high inflation does not allow attracting foreign investment, reducing the cost of borrowed funds, and most importantly, adversely affecting the life level of the population of Kazakhstan. In this regard, it is necessary to conduct continuous monitoring of prices in the retail network for the sale of fuel and lubricants in order to prevent unreasonable price increases, as well as in the sphere of trade in the food market.

The socio-economic policy of the Republic of Kazakhstan for 2017–2021 is aimed at further implementing the new course of development of the Republic of Kazakhstan “Strategy Kazakhstan - 2050”, taking into account the implementation of the State Program “NurlyZhol - Path to the Future”, aimed at creating a single economic market through the integration of the country's macroregions on the basis of building an effective infrastructure on the hub principle to ensure the long-term economic growth of Kazakhstan, as well as the implementation of anti-crisis measures to support individual sectors of the economy in the face of deteriorating conditions in foreign markets, and creating a model of the economy of Kazakhstan, defined in the five institutional reforms of the Nation Plan “100 specific steps” [6, 7]. Therefore, the development policy of economic sectors will be aimed at consolidating the country's competitive advantages in world markets and the formation of new competitive advantages in the

production and export of goods and services, which will promote the introduction of new technologies, will stimulate the creation and development of new industries and promising sectors of the economy, especially in services.

Modernization and diversification of the economy, raising the level of economic development require a high degree of centralization of government, especially in strategic sectors of the economy through national companies. In order to shift the emphasis from investing in the extractive sector to the development of non-primary industries, a state program of accelerated industrial-innovative development was developed. For the accelerated development of the economy, favorable conditions are required to protect both foreign and domestic investors, and to this end, special programs have been developed to support investors. In priority areas, the state creates exceptional preferences, especially in the manufacturing industry.

So, for example, the program “Business Road Map - 2020” was developed for the development of entrepreneurship in the regions, “Export - 2020” - to stimulate non-oil exports, “Productivity - 2020” - for technological modernization and increase in labor productivity. As you can see, various incentive tools are provided, ranging from the provision of service support to exporters and investors to financial and fiscal incentive measures [8]. To create attractive conditions in non-primary export-oriented and high-tech industries, a special program has been developed to attract investments, develop special economic zones and stimulate exports.

Not less, and perhaps even more significant in terms of diversification of the economy and exports, is the Chinese program “One Belt - One Way” for Kazakhstan, which will allow Kazakhstan to use its unique geographical location and derive geopolitical benefits from the initiative. During the discussion, “A New Stage for Globalization: the Silk Road Initiative for International Cooperation,” experts noted that the trade turnover between China and the countries on the Silk Road could reach \$ 2.5 trillion. In fact, this is a new model of globalization, but not a confrontational one, since it cannot be realized without political support. Countries entering the orbit of the new Silk Road should not serve only for the transit of Chinese goods, but should have mutually beneficial cooperation agreements.

According to a study by UNCTAD and the World Bank, about 80% of the global industrial potential is concentrated in coastal zones. In this situation, Kazakhstan, as well as other Central Asian countries remote from the world's oceans, should integrate and develop diversification strategies for introducing cross-cutting tariffs and reduction factors for international transportation. This will allow access to larger markets, which will solve the problem of increasing its global competitiveness [9].

Thus, without diversification of the economy of Kazakhstan, it is impossible to achieve the priorities of the Strategic Plan-2020 and the Program of the forced industrial-innovative development [10]. At the same time, diversification, based only on the redistribution of funds from the mining industries to new technological projects, can lead to a sharp increase in risks and a slowdown in economic development. The development of the manufacturing industry at the expense of the extractive industries would be strategically incorrect. Thus, first of all, there is a need for an objective assessment of our own competitive advantages and obtaining a synergistic effect from the development of both the processing and raw materials sectors of the economy [11]. For this, in our opinion, it is necessary to create such macroeconomic conditions for accelerated diversification, providing for the following:

- stability and balance of the state budget;
- low inflation. To boost industrial growth in sectors in dire need of investment, the continuation of fiscal policies aimed at reducing inflation;
- transparent and long-term tariff policy of the state in the field of natural monopolies when they are reformed [12];
- a stable rate, which will reduce the currency risk for foreign institutional investors. Reducing the overall level of currency risk as a result of a clear policy of the National Bank and the Government, the creation of a stabilization fund and the growth of gold and foreign exchange reserves will provide better conditions for domestic companies that will have access to cheaper borrowed resources [13];
- a predictable monetary policy focused on the creation of stable conditions conducive to a gradual and non-inflationary increase in the level of monetization of the economy [14].

Modern trends in economic development, characterized by increased competition, globalization of markets and concentration of capital, cause qualitative changes in the system of organization, functioning and financial management. Under these conditions, such a concept as diversification of the economy is actively developing [15].

Today's successes in the socio-economic development and attraction of foreign investments the Republic of Kazakhstan is obliged to such basic competitiveness factors as natural resource endowment, favorable macroeconomic environment and political stability. However, in the future until 2020, the country's economy may lose its competitiveness and end up in the "trap of average income". In order to maintain high rates of economic growth, Kazakhstan will need to implement the structural changes in the economy necessary for the transition to a new stage of development. In this regard, the transition of Kazakhstan to the principles of an innovation-oriented economy, as well as the implementation of projects of the Map of the industrialization of the country and "Digital Kazakhstan" should correspond to the current trends in the global economy [16]. At the same time, the main tasks of innovative industrialization include the consolidation of the efforts of business, the state and the concentration of the country's resources on the development of priority sectors of the economy; creating a favorable business environment and investment climate; increase the intensity and productivity of the national economy [17].

The need to diversify production is an urgent task for Kazakhstan, as for all countries that are highly dependent on the export of minerals. The main argument in favor of diversifying the economy is a directly proportional relationship between the actual and long-term growth prospects [18]. The development of industry activates inter-sectoral ties, stimulates entrepreneurship, creates prerequisites for increasing trade with other countries. Another argument in favor of diversification for many developing countries is that the growth of the mining sector in them is often not keeping pace with population growth. In such a situation, a gradual decrease in per capita incomes is inevitable, which in the long run creates a threat to social stability in the state [19]. At the same time, as already mentioned, the extractive industries themselves are not able to create enough jobs, which leads to additional problems. Finally, an important factor for the economies of exporters of minerals is the factor of volatility of prices for resources on the world market. Even in conditions when there are agreements on the pricing policy between most of the exporters of a product, a huge number of factors, including completely unpredictable ones, can radically change the global conjuncture [20].

Summarizing the above, diversification in Kazakhstan is gaining momentum. Growth rates in manufacturing industries have become much higher than in traditional extractive industries. It is advisable to use such interaction mechanisms as the development and implementation of joint investment projects and programs, assisting business structures in establishing and strengthening production relationships, production cooperation, intraregional specialization, as well as accelerated modernization, diversification, and forming a WPK, which is strategic direction in the sustainable development of the economy and improving the living standards of the population country[21].

Conclusions - Kazakhstan needs to think about growth alternatives through diversification and innovation, rather than relying solely on natural resources. The "One Belt - One Road" initiative provides a unique opportunity for Kazakhstan to attract Chinese funds and technologies, become one of the largest transit hubs in Eurasia, and export natural products to China.

Kazakhstan has a good legal system to attract FDI, and given the large-scale privatization program, the country aims to reduce the state's presence in the economy to 15% by 2021. Thus, Kazakhstan has a chance to become the best country in the framework of the "One Belt - One Way" initiative for investment by Chinese companies, and the door for China to the Eurasian Economic Union, a single market of 183 million people.

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ӘРТАРАПТАНДЫРУДЫҢ ЭКОНОМИКАЛЫҚ СТРАТЕГИЯСЫНА ӘСЕР ЕТЕТІН ФАКТОРЛАРДЫ ТАЛДАУ

Аннотация: Қазақстан Республикасы экономикасы дамыған 20 елдің қатарында болу мақсаты болып табылатын ел ретінде жаңа өндірістің шынайылығын, өндіріс деңгейіне қол жеткізу және сақтау қажет дамыған трансұлттық корпорациялардың бәсекеге қабілеттілігін сезіне бастады.

Осы баптың өзектілігі бүгінгі таңда озық компаниялар негізгі өндірістік немесе функционалдык байланыстары жоқ басқа салаларға басып кіріп, негізінен диверсификация арқылы өз өсуін жүзеге асырып, өнімнің принципті түрде өзге түрлерін игереді. Мақала басқарудың инновациялық тәсілдерін іске асыруға негізделген әртараптандырудың экономикалық стратегиясына әсер ететін факторларды талдауға арналған. Мақалада бүгінгі таңда өнімділікті оңтайландыруды қамтамасыз етуге және өнімнің бәсекеге қабілетті құнына қол жеткізуге болатын жалғыз стратегия жоқ. Қазақстанда әртараптандыру саясатын салыстырмалы талдау мұндай тәсілдерді жүзеге асыру бәсекеге қабілетті экономиканы дамытудың қажетті шарттары болып табылатын себептерді көрсетеді. Мақаланы жазу кезінде жалпы ғылыми таным әдістері (статистикалық, нормативтік талдау, синтез, аналогия, жалпылау), эмпирико-теориялық (деректерді жинау, зерделеу және салыстыру), сондай-ақ ғылыми таным әдістері (тарихи-құқықтық, формальды-логикалық, жүйелі, салыстырмалы-құқықтық) қолданылды. Деректерді өңдеу және жүйелеу кезінде топтау және жіктеу әдістері қолданылды. Зерттеудің ақпараттық-статистикалық базасын Қазақстан Республикасының ресми мерзімді және ақпараттық-талдау басылымдарының деректері құрады.

Түйін сөздер: сала, бәсекелестік, өндірісті әртараптандыру, бәсекеге қабілеттілік, әртараптандыру стратегиясы.

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НА ЭКОНОМИЧЕСКУЮ СТРАТЕГИЮ ДИВЕРСИФИКАЦИИ**

Аннотация. Республика Казахстан, как страна, цель которой оказаться в числе 20 стран с развитой экономикой, стала осознавать действительные реалии нового производства, конкурентоспособность развитых транснациональных корпораций, уровни производства которых нужно достичь и сохранить.

Актуальность данной статьи заключается в том, что сегодня передовые компании осуществляют свой рост преимущественно через диверсификацию, вторгаясь в другие сферы, часто не имеющие с основной производственных или функциональных связей, осваивают принципиально иные виды продукции. Статья посвящена анализу факторов, влияющих на экономическую стратегию диверсификации, основанной на реализации инновационных подходов к управлению. В статье показывается, что сегодня не существует единственной стратегии, с помощью которой может быть обеспечена оптимизация производительности и достигнута конкурентоспособная стоимость продукции. Сравнительный анализ политики диверсификации в Казахстане, освещает причины, по которым осуществление таких подходов является необходимым условия развития конкурентоспособной экономики..

При написании статьи были использованы общенаучные методы познания (статистический, нормативный анализ, синтез, аналогия, обобщение), эмпирико-теоретический (сбор, изучение и сравнение данных), а также методы научного познания (историко-правовой, формально-логический, системный, сравнительно-правовой). При обработке и систематизации данных применялись методы группировок и классификации. Информационно-статистическую базу исследования составили данные официальных периодических и информационно-аналитических изданий Республики Казахстан.

Ключевые слова: отрасль, конкуренция, диверсификация производства, конкурентоспособность, стратегия диверсификации.

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