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PROBLEMS OF DEVELOPMENT OF INTEGRATED FORMATIONS IN AGRO-INDUSTRIAL COMPLEX

Abstract

The political, economic, social and institutional changes taking place in the country objectively created conditions and gave impetus to the revival, establishment and development of integrated agro-industrial formations in the agro-industrial complex. The current state of development of agro-industrial integration is characterized by instability and inconsistency, the lack of an effective organizational and economic mechanism, which determines the timeliness and relevance of this study. This article discusses the theoretical foundations of integrated formations, the distinctive features of modern integrated agro-industrial formations, their classification. The advantages and disadvantages of various organizational and legal forms, such as cooperatives, associations and unions, agrofirms are presented. The authors substantiated that, in order to create integrated structures, the principles of joining, merging agribusiness enterprises are used in order to create a unified rational technological production process, production of products before its implementation. The study of the existing forms of integrated formations, the features of each model of agro-industrial integration suggests that none of them has an absolute advantage over the others. All integration models have their own distinctive features, features of creation and functioning, allowing each of them to realize their organizational and economic potential in certain business conditions. Therefore, the emergence and development of all methods of regulating relations in specific production conditions is natural.

Key words: company, agricultural-industrial complex, formation, agrocompanies, field, model, associations, integration, mechanism.

According to the Strategy “Kazakhstan–2050,” an important place to improve the efficiency of the agricultural-industrial complex is to the new institutional forms of management, including various forms of agricultural-industrial units. At this stage of the agricultural sector of Kazakhstan’s economic development, the formation of integrated structures are currently relevant and necessary [1], this presents great importance.

The integrated formation is the most effective form of agricultural enterprises interaction. As it is known, agricultural-industrial cooperation in the process of food products promoting to final consumption is provided in the form of the following main forms:

- ♦ association of agribusiness enterprises in the technological cycle, operating on contractual relations and maintaining legal and economic independence;
- ♦ creation of the integrated formation uniting the “production-processing-sale” technological cycle of one enterprise with preservation and without preservation of legal and economic independence;
- ♦ creation of small processing industries on the basis of an agricultural enterprise.

Among these integrated agricultural-industrial formations, the following groups can be distinguished:

- ♦ formations that uniting their funds only for the creation of a common managing or coordinating body and conduct their joint activities on the basis of long-term and short-term contracts. In this case, all parties remain legally independent and their economic freedom is limited by Treaty obligations. Such formations include simple partnerships and units;

- ♦ formation based on the partial consolidation of property (capital) forming its institutional units (legal entities and individuals). Participants-partners in agricultural-industrial integration lose their economic independence in relation to the part of the capital that they transfer to collective ownership;
- ♦ formations formed as a result of a complete merger of property (property, shares, equities, etc.) of partner participants, which in this case lose their economic and legal independence and turn into technologically or economically interconnected production units of a single organizational and economic system;
- ♦ the formations created on the basis of the uniform institutional unit at the expense of exclusively its property. There is an expansion of the scope of production activities of the enterprise or organization by linking to it one or more units of agricultural-industrial production in the form of internal units. In fact, the basis of integration, in this case, is the diversification of production. Such formations can be formed on the basis of agricultural, processing and other enterprises. In the long term, with the creation of the agricultural land market, such integrated agricultural-industrial formations should become more widespread.

One of the important distinctive features of modern integrated agricultural-industrial formations is that in addition to agricultural, processing, trade and servicing branches of agricultural-industrial complex, structures that are not technologically connected with agricultural-industrial production take part in their functioning, through direct and indirect participation in the activities of integrated agricultural-industrial units there is a merger of agricultural capital with the capital of financial and industrial sectors. Activation of this process is mainly facilitated by the formation of large modern systems (financial agricultural groups and entities such as holdings).

A characteristic feature of the current integrated units in Kazakhstan is the presence in their composition as partners of administrative structures on different levels: district and regional. This is observed in the creation of units, agricultural firms, and even more financial groups and holdings. Such phenomenon should be assessed positively only if, firstly, state structures are equal partners in united production and do not exert administrative pressure on other participants. And, secondly, if in this case it is not created for the separate formation of special privileges in comparison with others and its denationalization does not occur.

The integrated agricultural-industrial formations operating currently are different in organizational and legal forms, the sectoral orientation, with a number of participants, functions performing management system and economic mechanism of management. The advantages and disadvantages of each form of integration cannot be assessed in isolation from the actual conditions of its functioning. Therefore, when you select an integrated formation in each case it is necessary to consider not only its internal characteristics but also to take into account the features (natural, economic and social) of the region (the external environment), where this formation is an effect [2, p. 75].

The integration process is not a single act, which is carried out at several stages. At different stages, it has different organizational forms, concerns social types of economic units.

In addition, in practice, different economic regions, depending on the prevailing conditions have developed quite a variety of organizational forms of integration, characterized by varying degrees and depth of integration links, where the units of industries in most cases move from private (incomplete) to absolute integration [3].

The depth of functional relations of cooperating entities determines cooperative or integrated production structures. In some cases, such structures are formed in the term of cooperation between farms and agricultural enterprises, while remaining independent in legal and economic relations (for example, vertical cooperatives, units). If the interaction of parts (subjects) of the system becomes deep and rigid, then this system can take the form of a closed organizational integrated structure, in which the subjects (agricultural holdings, agricultural firms, financial and industrial groups) often lose economic and legal independence.

The structure of the Association and unions does not contain mechanisms of direct management and control over the production activities of their members throughout the economic and legal nature. Limited opportunities and legal capacity of associative formation due to the prohibition on their conduct of business. The Union established by commercial legal entities has clearly defined aims – coordination of their business activities, representation and protection of common property interests. The possibility of direct implementation by uniting of activity of other orientation, including business,

is completely excluded. Thus, the form of uniting is not able to have an effective managerial impact on the participants regarding the development, control and promotion of balanced programs and plans. Using this form, it is also impossible to take into account the interests of all participants with different production and human resources, different specialization, the level of economic development and etc. Integration on a cooperative basis can occur provided a sufficiently high level technological, material, technical and legislative base of agricultural production. Since the latter is in a state of crisis, the formation of a viable and effective system of inter-sectoral interaction depends on the sphere of processing and trade.

The “difficult” type of integrated relations is typical for combines, concerns, agricultural firms and holdings, they operate in the organizational and legal forms of economic societies and partnerships and unitary enterprises. As practice shows, the creation of units of this kind naturally follows from the need to improve the management of integrated structures of the “soft” type by redistribution of property rights.

For organizational forms of corporate units characterized by evolutionary orientation, manifested in the change of forms of units and the emergence of new types. The modern stage of integration, for example, is characterized by the emergence of demand for previously existing forms of unites – combines, concerns. However, they have fundamentally different operating principles based on joint ownership of assets, contractual and collateral relations, as well as mergers and acquisitions.

The main reasons for the merger of companies, for example, when creating an agricultural firm, obtaining a synergistic (cumulative) effect arising from economies of scale, combining complementary resources, financial savings by reducing transaction costs, strengthening the monopoly position in the market and a number of others [4].

The established objectives of the organizational structure of the agricultural firm are: the presence in its composition of production-agricultural, processing, agricultural and commercial nature, working on a single settlement account; stabilization of production and improving the competitiveness of agricultural products and food; the presence of a leader – enterprise and Manager; involvement in the activities of agricultural firms of personal subsidiary and farms, as well as individuals – investors.

The creation of integrated formations on the principle of a merger is a complex process, and not always brings the expected favourable results. In the framework of large integrated structures formed by the merger, a situation arises called sub-optimization. The signs of this process are the desire of each of the participants to satisfy only their own interests, ignoring the principles of joint activities. Thus, the creation of agricultural firms is not always fully taken into account such an important fact as the ratio of agricultural and industrial production. Entering into agricultural firms of large-scale processing with small volumes of production leads not to a decrease, but rather to increased tax pressure on agricultural enterprises, as agricultural firms become receivers of processing enterprises to fulfil tax obligations [5].

In the sphere of production and processing of agricultural products, the corporate (joint-stock) form of vertical integration is developing rapidly, based on the transformation, merger and accession of business entities. The problem of redistribution of property rights, caused by the need for debt restructuring and implementation of investment programs, comes to the fore. This type of holdings is represented by large business structures: agricultural producers are not directly involved in their system.

In the context of the financial crisis, vertically integrated companies based on regulated management relations are starting to form in various regions. The principles of their establishment and functioning of all forms of racial discrimination that occurs because of various mechanisms of reforming and financial improvement of the enterprise. The organization of cooperation is one of the weak points of agricultural-industrial financial groups, as it creates contradictions in terms of manageability and from the position of financial security. Due to the complex registration procedure in local authorities, this type of integration is limited.

In practice, there are significant differences between subjects in the degree of economic relations of subjects between themselves and the integrator, the level of their legal and economic independence, the adopted system of planning, management, etc. However, it should be noted, that this list of features that determine the depth of the integration process and the level of efficiency of organizational forms of agricultural production, the list is very incomplete and as it should change accordingly to the integration process.

This is due to the fact that the process of integration is the interaction of enterprises within associations of various organizational types. Researches represent that the effective activity of such formations depends on the use of organizational and economic mechanisms of forming and efficiency. The principles of their activity having a multidimensional economic nature, determine the appropriate production and economic type of agricultural formation.

Despite the wide variety of features that determine the content of the mechanism of formation and functioning of agricultural-industrial structures, they have a common, universal character. This is confirmed by the proven practice elements of dialectical unity to form a content, according to which, relations and phenomena are not only diverse and different but also universal [6]. All integration structures are built and operate on the basis of conciliation agreements and charters adopted at the General meetings of the subjects of the integrated formation. The main planning and budget document is a business plan. Universal principles for all forms of cooperation and integration are the voluntary choice of types of cooperation, material interest in the development of collection methods and forms of integrated production and etc. All this proves that the integrated formations should be classified, primarily, from the universal signs reflecting a certain objectivism of social and economic transformations of the village.

However, along with objective factors and conditions, in the practical decision of the choice of organizational forms of integration are present and subjective, not always leading to the success of their organizers. This is mainly due to the lack of substantive and fundamental scientific developments and relevant proposals and recommendations on this issue. Thus, the study of the development of integration processes in agriculture indicates the heterogeneity of emerging organizational and economic structures, both in form and content. Each type of integrated structures has its own characteristics and features that determine a particular level of organizational and organizational-housing completeness, representing complex dynamic production systems with a certain scale and depth of centralization of material and technical resources and the consolidation of services and their functions [7].

According to the results of the analysis of this problem, the variety of organizational and economic structures of integrated units in the agro-industrial complex is due to the lack of a unified approach to their creation and dependence on the new mechanism of their formation adopted in each case. This mechanism, which is a concrete reflection of methods to unite enterprises and organizations into a single structure, consists of a set of economic means, methods and tools that ensure the reproductive unity of the subjects of the integrated formation. The multifaceted nature of the mechanism in all cases ensures (on the basis of individual production units) the formation of a single economic space with an integrated system of regulation and coordination of the entire technological process of production and sale of food products.

For this reason, the composition of a particular type of holding company, as far as possible, includes those production entities that provide the adopted cycle of production and its implementation via its own trading network in the appropriate range. At the same time, researches represent that those integrated formations in which the structural links of the technological process belong to a single form of ownership (JSC or LLC) work more effectively.

To create integrated structures, the principles of adherence by business, a merger of agricultural enterprises are used in order to create a single rational technological production process and production before its implementation. Such reorganization of enterprises gives them the opportunity to enter into this organizational and economic structure, the purpose of which is the consistency between all the links with the management company, the balance of resource support within the organizational registration in a certain territory on the rights of subsidiaries, the process of formation of the founders of the integrated formation is on a voluntary basis.

Integrated formation functions according to the relevant principles. One of the main principles of effective functioning of the mechanism of integration of agricultural, processing and servicing enterprises is their rational organization. This provides for the creation of complete self-sufficient production units with a closed cycle, the integrated formation includes participants in the entire technological cycle of food production and its promotion to the final consumer (agricultural producers, processing and servicing enterprises, trade).

At the same time, the available resources of the participating partners should be sufficient and correspond to the production capacities of the processing enterprises, and the developed finished

products should correspond to the necessary range of trade enterprises. Thus, the produced agricultural products must be completely processed, and the resulting finished products, respectively, must be sold through its own trading network. In order to achieve the optimal organization of the technological process, it is necessary to provide services as part of the integrated formation that ensures the acquisition of the missing resources for the smooth functioning of the enterprise.

Property relations play a significant role in the effective functioning of the integrated formation. In the process of a single technological cycle of food production, the activities of each enterprise are subordinated to its own interests, which do not coincide with the interests of others and sometimes contradict them. Therefore, it is necessary to form the production of technologically related in the form of single objects of property, including agricultural, processing and trade and sales enterprises. Thus, the integrated enterprise effectively functions in the case when it is a single object of ownership, where the advantages of integration of agricultural enterprises are manifested to the maximum extent.

A particularly important place in the effective operation of the integrated enterprise is the management system technologically related production. In this case, the main integrating factor can be both centralized economic structural management on the basis of ownership of shares and non-structural decentralized management in the form of vertical agricultural cooperatives. And more significant are the relations of enterprises not with each other, but with the control body of the integrated formation. Based on the mentioned principles of the effective functioning of the integrated units, ignoring the requirements or failure to comply with them lead to the collapse of business adherence.

The study of the existing forms of integrated formations, the features of each model of agro-industrial integration allows us to conclude that none of them has an absolute advantage over others. All models of integration have their own distinctive features, especially the creation and operation, allowing each of them to realize their organizational and economic potential in certain economic conditions. Therefore, the formation and development of all methods of regulation of relations in specific conditions of production is natural.

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Аңдатпа

Елдегі саяси, экономикалық, әлеуметтік және институционалды өзгерістер агроөнеркәсіптік кешенінде қалыптасып жатқан интеграцияланған құрылымдарды құруға және дамытуға объективті түрде серпін берді. Соған қарамастан агроөнеркәсіп кешендегі ықпалдасудың оңтайлы ұйымдастырушылық және экономикалық механизмнің болмауынан, оның қазіргі кезеңдегі даму жағдайында тұрақсыздық орны алып және өзара қайшылықтармен сипатталуы, оны зерттеудің өзектілігін айқындайды. Мақалада ықпалдасқан құрылымдардың теориялық негіздерін, заманауи интеграцияланған агроөнеркәсіптік кешеніндегі ерекшеліктерін, олардың жіктелінуі қарастырылған. Кооперативтер, қауымдастықтар мен бірлестіктер, агрофирмалар секілді түрлі құқықтық-ұйымдық нысандардың артықшылықтары мен кемшіліктері жүйеленген. Агроөнеркәсіп кешеніне интеграцияланған құрылымдарды біріктіру қағидаларына сай авторлар АӨК өнімдерді өндіру мен өткізуге дейінгі бірыңғай тиімді технологиялық үдерісті қалыптастыруды негіздеген. Елімізде қалыптасқан интеграцияланған құрылымдағы нысандарды зерттеу барысында және агроөнеркәсіп кешеніндегі әрбір интеграциялық құрылым моделінің ерекшеліктерін талдау нәтижесінде, олардың жеке түрлерінің өзгелерден

абсолютті артықшылығы жоқ екенін көрсетеді. Барлық интеграциялық үлгілердің әрқайсысының белгілі бір іскерлік жағдайларда ұйымдық және экономикалық әлеуетін іске асыруға мүмкіндік беретін өзіндік құрылу және жұмыс істеу ерекшеліктері бар. Сондықтан нақты өндірістегі қатынастар жағдайында олардың пайда болуы және дамуы табиғи заңдылық болып табылады.

Тірек сөздер: кәсіпорын, агроөнеркәсіп кешені, интеграцияланған құрылым, агрофирмалар, сала, модель, қауымдастықтар, интеграция, механизм.

Аннотация

Происходящие в стране политические, экономические, социальные и институциональные изменения объективно создали условия и дали импульс к возрождению, становлению и развитию интегрированных агропромышленных формирований в АПК. Современное состояние развития агропромышленной интеграции характеризуется нестабильностью и противоречивостью, отсутствием эффективного организационно-экономического механизма, что определяет своевременность и актуальность данного исследования. В статье рассматриваются теоретические основы интегрированных формирований, отличительные особенности современных интегрированных агропромышленных формирований, их классификация. Представлены преимущества и недостатки различных организационно-правовых форм, таких, как кооперативы, ассоциации и союзы, агрофирмы. Авторами обосновано, что для создания интегрированных структур используются принципы присоединения, слияния предприятий АПК с целью создания единого рационального технологического производственного процесса, производства продукции до ее реализации. Проведенное исследование сложившихся форм интегрированных формирований, особенностей каждой модели агропромышленной интеграции позволяет сделать вывод, что ни одна из них не обладает абсолютным преимуществом над другими. Все модели интеграции имеют свои отличительные черты, особенности создания и функционирования, позволяющие каждой из них реализовать свой организационно-экономический потенциал в определенных условиях хозяйствования. Поэтому закономерно появление и развитие в конкретных условиях производства всех способов регламентации отношений.

Ключевые слова: предприятие, агропромышленный комплекс, интегрированное формирование, агрофирмы, отрасль, модель, ассоциации, интеграция, механизм.