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## ПРЕДПРИНИМАТЕЛЬСКАЯ ДЕЯТЕЛЬНОСТЬ ПРЕДПРИЯТИЙ АПК. ПРОБЛЕМЫ И РЕШЕНИЕ

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**Аннотация.** Сегодня вряд ли найдется организация какого-либо вида экономической деятельности, которая бы не занималась коммерцией. Это объясняется тем, что предпринимательская деятельность занимает одно из важнейших мест в деятельности любой современной организации, особенно в настоящее время, когда конкурентоспособность организации в целом зависит от ее эффективности. Соответственно изучение отечественного и зарубежного опыта в этой области является для организации своеобразным «наглядным пособием или руководством к действию». Основной целью предпринимательской деятельности является получение прибыли за счет удовлетворения потребительского спроса с высокой культурой предпринимательского обслуживания. Эта цель требует своевременного реагирования на изменения рынка. Необходимо продавать товары таким образом, чтобы каждая предпринимательская операция обеспечивала максимально возможный уровень прибыльности, минимизировался торговый риск, укреплялась позиция предприятия на рынке, и повышалось доверие деловых партнеров предприятию. Любая предпринимательская организация должна использовать все свои основные средства и ресурсы, предназначенные для приемки, хранения и распределения товаров и материалов среди потребителей в полном объеме, поскольку это напрямую влияет на эффективность работы этого предприятия. Очень важной задачей продавца является выявление материальных возможностей потребителя, степени его потребности в определенном продукте производства, ресурсных возможностей предприятия и его готовности удовлетворять потребности потребителей с определенным товаром. Без возможности идентифицировать все эти критерии невозможно сделать продукцию качественной и выгодной для ее реализации.

**Ключевые слова:** предпринимательская деятельность, эффективность, анализ внешней и внутренней среды; оценка эффективности деятельности, финансовый анализ.

## BUSINESS ACTIVITY OF AGRICULTURAL ENTERPRISES. PROBLEMS AND SOLUTIONS.

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**Abstract.** Today, there are many organization of economic activity that engage in commerce. This is due to the fact that business activity occupies one of the most important places in the activities of any modern organization, especially at the present time, when the competitiveness of the organization as a whole depends on its effectiveness. Accordingly, the study of Russian and foreign experience in this area is a kind of “visual aid or guide to action” for the organization. The main goal of business activity is to make a profit by meeting consumer demand with a high culture of entrepreneurial service. This goal requires a timely response to market changes. It is necessary to sell goods in such a way that each business operation provides the highest possible level of profitability; trading risk minimizes, the enterprise’s position strengthens in the market and the confidence of business partners in the enterprise increases. Any business organization should use all its fixed assets and resources intended for receiving, storing and distributing goods and materials to consumers in full volume, since this directly affects the efficiency of this enterprise. A very important task of the seller is to identify the material capabilities of the consumer, the degree of his need for a certain product, the resource capabilities of the enterprise and its readiness to meet the needs of consumers with a certain product. Without the ability to identify all these criteria it is impossible to make products of high quality and profitable for its implementation

**Keywords:** business activity, efficiency, analysis of external and internal environment; performance assessment, financial analysis.

*Problem definition in general form and its connection with important scientific and practical tasks.*

Effective business activity ensures stable financial condition of the enterprise and its competitiveness. In order for business activities to be effective, enterprises must be able to identify all the shortcomings of the trade, technological and organizational process and eliminate them in a timely manner.

The relevance of the topic for this work is due to the fact that the organization of an enterprise business activity in the commodity market is one of the most important elements of the system for interaction between the firm and the consumer as subjects of economic relations [1-3].

*Analysis of recent researches and publications.*

The development of the business activity theory was made by the following representatives of economic and managerial science: L. R. Gudieva, I. Z. Guraeva, L. P. Dashkov, O. V., Pambukhchiyants, S. N. Diyanova, N. I. Denisova, L. N. Dmitrieva, V. N. Dorman, M. Yu. Ivanov, M. V. Ivanova, O. M. Kalieva, M. S. Razumova, M. I. Dergunova, M. S. Govorova and others.

*Formation of the article goals.*

The information and empirical base of this paper is monographic literature sources, as well as specialized publications in this field, the results of observations, Internet resources, as well as calculations made by the authors [4-6].

The practical significance of the results is that the results have been tested at a specific enterprise; they can be used in practice as they are universal for similar enterprises in the agro-industrial sector.

*Presentation of the main research material with full justification of the scientific results.*

Business activity is the subject of analysis by many economists. The basis for success in the agro-industrial complex is the competent use of state support and excellent technical base [7-9].

Analyze the enterprise's activities and main problems - joint-stock company (JSC) "Altatsky". It was created by reorganizing the state farm "Altatsky", which was organized in 1967.

Perform diagnostics of the external environment and analyze the factors of the external environment in the enterprise using PEST analysis.

The PEST analysis of the JSC "Altatsky" is presented in the table 1.

Table 1 - The PEST analysis of the JSC "Altatsky".

Title	Explanation	Influence
1. P (political)	1.1 Introduction of sanctions	-
	1.2 Situation outside the state	-
	1.3 Lack of investment support from state parties	-
	2.1 Specifics of the industry	+
2. E (economic)	2.2 Seasonality (weather influence)	+
	2.3 Increase in the rate of inflation. Price growth for energy, raw materials, transportation costs	-
	2.4 Lack of domestic suppliers of raw materials	-
	2.5 Cooperation with foreign companies manufacturers	+
	3.1 Population	+
3. S (social)	3.2 Educational level of the population	+
	3.3 Attitude to work and rest	+
	3.4 Social infrastructure	+
	4.1 NTP in the field of production	+
4. T (technological)	4.2 Lack of funding for research in technology area	-
	4.3 Lack of high-tech equipment	-

The lack of high-tech equipment slows down the production process and increases the cost of repairing old equipment.

We will rank the attractiveness of potential competitive advantages due to the opening opportunities of the industry and identify the most serious factors that threaten potential competitive advantages.

The list of all potential advantages is analyzed taking into account the prospective strength of the impact on the enterprise [10,11].

Each characteristic of the criterion receives a personal assessment based on its position in the matrix of potential advantages. This is shown in table 2.

Table 2 - Influence of factors on the organization's activity.

Name of the factor	The enterprise's response to the impact of the factor	Evaluating the validity of a decision
Improving the technical equipment of the enterprise	Strong influence	High probability
Improving the quality of services provided	Moderate influence	Average probability
Expanding the range of services	Strong influence	Average probability
Expanding the markets	Moderate influence	High probability

The most significant influence on improving the competitiveness of the JSC "Altatsky" is the increase in the technical equipment of the enterprise and the expansion of sales markets. The main competitors of the JSC "Altatsky" are such enterprises as:

- agricultural holding "Agro-Alliance-Siberia";
- JSC "AgroElita association".

The enterprise wins thanks a high level of service delivery, as well as a significant market share. The object of research - JSC "Altatsky" is in the middle positions, due to the following competitive characteristics. All services presented in JSC "Altatsky" have average prices, which is very important in the economy.

Strengths: good reputation; large market; availability of permanent suppliers; qualified personnel [12-14].

Disadvantages: the enterprise does not have a clear strategic direction of development; the credit policy of the enterprise; a large depreciation degree of fixed assets; a narrow range of agricultural products.

Opportunities: growing demand for work uniforms; the ability to serve additional groups of customers and enter new market segments; the ability to expand the range of agricultural products to meet more customer needs [15-18].

Table 3 - Quantitative assessment of enterprise competitiveness.

Key success factor	For unweighted ratings			For weighted ratings			
	JSC "Altatsky"	competitors Agricultural holding "Agro-Alliance-Siberia"	JSC "AgroElita association"	weight	JSC "Altatsky"	competitors Agricultural holding "Agro-Alliance-Siberia"	JSC "AgroElita association"
Quality and characteristics of the service	7	5	7	0.2	1.4	1	1.4
Reputation or image	8	6	8	0.1	0.8	0.6	0.8
Production capabilities	9	3	9	0.05	0.45	0.15	0.45
Technological level	8	7	8	0.15	1.2	1.05	1.2
Dealer chain	10	5	8	0.15	1.5	0.75	1.2
Marketing and advertising	9	3	9	0.05	0.45	0.15	0.45
Assortment	10	4	9	0.15	1.5	0.6	1.35
Quality of services	8	7	8	0.05	0.4	0.35	0.4
Geographical location	6	7	9	0.1	0.6	0.7	0.9
The overall competitiveness ranking	75	47	75		8.3	5.35	8.15

An analysis based on the results of JSC "Altatsky" showed that the enterprise was financially stable at this time. However, to stabilize and further increase the profitability of crop and livestock production in JSC "Altatsky", it is necessary to conduct a number of measures that can be divided into two main areas.

The first direction should include measures for processing the green mass, namely the preparation of feed in the pod. Providing feed for livestock in winter is a very urgent problem. However, since products are produced only during the growing season, the importance of canned food (silage, haylage) is obvious.

Collecting feed in the sleeve is the best alternative to creating feed stocks. Silage has a huge impact on improving the efficiency of feed ration production and, importantly, on the profitability of milk production. This is undoubtedly an inexpensive and convenient way to grow feed in the field so that you can preserve its useful properties.

As a result, maximum savings are achieved compared to storing grain in elevators and silos in silos. Production costs are fully paid while maintaining the quality of feed. The harvest is carried out in plastic bags of feed grains with annual and perennial with hay, alfalfa, etc.

Optimal storage conditions and low nutrient losses are achieved due to the instant termination of access to air (cold fermentation), proper compaction of the silage mass, no loss of silage on the surface and extreme layers of silage mass, suction of silage juice into the sleeve and reduction of nutrient losses, which is possible during handling. Using this technology, optimal feeding density is achieved in anaerobic conditions. With the right choice of preservatives food is stored without loss of quality for 18 months.

Technological advantage:

- immediately after filling the plastic tube with feed plants, an anaerobic atmosphere is created, that is, the time required to start the action of the anaerobic fermentation processes, so H decreases in the pH value (in contrast to the hopper, in which the time interval between silage laying and air closing is much longer). Comparative analysis shows that the hopper in the pit always contains less dry matter than the hopper in the bag. This indicates that fermentation processes took place there with large losses of dry matter and nutrients.

- low material costs. The cost of silage storage technologies, such as silos or Packed bales (round or cut), is significantly higher than the cost of storing animal feed in plastic bags. And storage in bins is becoming less popular every year due to the poor quality of feed. Since the enterprise also grows crops, you can use the equipment twice a season.

- reducing the likelihood of food spoilage in adverse weather conditions. The mass in the sleeves is protected and isolated from precipitation and high humidity. It is also

important to be able to adapt to weather conditions when filling the sleeves. You can quickly finish the job and close the sleeve to get back to what you started after the weather stabilizes.

– small loss. Losses during storage of animal feed in polymer tubes are on average 5 % (1-8 %) of dry matter, and in silos - up to 25% of dry matter. During fermentation, the temperature in tubes does not exceed 30 ° C, and in silos the temperature does not exceed 40 ° C. This causes energy loss and contributes to the formation of components that are difficult to digest.

– flexibility of the technology. Food can be packed at the right time and in the right place for the manufacturer.

The second direction should include measures for the enterprise's entry into the state program "Business expansion".

The agricultural enterprise has been operating for more than three years; it is possible to request state support, which consists in subsidizing the interest rate on loans and guarantees [19-21].

Subsidies for repayment of part of the borrowing costs are provided in 100 % of the refinancing rate of the Central Bank of the Russian Federation. Subsidies are provided to agricultural consumer cooperatives (purchases, deliveries, marketing (trade), processing and servicing) established in accordance with the federal law "Agricultural cooperation", peasant families (farmers) and individual entrepreneurs, and citizens who carry out parcels, personal branches. Support is provided for various conditions and purposes. The maximum loan amount is 40 million rubles for a period of up to eight years. However, it all depends on the purpose of the loan and the legal form of the enterprise.

Green mass from recycling can be used for cattle fattening. This will lead to an increase in production.

For a more complete assessment of the effectiveness from the measures, it is advisable to determine the dynamics of economic indicators, such as profitability of sales. To do this, we calculate this indicator taking into account new activities and investments. All necessary indicators are shown in table 4.

Table 4 - Calculation of indicators based on new activities.

Indicator	Current	With the proposed measures	Deviation
Revenue, thousand rubles	291051	298 051	7 000
Cost of sales, thousand rubles	288276	290 976	2 700
Profit (loss) from sales, thousand rubles	2775	7075	4 300
Profitability, %	1.0%	2.4%	1.4%

The table shows that the growth in profitability was only 1.4 %. However, actual indicators have more pronounced dynamics. For example, the increase in net profit due to new measures is estimated at 54 %.

If to speak about efficiency of participation in government programs, it should be noted that subsidies for reimbursement of the loans cost equal to 100% from the refinancing rate of the Central Bank: 95% of the Federal budget and not less than 5 % from the budget of a subject that is part of the Russian Federation.

*Conclusions of the study and prospects for further research in this area.*

From the analysis of indicators for economic efficiency of business activity, it can be concluded that in general, the business activity of JSC "Altatsky" increases its efficiency and brings profit.

The implementation of these measures will allow JSC "Altatsky" to increase production volumes, in this regard; the enterprise can get a large profit. The level of profitability will increase after the implementation of the above-mentioned reserves. For this enterprise, the time has passed when the main task was to "survive", now the goal of JSC "Altatsky" is to increase profitability and high profitability.

The efficiency of entrepreneurship in the agro-industrial complex is a fundamental characteristic of its activities,

embodies the results of management decisions and the efficiency of using various resources of the enterprise.

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