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Prospects of innovative integrated structures in the agricultural sector of Kazakhstan

Abstract. *The problem of restructuring the mechanism of enterprise management on an innovative basis is brought to the fore. In order to meet the global challenges of our time, economic entities need to form the best development strategies, improve the organizational structure of production, and constantly introduce innovative forms of management. The purpose of the study is to study the existing integrated innovation structures in the world, and to assess the possibility of applying best practices in the agricultural sector of Kazakhstan. The research method consists in applying analytical, statistical, systematic and integrated approaches to the study of the integration of small business entities, individual entrepreneurs, personal subsidiary farms; expanding and specifying scientific ideas about integration processes in the context of the industry specifics of the agro-industrial complex. The results of the study are to develop proposals for the integration of small agricultural producers into an integrated structure representing collective ownership, where the owners are shareholders, and income is distributed in accordance with the contribution made. Integration on an innovative basis makes it possible to introduce new management mechanisms, achieve high work results in order to quickly saturate the market with food.*

Keywords: *agricultural sector, integrated structure, production chain, economic entities, domestic market, strategy.*

DOI: <https://doi.org/10.32523/2789-4320-2023-4-196-211>

Introduction

Currently, the problem of restructuring the mechanism of enterprise management on innovative basis occupies an important place in the socio-economic policy of Kazakhstan. In order to meet the global challenges of our time, the economic entities of the country need to form appropriate development strategies, improve the organizational structure of production, and constantly introduce innovative forms of management. The essence of the innovative activity of any enterprise is the implementation of mechanisms aimed at improving the work of individual and collective management entities of social and socio-technical systems of various levels, contributing to the creation of favorable economic conditions. This is ensured by stimulating the business activity of enterprises, unobtrusively instilling a corporate management culture, expanding the circle of individual and institutional investors.

To do this, it is necessary to improve the economic mechanism of enterprise management by building innovative forms of organizational structure. And here one of the ways to improve the activities of economic entities is to create fundamentally new integrated structures that represent a technological way of higher redistribution and create final products with added value. In our case, we will talk about the integration of small, disparate economic entities in agriculture – personal subsidiary farms (PSF), small agricultural producers (SACP), and peasant farms (PF).

Although the Law of the Republic of Kazakhstan “On Agricultural cooperatives” dated October 29, 2015 No. 372-V has been in force for several years, the problems of enlarging farms, increasing their competitiveness and efficiency have not yet been solved [1].

The mass creation of agricultural cooperatives after the adoption of the aforementioned Law did not significantly affect the innovative rise of the industry. These small farms are not covered by the association in cooperatives, they produce artisanal agricultural products, the existing cattle are mostly not breeding, outdated tools are used. For many types of food, imports remain high, the Kazakh content of the domestic food market is insufficient. Therefore, the authors propose to create an integrated structure that includes a production chain capable of generating high added value.

This topic is relevant from the point of view of the fact that currently there are about 1.636,2 thousand in the agricultural sector of the country. PSF, which by the end of 2020 produced products worth 2.6 trillion tenge. These farms employ more than 3.5 million rural residents, who belong to the category of people with low income [2, 3].

The purpose of the study is to study the existing integrated innovation structures (IIS) in the world and to assess the possibility of applying best practices in Kazakhstan to unite the above-mentioned agricultural entities.

In order to achieve this goal, the following tasks are being solved: the variants of integrated structures that exist in practice are considered; a brief analysis of the development of agriculture in recent years is performed; a variant of vertical integration of agricultural enterprises is being considered, contributing to the growth of the organizational, technological and economic level of production in the industry.

The object of study is the current mechanism of management of economic entities in the agricultural sector. By using analytical, statistical, systematic and integrated approaches in the study of the essence of integrated structures, it is possible to choose the most suitable option for combining small farms in the agricultural sector of Kazakhstan. These methods allow us to reveal the features of management and determine the feasibility of integration of subjects. By getting acquainted with the articles of foreign scientists and specialists, materials on the Internet, the authors tried to develop a variant of a vertical integrated structure (VIS) on an innovative basis in agriculture in Kazakhstan.

The working hypothesis of our research is the creation of IIS that implement the task of increasing the competitiveness of agricultural enterprises, contributing to the formation of a new sector of the rural economy – corporate, which will be based on innovative structures, the use of property management mechanisms on a market basis.

Research methods

The essence of the research is the application of analytical, statistical, systematic and integrated approaches to the study of the integration of small business entities, individual entrepreneurs, personal subsidiary farms; the expansion and specification of scientific ideas about integration processes in the context of the industry specifics of the agro-industrial complex. This involves revealing the genesis, features, socio-economic results of horizontal integration on an innovative basis; substantiating the directions for further development of integration processes in the real sector of the economy.

The main research question is: how correct are the theoretical calculations regarding the integration of traditional economic entities, in particular personal subsidiary farms (PSF), into a new organizational form such as a corporation, where collective ownership takes place and new economic relations arise on the basis of property ownership and income/profit distribution? In addition, the owners of the new combined structure, i.e. shareholders can work as employees in any positions in this structure, receive wages for their work. There is a symbiosis of private property in the form of collective ownership of property and joint management, which some people may associate with the Soviet “collective farm” and cause contradictory associations.

The choice of research methods and tools was carried out on the basis of the principle of necessity and sufficiency to achieve the objectives of the study, ensuring the required depth and detail of the study of the main aspects of the tasks, the reliability and reliability of the results obtained. The research materials include statistical and analytical information of the Statistics Committee of the Republic of Kazakhstan, the Ministry of Agriculture, materials of the websites of organizations for the production and processing of agricultural products. The materials were processed using statistical data, sampling and grouping methods, and expert assessments. The reliability of the information was achieved by comparing, studying alternative sources, data and verification calculations.

Discussion

The current crisis of the economies of a number of countries caused by the covid epidemic and then the sanctions war dictate the need to form well-thought-out development strategies capable of withstanding tough competition and responding to the challenges of the external environment in conditions where WTO rules and international agreements do not apply. In this situation, we consider the mechanism of integration of certain business areas to be a key factor in the development of business entities in order to be able to apply technological innovations and thus strengthen the competitive positions of partners, achieve sustainable development of the new structure.

The relevance of the study of the integration process lies in the justification of its applicability to a particular industry, since the globalization of many business areas, as well as the acceleration of the diffusion of innovations lead to the need for a constant search for new solutions and this affects the economy of almost all countries.

For many years, globalization has been the driving force of integration processes, which has contributed to the formation of world-famous corporate structures. Integration is related to how different divisions of the company coordinate their activities [4].

The COVID pandemic and the sanctions war have destroyed many trade and economic ties between the countries. National governments and national entrepreneurs must take a fresh look at the economy in order to create a new generation of production. In this regard, we find the idea of vertical integration of companies interesting, i.e. the unification of previously autonomous producers connected by successive stages of production of the final product from crop cultivation to the production of finished products.

Before talking about the possibility of creating an IIS in Kazakhstan, it should be remembered that in a number of post-Soviet countries, corporate companies appeared after the collapse of the USSR in the form of holdings, financial and industrial groups (FIG). As you know, privatization and denationalization of property took place in different ways in post-Soviet countries, in Kazakhstan on this basis, a large business emerged, the share of which is about two-thirds [5]. For example, in the Russian Federation, the corporate economy accounts for 60% of GDP [6]. The share of large capital in Kazakhstan is approximately 45%, 50 largest private companies are included in the list forbes.kz [7, 8].

The total revenue of the top 50 in 2019 amounted to 3.42 trillion tenge, in 2020 - 5.04 trillion tenge in Kazakhstan, large capital mainly belongs to foreigners, the raw materials sector is occupied by them by 90% sometimes. For these reasons, there are no truly national companies in Kazakhstan, there is no real capitalization in companies.

Exports account for more than 36% of GDP, and taking into account infrastructure and service industries, this is more than half, that is, the economy of Kazakhstan produces mainly what the country does not consume [9].

The share of imports is more than a quarter – 27% of GDP, and taking into account trade and everything else – also about half, that is, the country consumes mostly what it does not produce.

At the beginning of 2022, Kazakhstan's trade turnover in 2022 collected 18.2 billion US dollars, which is 52.5% more than due to a similar interim last year (12.0 billion US dollars).

Kazakhstan's trade balance has improved. Exports from Kazakhstan in January-February 2022 increased by 71.4%, and also collected 12.1 billion US dollars.

It is known that large integrated structures, through the introduction of innovations, are able to regulate profits in intermediate production chains, reduce transaction costs along the entire product line, increase the range and efficiency of manufacturing final goods. Vertical integration eliminates any monopoly on the price of the intermediate product. As can be seen from figure 1, there are several approaches to motivate the formation of IIS.

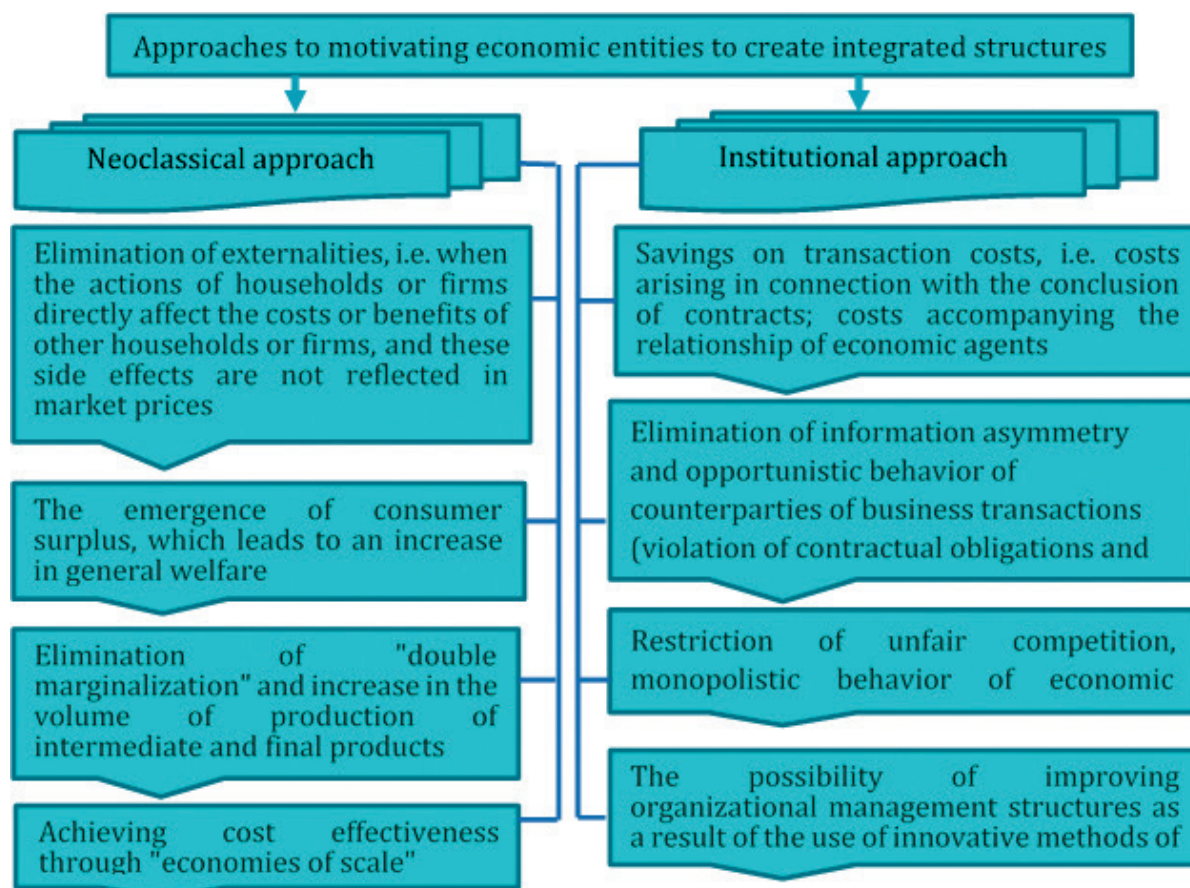


Figure 1 – Motivation factors of economic entities to participate in integrated structures
 Note - Compiled by the authors based on data from the literature [11].

The increase in exports is justified by an increase in the supply of crude oil, ferroalloys, uranium, zinc, etc. Imports to Kazakhstan in January-February 2022 increased by 25.1% and collected 6.1 billion US dollars. An increase in imports is guaranteed for the result of the import of similar products, as well as: grain, car bodies, ECM, ores, as well as copper concentrates, pharmaceuticals packaged for retail sale, telephone devices, etc.

Particular attention should be paid to the trade in energy resources. Kazakhstan lives at the expense of rent, and not by creating efficient industries, the export of oil, gas, metals creates state income. At the same time, the profit from the export of raw materials is either wasted or works for the outflow of capital abroad. The best option is when investments fall into the same raw materials sector.

If we take the period from the noughties for analysis, we can clearly see that the growth of industrial production almost all the time lagged behind the growth of GDP, which indicates the technical backwardness of the main industries and the conservative nature of industrial relations

[10]. At the same time, the volume of investments in fixed assets outstripped the growth of GDP and industrial output, which confirms the extensive nature of production and the low efficiency of capital investments.

Capital investment can be a determining factor in whether the economy is showing healthy growth rates or anemic growth rates. [11].

There are several reasons for this situation. Today, the organizational and innovative culture of entrepreneurship in Kazakhstan is not high enough. The weak trends in improving the quality of economic growth so far indicate the ineffectiveness of the current reform mechanism and the need to form a new model for the development of companies. Therefore, the formation of the structure of enterprises on an innovative basis seems extremely expedient.

The analysis of the works of scientists and specialists shows that in building a scheme of vertical integration of enterprises, a large market power is important for companies operating in adjacent links of the production chain. The main reason for vertical integration is the elimination of the possibility of obtaining a “double margin” and achieving social efficiency, as well as the natural desire of economic entities to reduce costs [12, 13].

A good example of vertical integration is known in the literature, when a company includes several production units characterized by a high level of concentration of managerial, economic and financial resources. Such a corporation structure allows us to rationally distribute investment flows between different types of activities and achieve high development indicators. The main emphasis is on obtaining an economic effect, which represents the amount of winnings for both sellers and buyers [14, 15].

Then it will be possible to delve into the essence of the study, where different approaches will be applied to research methods.

Results

Vertical integration is about improving and strengthening control over various aspects of your business [15].

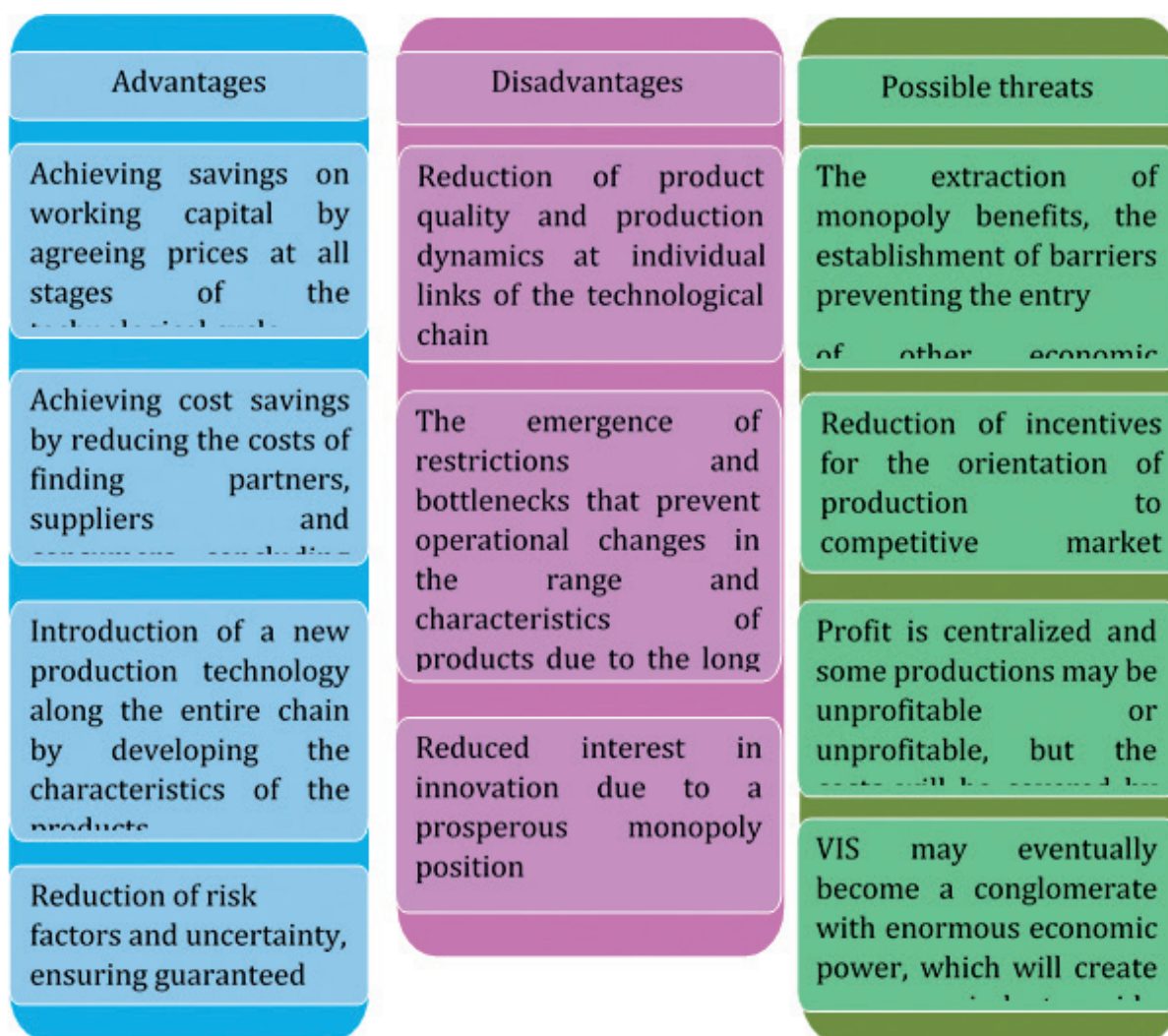


Figure 2 – Advantages, disadvantages and possible threats to the functioning of vertical integrated structures

Note - Compiled by the authors based on data from the literature [15].

The creation of vertical integrated structures can have both positive effects for the region where the partner enterprises are located and negative consequences. The advantages were described above, and in our opinion, the formation of a monopoly structure and the establishment of high barriers to entry into the market should be attributed to undesirable consequences. Another negative aspect of a vertically integrated association may be the loss of interest in finding the most profitable orders, customers, partners, as well as suppliers of raw materials, semi-finished products, which gradually reduces the efficiency of activities. Figure 2 reflects the result of the analysis of negative consequences, potential reserves, opportunities and threats for the effective functioning of vertical structures of innovative type.

Of course, vertically integrated companies have a lot of advantages, but at the same time, they are able to generate negative effects as they exist, which are shown in the figure. Such a lack of integrated structures as the restriction of any competition, the ability to control the market of specific products, dictate prices to suppliers of raw materials and establish a monopoly for consumers is of great concern. In our opinion, before proposing the creation of an IIS, it is advisable to make a preliminary assessment of the effectiveness of integration [14, 16].

To do this, all costs should be divided into constant (FC) and variable (VC). FC is a constant that does not depend on the volume of output. The sales volume function is calculated using the formula:

$$R = ft (QP) \quad (1)$$

where:

Q - the volume of production in the physical dimension;

P – the price of the product.

The total cost function is determined by the formula:

$$TC = f (Q) \quad (2)$$

The totality of the above functions is something other than the production function of determining costs and results, a simplified model of the enterprise's functioning system. The possibility of its use in the analysis of the integration of individual stages of production is shown in the graph shown in figure 3.

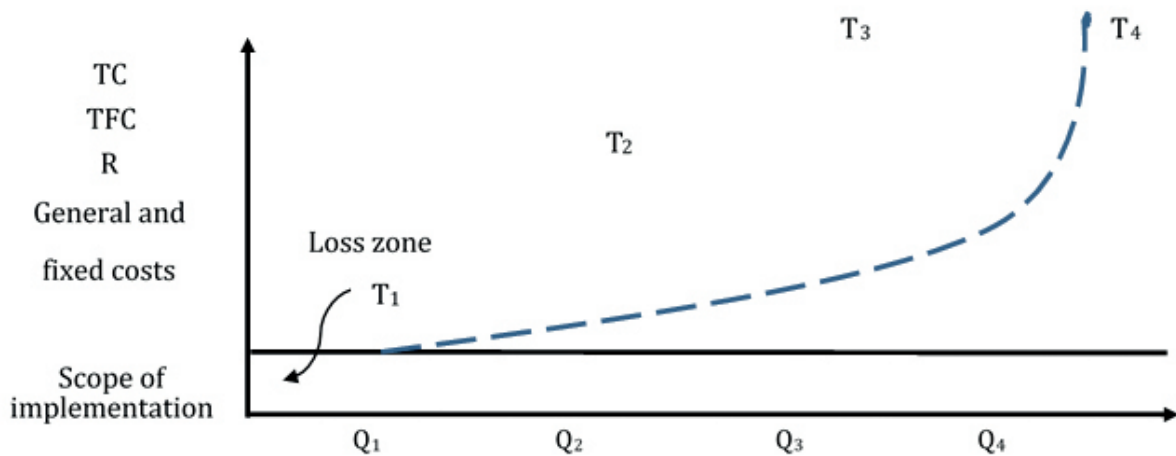


Figure 3 – Graphical model of costs and profitability of the company

Note - Compiled by the authors based on data from the literature [17].

Let us illustrate the formulas given by the example of cotton fiber production for 2010-2022 (Table 1).

Table 1

Calculation of the production function of costs and results for the production of cotton fiber

№	Indicators	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 *
1	Production volume, thousand tons (Q)	91.4	112.9	127.6	133.3	107.8	92.0	96.3	111.0	115.5	115.7	109.7	97.6	111.6
2	Fixed costs per unit, tenge (FC)	37.5	35.2	36.2	34.9	37.9	39.8	42.1	41.8	45.4	43.6	44.5	49.1	48.5
3	Variable costs per unit, tenge (VC)	471.3	467.7	480.9	464.5	503.9	529.2	558.9	559.9	574.7	578.9	591.6	636.9	645.4
4	Total costs per unit, tenge (TC)	508.8	502.9	517.1	499.4	541.8	569.0	601.0	601.7	620.1	622.5	636.1	686.0	693.9
5	Total cost function, million tenge f (Q)	46,504	56,777	65,982	66,570	58,406	52,348	57,876	66,789	71,622	72,023	69,780	66,954	77,439
6	Price 1 ton, tenge (P)	501.9	574.2	635.1	598.4	650.5	625.9	645.1	653.5	680.4	720.8	706.3	686.1	702.0
7	Revenue, million tenge (R)	45,874	64,827	81,039	79,767	70,124	57,583	62,123	72,539	78,586	83,396	77,481	66,963	78,343
8	Profit/loss, million tenge (I)	-630	8 050	15,057	13,197	11,718	5 235	4 247	5 750	6 964	11,373	7 701	9	904

Note-Compiled by the authors based on data from the literature [10].

* some preliminary data

As you can see, the area of losses lies at the point in 2010, when the volume of production fell, which means that costs increased (-630 million tenge). The decline in profits is recorded in years when the production of cotton fiber decreases, or prices fall. This was the case in 2015 during the period of a strong drop in world prices for mineral and fuel and energy resources, and this trend continued over the next 2-3 years.

We also observe a drop in production volumes, an increase in costs and a slight decrease in prices in the post-pandemic period in 2021, the profit amounted to only 9 million tenge. This point can be called the break-even point, where the curves TC and T4 intersect. At the point of 2021, the sales volume R (66,963 million tenge) is almost equal to the total cost function f (Q) (66,954 million tenge), the total cost of the vehicle (686 tenge per 1 ton) practically coincides with the price P (686.1 tenge), there is a minimum profit of 9 million tenge. In general, a decrease in production volumes below 92-97 thousand tons leads to losses or a significant decrease in profits.

The intersection point of the sales function R and total costs TC is the break-even area up to the point T₄. The profit zone and the loss zone are separated by the point T₁ Q₁. Usually, an increase in production volume, i.e. supply, is accompanied by a slight decrease in price, but total revenue initially increases, but when Q₄ volume is reached, revenue begins to fall.

Let's say that a peasant or farm has attached several private PSF, they are suppliers of an intermediate product. In this situation, the volume of production of finished products is growing, and marginal, primarily variable costs will decrease. The effect is to increase sales and reduce overall costs. At the same time, the quality and assortment of goods may improve, new technological stages of processing agricultural products may appear.

The sequence of steps for the organization of an integrated innovation structure (IIS) is a Business Formation Strategy, which can be considered below in figure 4.



Figure 4 – The sequence of drawing up the Strategy for the organization of an integrated innovation structure

Note - Compiled by the authors based on data from the literature [18].

It should be noted that when creating an integrated structure, most often the fixed costs of FC increase somewhat due to the joining of partners - the manufacturer (supplier) of the intermediate product. In any case, the integration effect should be calculated, it is recommended to clearly determine the costs for each conversion and the total income depending on the market price of the final products. Ultimately, all experts agree on one thing: the effectiveness of vertical integration is to increase the quality, assortment and production volumes, reduce costs and prices of the final product. Both the consumer and the producer win, because their profits are growing.

The production of any product is a sequence of links in the technological chain. Such a chain may include the extraction of raw materials, its primary processing, transportation to the place of deep processing, the stage of manufacture of the final product, as well as appropriate packaging, storage conditions, wholesale and retail sales, after-sales service, etc.

If we take modern agriculture in Kazakhstan, in most cases there is a traditional chain: harvesting, sorting, packaging, processing, transportation of finished products to the consumer. A firm that performs functions on all or several links of this chain is considered vertically integrated. In industrialized countries, such a company is usually controlled by a common owner. At the same time, each division produces its own product or service that meets the most refined tastes of consumers [13, 14].

With regard to the agricultural sector, two options for vertical integration can be proposed. The first type is "backward" integration, when a business expands by moving "backward" (or "down") along the technological chain. For example, a cotton processing plant buys a peasant farm that grows cotton in order to have its own raw material base.

Another type of vertical integrated structure is integration "forward" (or in another way - "up"). In this case, there is an expansion of production due to the addition of several stages of production to the technological chain, mainly due to the subsequent stages of processing the product and/ or its sale. As an example of this kind of integration, it is possible to name the acquisition of yarn manufacturing enterprises, weaving production and tailoring by the same cotton processing plants.

Defining the essence of a business is essentially drawing up a business plan, but this is preceded by the formation of a company's vision in order to clearly understand what the integrated structure will do. Then it is necessary to form a business vision, that is, how the future owners and top management are going to achieve the state in which the company will remain in the future. The concept of understanding the business, the vision and mission of the company should remain constant for some time [17, 18].

It is advisable to formulate a mission at the very beginning of the creation of the company in order to have clear goals and objectives. The fundamental values of the company are embedded in the mission, i.e. the corporate philosophy, the worldview of the company. These conceptual provisions should not depend on the will and desire of officials, momentary actions of management. In developed structures, the core values remain unchanged, even if you have to change the profile somewhat. These are the principles of the business vision of the creators of the integrated structure. The value chain represents both the main and auxiliary activities of the enterprise and reflects the conceptual approach to production.

Today, there is such a chain in the agriculture of Kazakhstan: harvesting, sorting, packaging, storage, transportation and sale of agricultural products. We offer integration on an innovative basis of personal subsidiary farms (PSF), small agricultural producers (SACP), and peasant farms (PF), producing the same goods or services. In the recommended structure, there is no desire to monopolize the market, strengthen control over these farms, because the financial basis of this is shares, collective ownership, the created company will be engaged in the efficiency of multidisciplinary production, reducing costs and increasing profits, and not tracking competitors. Our point of view is to create soft structures in the agro-industrial complex, for example, associations or enterprises based on working joint-stock ownership, which allows joint activities on a corporate basis while maintaining the isolation of its members, rural workers.

The partners of such innovative structures may be disparate agricultural producers who, for a number of reasons, could not effectively organize the economy. Processing, servicing, and trading organizations can also be attached here. It should be noted that among them there may well be economically strong farmers interested in further growth, interested in stable supplies of agricultural raw materials, improving the technology of growing crops and improving the processing of products. It is possible that there may also be economically dependent people who have fallen into the sphere of interests of the first farms. The fact that all personal subsidiary farms (PSF) are included on equal, fair terms in the integrated structure with their shares / shares in the form of money, land, equipment (securities, foreign currency are not offered to accept), makes the proposed structure the most attractive.

Profit distribution takes place according to the size of the share from the mutual fund, all shareholders or at least one family member from the shareholder must work in the created structure, receive wages as an employee. Shareholders have the right to take their share of profits or invest in the further development of the enterprise. Such a system allows each shareholder to be interested in effective work and control the administration of the farm [19, 20].

Such a management mechanism makes it possible to better use the property of the enterprise, ensure the rational movement of capital, and spend finances for their intended purpose. Agricultural enterprises, personal subsidiary farms (PSF), processing, agricultural service, trading and other enterprises included in the integrated structure can be guided by the Law on Agricultural Cooperation of the Republic of Kazakhstan, which allows ordinary shareholders/ shareholders to own a controlling stake in the property and fully manage the enterprise.

In this case, the aim and objectives of the IIS are achieved through the following elements:

1. Cooperation of small private subsidiary farms (PSF), other small agricultural producers (SACP) into large high-tech complexes.
2. The growth of labor productivity in the agricultural sector due to the centralization of the work of services for the repair of machinery, preparation, storage and sowing of seeds, fertilization, provision of fuels and lubricants, material and technical supply of components, etc.
3. The effect of scale when creating an agricultural firm is to reduce conditionally fixed costs.
4. The formation of prices for finished products, taking into account the smooth reduction of costs as a result of the unification of raw materials farms, processing enterprises and sales of products.
5. Combining functions for the implementation of the final product with the possibility of creating a single trademark, brand, the possibility of organizing your own outlets.
6. Investment attractiveness for entrepreneurs, financial and banking institutions, business partners.

In the future, a thoughtfully created VIS is able to attract solid borrowed capital to the agricultural sector of Kazakhstan. Solving the issue of the use of investment loans by farmers would allow them to purchase agricultural machinery, elite seeds, carry out the construction of large agricultural complexes, effectively solve the problems of updating the material and technical base.

Conclusion

Summing up, it should be emphasized that an integrated innovation structure is an important system for development and provides a huge opportunity to improve life in agriculture. You can also pay attention to the following recommendations and justifications for a vertically integrated structure in the economy:

1. Vertically integrated structures in agriculture can become complexes of innovation-oriented value chains aimed at increasing the multiplicative effect of product value increment. Value chains formed on the principle of cooperation represent something other than the process of reproduction and combine the production, distribution and commodity-money circulation of manufactured products. The corporate structure created in this way will be effective if it has its own sales infrastructure and sales network.

2. Vertically integrated structures have a great future, on their basis the economic regulator of the economy is transformed – the mechanism of investment, the pricing system, the efficiency of capital investments will significantly increase. An intersectoral corporation is being established within the VIS, which removes the problem of different profitability between the mining and processing sectors, between intermediate and final production complexes. The issue of distribution of the effect, which is provided by investments in new equipment, technology, and innovative products, is solved in a reasonable way. The main source of accumulation for VIS is not an increase in prices, but a reduction in costs and an increase in commodity output.

3. Vertical integration means creating a flexible organizational structure that is mobile in time and space. It allows you to quickly get rid of unnecessary links, create new units or attach new links as you develop. Integration makes it possible to improve the productivity of the agricultural sector, gain access to agricultural markets, and ensure that food products comply with international quality and safety standards. A responsible task is being solved at the national level - providing food to its own consumer, protecting the domestic market, producing competitive products at a new technological level, accelerated implementation of agricultural sector development programs.

Thus, integration improves the productivity of the agricultural sector, makes it possible to produce competitive products, protect the domestic market, provide food to its own consumer, switch to new technologies, ensure compliance of food products with international quality and safety standards.

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Қазақстанның аграрлық секторындағы инновациялық интеграцияланған құрылымдардың болашағы

Аңдатпа. Инновациялық негізде кәсіпорындарды басқару тетігін қайта құру мәселесі бірінші орынға шығады. Қазіргі заманның жаһандық сын-қатерлеріне жауап беру үшін шаруашылық жүргізуші субъектілер дамудың ең үздік стратегияларын қалыптастыруы, өндірістің ұйымдастырушылық құрылымын жетілдіруі, басқарудың инновациялық нысандарын ұдайы енгізуі қажет. Зерттеудің мақсаты әлемде бар интеграцияланған инновациялық құрылымдарды зерделеу және Қазақстанның аграрлық секторында озық тәжірибені қолдану мүмкіндігін бағалау болып табылады. Зерттеу әдісі шағын бизнестің шаруашылық жүргізуші субъектілерінің, жеке кәсіпкерлердің, жеке қосалқы шаруашылықтардың интеграциясын зерделеуге аналитикалық, статистикалық, жүйелік және кешенді тәсілдерді қолдану; АӨК салалық ерекшелігі контекстінде интеграциялық процестер туралы ғылыми түсініктерді кеңейту және нақтылау болып табылады. Зерттеу нәтижелері шағын ауыл шаруашылығы тауар өндірушілерін ұжымдық меншікті білдіретін интеграцияланған құрылымға біріктіру бойынша ұсыныстар әзірлеу болып табылады, мұнда меншік иелері – пайшылар және кіріс енгізілген салымға сәйкес бөлінеді. Инновациялық негіздегі интеграция экономиканың жаңа тетіктерін енгізуге, нарықты азық-түлікпен тез қанықтыру мақсатында жұмыстың жоғары нәтижелеріне қол жеткізуге мүмкіндік береді.

Түйін сөздер: аграрлық сектор, интеграцияланған құрылым, өндірістік тізбек, шаруашылық жүргізуші субъектілер, стратегия.

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Перспективы инновационных интегрированных структур в аграрном секторе Казахстана

Аннотация. Проблема перестройки механизма управления предприятиями на инновационной основе выдвигается на первый план. Чтобы отвечать глобальным вызовам современности, хозяйствующим субъектам необходимо формировать наилучшие стратегии развития, совершенствовать организационную структуру производства, постоянно внедрять инновационные формы управления. Целью исследования является изучение существующих в мире интегрированных инновационных структур, и оценка возможности применения передового опыта в аграрном секторе Казахстана. Метод исследования заключается в применении аналитического, статистического, системного и комплексного подходов к изучению интеграции хозяйствующих субъектов малого бизнеса, индивидуальных предпринимателей, личных подсобных хозяйств; расширению и конкретизации научных представлений об интеграционных процессах в контексте отраслевой специфики АПК. Результаты исследования заключается в разработке предложений по интеграции мелких сельхоз товаропроизводителей в интегрированную структуру, представляющую коллективную собственность, где владельцы – пайщики, и доход распределяется в соответствии с внесенным вкладом. Интеграция на инновационной основе позволяет внедрить новые механизмы хозяйствования, достичь высоких результатов работы в целях быстрого насыщения рынка продовольствием.

Ключевые слова: аграрный сектор, интегрированная структура, производственная цепочка, хозяйствующие субъекты, стратегия.

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