

FORMATION OF A PROJECT ACTIVITY MANAGEMENT SYSTEM IN THE AGRO-INDUSTRIAL COMPLEX OF THE REGION

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Abstract

Modern challenges, limitations and risks of the socio-economic development of the region's agro-industrial complex require concentration of efforts, finances, managerial competencies in strategically important areas and tasks. The basis for the effective functioning of the agro-industrial complex of the Penza region is the application of the principles of project management in the activities of agribusiness entities. Project management is a tool both for managing the creation of new products and services, and for implementing targeted changes within individual organizations, as well as entire socio-economic systems. In the Penza region, project management is widely used by agribusiness entities in the implementation of both large and local projects in various fields of activity. The paper presents the results of the analysis of project management in the agro-industrial sector of the region, which indicates both positive and negative trends. The identified problems indicate a low level of quality of the processes of initiation and planning in the project management of business entities. In the current research the system of project management of agribusiness is considered taking into account state support. As a result of the analysis of the relevant projects, the main directions for improving the elements of project management were identified. In the frame of the current research the following research methods were used: the analogy method, the abstract-logical and analytical methods, the method of comparative legal assessment.

Key words: project management, agribusiness entities, project activities, promising areas of project management, government support

INTRODUCTION

The basis for effective production management and sustainable development of agribusiness entities is the application of innovative management theories and methodologies. One of the promising technologies of modern management is project management. The use of project management tools by agricultural producers makes it possible to increase the effectiveness of activities through the mobilization and structuring of resources, organization and control of activities at all stages of project activities in accordance with the strategic goals of agribusiness [5, 9].

At present, there is no formed integrated system for managing projects of the regional agro-industrial complex, the modern model of project activity is represented by the use of individual methods and tools of project management [4]. The use of project

management methodology allows you to more effectively respond to any changes in the internal and external environment, in contrast to traditional functional management [1].

In the Penza region (Russia), elements of project management are widely used by agribusiness entities in the implementation of both large and local projects in various fields of activity.

The development strategy of the Penza region (Russia) provides for the implementation of priority projects in the field of agro-industrial complex and appropriate state support for the project activities of agribusiness, which significantly increases the business activity of economic entities in the field of project management [8].

In this context, the paper aims to identify trends in the development of project activities in the agro-industrial complex of the Penza region and to determine the main directions

for improving the elements of project management in the region.

MATERIALS AND METHODS

The object of the current research is the project activities of agribusiness entities of the Penza region for 2019-2021.

The authors used the primary data of the Ministry of Agriculture in the Penza region (Russia) on the results of competitive selection for obtaining grant support, legal information of regional legislation, open information on the websites of agribusiness entities.

The obtained results are based on the use of the analogy method, abstract-logical and analytical methods, the method of comparative legal assessment.

The method of analogies and the analytical method were used while carrying out a comparative assessment of the development of elements of project management of agribusiness entities in the region. The use of the abstract-logical method made it possible to study the essence of project management and determine the possibility of applying the relevant results in the practical activities of project initiators. With the help of the comparative legal method, an analysis of the legal framework for the development of project activities in the agro-industrial complex was carried out as part of the socio-economic development in the Penza region, and an assessment was made of the legal regulation of state support for project activities of agribusiness entities.

The results of the study were obtained based on the use of methods of analogy, abstract-logical, analytical and comparative legal assessment. The object of the study was the project activity of agribusiness entities in the Penza region (Russia).

RESULTS AND DISCUSSIONS

The development of the regional agro-industrial complex is the basis for ensuring the food security of the country, under any internal and external conditions, therefore, increasing the efficiency of the functioning of

agribusiness entities is a strategic task of the regional agricultural areas [16].

The basis for achieving the goals of increasing the efficiency of business entities, reducing risks, increasing the level of competitiveness is the use of modern business management methods. The use of tools that make up the complex of project management allows not only to use the available resources of agribusiness entities, but also to actively attract additional investments [2].

In accordance with the Law of the Penza Region dated May 15, 2019 No. 3323-ZPO "On the Strategy for the Social and Economic Development of the Penza Region for the period until 2035" [11], investment projects in the agricultural and industrial areas are being implemented in the region, initiated by large industry companies: Damate LLC, Rusmolco LLC, Cherkizovo Group PJSC, Aviagen Torkeys LLC, MAYAK Group of Companies, FomLine Group and others [11]. The total investment capacity of investment projects is more than 50 billion rubles, it is planned to create more than 1,800 additional jobs.

The leading initiator of projects for the production and processing of turkey meat in the region is Damate LLC. The specificity of the project activity of Damate LLC is the implementation of multi-projects, which consist of several mono-projects and require the use of a number of special project management methods associated with "end-to-end" control over the implementation of interrelated projects.

In the Penza region, Damate LLC operates at sites located in six districts of the region. Since 2019, Damate LLC has been building sites for the production of turkey meat in the Vadinsky, Spassky and Mokshansky districts of the Penza region (Russia). The investment capacity of the projects is 15.5 billion rubles, 700 jobs would be created, and the budgetary efficiency in the form of tax payments would amount to 3.8 billion rubles.

A project for the modernization of an elevator in the Kolyshleysky district is at the completion stage, and a project for the construction of a new feed mill is being implemented at the same site. The investment capacity of the projects is 3.5 billion rubles.

The launch of new facilities would increase the total feed production capacity of Damate LLC up to 886 thousand tons per year, increase the production of turkey meat up to 207 thousand tons per year. As a result, the implementation of investment projects could create more than 220 new opportunities for employment [6].

The project activity of Damate LLC is characterized by a multi-level life cycle of projects, they are implemented simultaneously and are at different stages of the cycle from initiation to completion.

Rusmolco LLC is the initiator of projects in the dairy industry of the country and the Penza region. In 2007, the project management methodology of Rusmolco LLC was tested on mono-projects, which, in terms of the volume of attracted resources (size), were classified as small projects (criteria for the scale of the project).

The subject area of the projects was the restoration and reconstruction of old dairy farms in the farms that are part of the company, located in Bashmakovskiy, Pachelmskiy, Penza, Kuznetskiy, Narovchatskiy, Kamenskiy and Nizhnelomovsky districts of the Penza region (Russia).

Modern technologies were introduced in all farms, new equipment was purchased and installed, the old livestock was replaced with highly productive cattle. The next stage of the design activity of Rusmolco LLC is industrial investment design, which is based on innovative processes in the industry. The innovative approach of Rusmolco LLC to the implementation of projects could significantly increase the effectiveness of process project management, in particular, the process of managing the cost and quality of the designed products.

Investment project for the construction of a dairy complex in the Serdobsky district implemented Rusmolco LLC with full capacity in 2022. At the end of 2019, the first phase of the complex for 5,200 heads was put into operation, at the beginning of 2021, the expansion of the complex to 7,200 head of dairy herd began. The construction of a modern large dairy complex could create

more than 400 jobs, the growth in the production of premium milk would be over 100 thousand tons per year [14].

The basis of successful project activity Rusmolco LLC are modern approaches to the formation of a project team, as a purposeful construction of a special way of interaction between participants, which allows them to effectively realize their professional, intellectual and creative potential in accordance with the strategic goals of the company.

PJSC Cherkizovo Group carries out project activities in the field of pork production and processing. The investment project for the creation of a pig-breeding complex for 440 thousand heads provides for the construction of 11 feedlots with an annual content of 40 thousand heads each. The investment capacity of the project would be 6 billion rubles.

The multi-project orientation of the project management of PJSC Cherkizovo Group involves the implementation of projects in various fields of activity in order to ensure vertical integration that connects all links of the production chain from grain cultivation to the production of finished products. PJSC "Cherkizovo Group" acts as the initiator and investor of the project, the volume of investment in the development of the region amounted to 12 billion rubles. A feature of the design activities of Cherkizovo Group PJSC is the use of elements of high-tech scientific design, in particular, the development of breeding production (raising gilts and using Topigs Norsvin genetic materials) [3].

The cumulative implementation of all investment projects in the Penza region allowed the region to take a leading position in the Volga Federal District in the production of turkey, milk and pork.

The key factor determining the business activity of the project activity of small agribusiness entities is state support at all levels within the framework of the current State programs for the development of small and medium-sized businesses in agriculture, which determine access to investment resources and subsidies [10].

Within the framework of the national projects "Small and medium-sized businesses and

support for individual entrepreneurial initiatives” and “Development of the agro-industrial complex”, such regional projects, such as "Acceleration of small and medium-sized businesses" (grants "Agrostartup"), "Creating conditions for an easy start and comfortable business, and others.

The total amount of budget allocations for the implementation of the State program "Development of the agro-industrial complex of the Penza region" for 2014-2024 is 42,421.8 million rubles (Decree of the Government of the Penza Region, 2013) [7].

2,639.5 million rubles are provided for the implementation of the subprogram "Support for small business forms", including federal budget funds (72.9%), Penza region budget funds (6.5%), extra-budgetary funds (20.6%).

For 2019 - 2021 more than 200 small businesses implemented projects for the creation and development of their farms with the help of state support, of which novice farmers - 74.3%, family livestock farms and

agricultural consumer cooperatives - 15.8 and 9.9%, respectively.

The sub-program "Support for small businesses" provides support for projects in the field of agro-industrial complex and includes the following areas:

- Agrostartup grants for the realization of projects for the creation and development of farms on the terms of co-financing from the state budget;

- Grants for the development of family farms on the terms of co-financing from the federal budget for stimulation

development of small forms of management;

- Grants "Agroprogress" on the terms of co-financing from the federal budget to stimulate the development of small businesses;

- Grants for the development of the material and technical base of agricultural consumer cooperatives on the terms of co-financing from the federal budget to stimulate the development of small business forms.

The amount of grant support for 2021 - 2024 presented in Table 1.

Table 1. Amount of financial support (subprogram "Support for small businesses"), thousand rubles

Indicator	2021	2022	2023	2024	2024 in % to 2021
Grants "Agrostartup" for implementation creation and development projects peasant (farm) households	27,585.6	42,261.0	46,226.4	48,214.2	174.8
Grants for the development of the material and technical base of agricultural consumer cooperatives	89,311.6	63,405.8	54,347.8	56,684.8	63.5
Grant support for development family farms and Agroprogress grants	85,240.3	102,974.8	114,430.7	119,351.2	140.0

Source: Compiled by the authors based on data from <http://publication.pravo.gov.ru/SignatoryAuthority/region58> (Accessed on 12.12.2021) [13].

For a more detailed analysis of state support participants, the results of competitive events to support novice farmers, development of family farms of peasant (farm) households within the framework of the state program of the Penza region "Development of the agro-industrial complex of the Penza region". For 2019 - 2021 in these events, more than 180 participants were applicants (Table 2).

62 peasant (farm) enterprises and 10 family farms were recognized as recipients of state support, the amount of funding amounted to 289.41 million rubles. The following types of activities were identified as the subject area of

projects within the framework of competitive events: dairy and beef cattle breeding, horse breeding, sheep breeding, poultry farming, beekeeping, horticulture, potato growing, vegetable growing of closed and open ground by the data from the Ministry of Agriculture in the Penza Region.

The development of project activities of small agribusiness is carried out using standard elements of project management, however, it has a number of features [15].

In the field of small agribusiness, it is more often planned not to implement a project, but to organize a production system.

Table 2. The directions of activity for which farm beginners and family farms received financial support

Direction of activity	2019	2020	2021	On average for 2019 - 2021
Support for beginning farmers, million rubles				
Beef cattle breeding	17.94	24.15	4.30	15.46
Dairy farming	29.85	30.96	4.50	21.77
Horse breeding	-	3.0	-	1.00
Beekeeping	2.92	-	4.82	2.58
Vegetable growing	7.28	2.29	6.93	5.48
Potato growing	5.67	2.7	-	2.79
Gardening	6.99	12.99	-	6.66
Amount of allocated grants – total	70.65	76.09	20.55	55.76
Support for family farms, million rubles				
Beef cattle breeding	8.81	17.16	40.45	22.14
Dairy farming	-	9.63	-	3.21
Horse breeding	-	5.82	-	1.94
Sheep breeding	-	-	10.32	3.44
Poultry farming	-	-	29.93	9.98
Amount of allocated grants – total	8.81	32.61	80.70	40.71

Source: Compiled by the authors based on data from the Ministry of Agriculture in the Penza Region [12].

Production cycles in their pure form are not projects, however, in recent years, the project approach has been increasingly applied to processes focused on continuous production. For example, projects to increase production to a sufficient level within a certain period, based on a given budget, or the fulfillment of certain orders that have contractual delivery dates [5].

Features of project activities in the field of agribusiness affect the effectiveness of relevant management processes, in particular the management of functional areas within the planning and execution processes. The lack of project management in the planning process in most cases is the reason for not granting subsidies.

The insufficient level of quality of initiation and planning processes in project management leads to the fact that the majority of entrepreneurs decide to start implementing an entrepreneurial idea, focusing mainly on the possibility of state support.

Often it leads to an underestimation of the state of the consumer market of manufactured goods (services rendered) and the characteristics of the selected types of activities. Therefore, mistakes made during the initiation process adversely affect the course of other project management processes.

CONCLUSIONS

The analysis of the development of project management in the agro-industrial complex of the region made it possible to determine various instrumental approaches to the implementation of project activities by agribusiness entities.

The main distinguishing characteristics of different approaches are the multi-project and single-project orientation of project initiators and stimulating factors for the development of project management.

The first option provides for the implementation of multi-projects, the initiators of which act simultaneously as an investor.

Within the framework of the second option, the initiators of the projects are small agribusiness entities that implement mainly mono-projects supported by state programs at the federal or regional levels.

The formation of a system for managing the project activities of the agro-industrial complex of the region could ensure the targeted, systematic development of the industry and move from individual projects and programs of business entities to a project-oriented business in the agro-industrial complex.

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