

UDC 33

## Management of Agricultural Activities and Agro-Industrial Production

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### Abstract

The article examines the key aspects of managing agricultural activities and agro-industrial production, with a particular focus on social and environmental factors that play a crucial role in the sustainable development of the industry. The author analyzes the main principles of management, including the optimization of production processes, improving resource efficiency, and the introduction of innovative technologies. Special attention is paid to the benchmarking method as a tool for comparing and improving the performance of agricultural enterprises. The work emphasizes that modern challenges, such as climate change, limited natural resources, and increasing demands for product quality, require a comprehensive approach to management. The author notes that successful management of the agro-industrial complex is impossible without considering environmental standards, social responsibility, and economic efficiency. The article also discusses examples of the successful implementation of modern technologies in agricultural practices, which contribute to increasing the competitiveness of enterprises. In conclusion, it is concluded that the management of agricultural activities and agro-industrial production is a multifaceted task that requires the integration of scientific knowledge, technological innovations, and strategic planning to achieve sustainable development of the industry.

### For citation

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### Keywords

Agro-industrial complex, product quality, management principle, agricultural activity, benchmarking, sustainable development.

## Introduction

Agricultural activities and agro-industrial production play an important role in the economies of many countries.

However, for the efficient management of this industry, it is necessary to take into account a lot of factors such as climatic conditions, technical facilities, human resources, and much more [Shaitura et al., 2021].

In this regard, the management of agricultural activities and agro-industrial production is a complex and multifaceted task that requires an integrated approach and the use of modern technologies [Galikeyev, 2019].

Agriculture and agro-industrial production are key sectors of the economy of many countries including Russia [Shaitura et al., 2022].

The management of agricultural activities and agro-industrial production is aimed at improving production efficiency, reducing costs, increasing the reliability and safety of products as well as at removing any barriers that hinder the development of this industry [Zyukin et al., 2022].

To do this, there are certain principles for managing agriculture and the agro-industrial complex as well as methods for optimizing production processes and improving the efficiency of agricultural enterprises.

One of the basic principles of the management of agricultural activities and agro-industrial production is to control the processes associated with the cultivation of plant products and animal breeding [Solopov et al., 2022]. This allows us not only to evaluate the efficiency of activities but also to eliminate possible problems and obstacles in the work.

Control can be both qualitative and quantitative and is often used in combination with other methods such as financial performance analysis and planning.

## Main part

Another principle of management is the principle of goal setting. The goal is the main factor defining the direction of development of agricultural activities and agro-industrial production. It allows managers of agricultural enterprises to determine necessary resources, plan actions, and control the process of achieving the goal [Asalkhanov et al., 2019, 19].

A well-defined goal should be specific, measurable, achievable, relevant, and time-bound.

Another important principle in the management of agriculture and the agro-industrial complex is the use of innovative technologies.

Modern technologies allow achieving higher productivity, improving product quality and safety, and reducing production costs.

Among such technologies, mechanization, automation, the use of information technologies, genetic engineering etc may be distinguished.

As mentioned earlier, control is one of the key principles of agriculture and agro-industrial complex management.

However, control should not be a process in which only the manager participates.

In practice, a more effective method of control is often the inclusion in this process of the workers who are engaged in a particular activity.

This provides an increase in the motivation of the participants in the process as well as improves product quality and production efficiency [Abdulgalimov, Mokhov, 2020].

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Another important principle of management is that it should be systematic and comprehensive.

When managing agriculture and the agro-industrial complex, it is necessary to take into account all aspects of activity, from sowing seeds to selling finished products.

This allows you to identify possible problems and eliminate them at an early stage.

One of the major methods for optimizing production processes in agriculture is the use of computer technologies and information systems that allow you to effectively monitor all stages of production and reduce production costs.

Automation of all processes allows you to remove the possible human factor in the work, which improves product quality and increases efficiency of activities [Voronin, Chupina, Voronina, 2022].

An additional method for optimizing production processes is the use of various fertilizers, additives and preparations to increase yields and improvement of product quality [Borisov N.S., 2020]. The use of new technologies and means allows us to achieve higher productivity and to improve product quality.

To achieve success in the management of agricultural activities and agro-industrial production, it is necessary to use an integrated approach.

This means that all aspects of production should be taken into consideration, including environmental, social and economic ones.

It is also necessary to use modern technologies and production optimization methods such as benchmarking.

Benchmarking allows us to compare our results with the results of other enterprises and identify problem areas in production [Voronin, Chupina, Voronina, 2022].

The concept of benchmarking is to use outstanding companies in any industry as models, learn from their operational procedures and strengthen your competitive advantage through such continuous improvements. In other words, benchmarking is a practical approach that humbly acknowledges that others are indeed better than you at certain tasks and humbly learns from them to catch up or even surpass them. Thus, since the concept of benchmarking management was founded and developed in the late 1970s, benchmarking management has become a key concept of many world-famous companies. Digital technologies, etc. are competing to implement it either to save the nation or to strengthen their leading position as a management tool. Benchmarking has long been a popular management science abroad, thousands of companies around the world have successfully implemented benchmarking programs. However, it is still a rather unfamiliar management tool in the Russian world. Judging from the history of management benchmarking development abroad, it definitely has the potential to become a new management favorite in Russian academic and corporate circles in the future. Since benchmarking can be easily combined with quality improvement tools commonly used by Russian professionals, it can also strengthen the functions of the original system, allowing companies to achieve quality goals faster. In addition, it can even be used as an innovation management tool for enterprises to conduct organizational reengineering of business processes, which allows enterprises to meet customer needs faster and create higher added value for customers. Therefore, for many small and medium-sized enterprises in Russia, the ability to quickly and correctly respond to the rapidly changing market environment is the key to their success, and benchmarking is the best tool to continuously strengthen this ability. Facing a highly uncertain future while an enterprise wants to succeed, adopting a benchmarking plan is certainly the most important first step to take.

However, such an answer is often unsatisfactory, since it is like a self-limiting picture and a frog in a well compared to one's own past achievements and cannot give a full and comprehensive answer to this question. Only by thinking in the other direction, that is, comparing with other organizations that

have similar working methods and outstanding results, and analyzing the differences in results between them, can we really get to the heart of the matter. And this is benchmarking.

The so-called benchmark originally refers to a reference point that must be defined before measuring relative distances in geographic studies. In the vocabulary of quality improvement, benchmarking means best-in-class achievements. Such achievements will serve as an example for other companies with similar operating procedures.

Benchmarking is a process that improves the competitive position of an enterprise through measurement and comparison. It emphasizes using outstanding companies as learning objects and strengthening one's competitive advantage through continuous improvement. According to the definition of benchmarking by the American Productivity and Quality Center.

Generally speaking, the reason why companies benchmark is usually to solve current operational problems. But there are also many companies that use benchmarking as a proactive approach to creating growth opportunities. In any case, benchmarking, like other management tools, is aimed at improving operational performance. However, among the many management methods, why is benchmarking especially recommended? Apart from the fact that benchmarking can be combined and complemented with other quality control tools, our reasons can also be summarized in four benefits: the pursuit of excellence, process reengineering, continuous improvement, and establishing advantages.

Benchmarking itself is a process of achieving excellence. Organizations that other companies choose to learn from are definitely superior when it comes to benchmarking. The reason we choose these organizations to study is to emulate these leaders so that our own companies can achieve the same level and become objects of learning and imitation by other companies. The reason this learning is possible is that so-called "excellence" often has common characteristics even across industries. For example, most organizations conduct sales. Therefore, sales operations in any industry or organization should have some degree of commonality that can be observed and measured. If some organizations already have a good reputation for sales, we might conduct a detailed study and compare our own sales methods with those of other organizations to see if there are any methods we can implement in our own organization to become more successful. Can do better. This way of achieving excellence through extensive observation and research is the spirit of benchmarking.

Another important principle of benchmarking is process reengineering. At first glance, benchmarking may seem similar to traditional competitor analysis. But in reality, there are differences in concepts between the two. It is natural for the average company to compare its products or services with those of its competitors, but this can only be called competitor analysis, not benchmarking. The important difference between the two is that traditional competitive intelligence focuses on evaluating results or products, while benchmarking focuses on analyzing the process of producing products or providing services, and there is a need to strengthen the identification of weak points. From this perspective, the scope of benchmarking management is much deeper than that of competitor analysis. It emphasizes tracing the source, thinking deeply about what differences in the components of the work process cause such a gap in the quality of the product or service, and actively redesigning the process to close the gap. In other words, benchmarking focuses on the methods of work or work processes that underlie the delivery of products or services, rather than the products or services themselves.

This completely new concept can help companies achieve significant performance improvements over competitor analysis, and it is more effective and valuable than other management methods.

All management tools aim to improve the performance of an organization, and the biggest difference between benchmarking and other management tools is that benchmarking particularly emphasizes the concept of "continuous" improvement. In the following description, we will note that

benchmarking management has a cyclical and regenerative process. This cyclical feature shows that benchmarking is not a short-term activity, nor is it an activity that can be completed once. Only in the long term will the information obtained be more valuable. If any company implementing benchmarking treats it only as a project or a separate event, then unfortunately the benefits that the company can get from benchmarking activities will be limited improvements. It will definitely lag far behind those organizations that have integrated benchmarking training into the system and considered it as one of their activities.

This is a fact that any company that wants to improve performance and achieve excellence through benchmarking must understand. If we can see the object of benchmarking as a moving target, then we can understand why benchmarking is a process that needs to be continued. For example, when a company successfully completes a benchmarking project, the fruitful results after implementation can be clearly seen in the performance measurement indicators. If the company were content with completing the work, its progress would end there. However, if this company can select other topics and learning objects to continue benchmarking, we can believe that its performance can definitely reach a higher level. It must be understood that "customers are becoming more and more picky." Every time we do better than before, our customers' expectations rise. Therefore, no matter how good we are, we must become better.

In addition, continuous research on best practices can also help companies understand the most advanced information technology, operating methods, and management methods. This prevents enterprises from working behind closed doors and failing to keep up with knowledge trends.

In conclusion, we can say that the management of agricultural activities and agro-industrial production is a complicated and multifaceted task that requires an integrated approach and the use of modern technologies.

The main principles of management are the use of modern technologies and innovative methods, the use of scientific researches to develop new technologies and methods, the use of a quality management system, optimization of production processes and the increase in the efficiency of agricultural enterprises [Abdulgalimov, Mokhov, 2020].

## Conclusion

All these principles can improve production efficiency, improve product quality, and increase the profitability of enterprises.

In general, the management of agricultural activities and agro-industrial production requires constant development and improvement as well as taking into account all the factors affecting the production and sale of products.

This is the only way to achieve success in this important sector of the economy and ensure the satisfaction of consumers, conservation of natural resources and the economic profitability of enterprises.

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## **Управление сельскохозяйственной деятельностью и агропромышленным производством**

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### **Аннотация**

В статье рассматриваются ключевые аспекты управления сельскохозяйственной деятельностью и агропромышленным производством, уделяя особое внимание социальным и экологическим факторам, которые играют важную роль в устойчивом развитии отрасли. Автор анализирует основные принципы управления, включая оптимизацию производственных процессов, повышение эффективности использования ресурсов и внедрение инновационных технологий. Особое внимание уделено методу бенчмаркинга как инструменту для сравнения и улучшения показателей деятельности сельскохозяйственных предприятий. В работе подчеркивается, что современные вызовы, такие как изменение климата, ограниченность природных ресурсов и растущие требования к качеству продукции, требуют комплексного подхода к управлению. Автор отмечает, что успешное управление агропромышленным комплексом невозможно без учета экологических стандартов, социальной ответственности и экономической эффективности. В статье также рассматриваются примеры успешного внедрения современных технологий в сельскохозяйственную практику, что способствует повышению конкурентоспособности предприятий. В заключении делается вывод о том, что управление сельскохозяйственной деятельностью и агропромышленным производством является многогранной задачей, требующей интеграции научных знаний, технологических инноваций и стратегического планирования для достижения устойчивого развития отрасли.

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**Ключевые слова**

Агропромышленный комплекс, качество продукции, принцип управления, сельскохозяйственная деятельность, бенчмаркинг, устойчивое развитие.

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