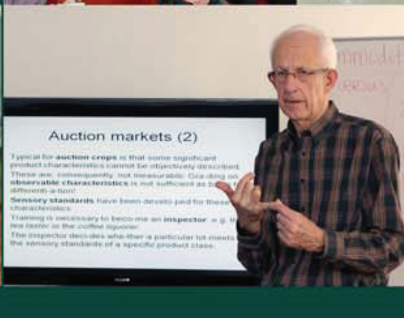
АКТУАЛЬНЫЕ ПРОБЛЕМЫ РАЗВИТИЯ АГРОБИЗНЕСА

В УСЛОВИЯХ МОДЕРНИЗАЦИИ ЭКОНОМИКИ

СБОРНИК НАУЧНЫХ ТРУДОВ ПО МАТЕРИАЛАМ МЕЖДУНАРОДНОЙ НАУЧНО-ПРАКТИЧЕСКОЙ КОНФЕРЕНЦИИ (Г. СТАВРОПОЛЬ, СТГАУ, 12 ДЕКАБРЯ, 2012 Г.)



Университет Вагенинген, Нидерланды
Белградский институт аграрной экономики, Сербия
Запорожский национальный университет, Украина
Черкасский государственный технологический университет
Северо-Кавказский государственный технический институт, Россия
Ставропольский государственный аграрный университет

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А43 **Актуальные проблемы** развития агробизнеса в условиях модернизации экономики : сборник научных трудов по материалам Международной научно-практической конференции СтГАУ (г. Ставрополь, декабрь, 2012 г.). – Ставрополь : АГРУС Ставропольского гос. аграрного ун-та, 2012. – 200 с.

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Представлены статьи, отражающие тенденции и проблемы социально-экономического развития агробизнеса в условиях модернизации экономики. Особое внимание уделено вопросам разработки эффективных управленческих решений, менеджменту персонала, организационно-экономическим аспектам деятельности сельскохозяйственных организаций, применению новых информационных технологий в решении проблем агробизнеса в современных условиях.

Для преподавателей, аспирантов, студентов вузов и всех интересующихся данными проблемами.

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Institute of Agricultural Economics Belgrade, Serbia
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North Caucasian State Institute of Technology, Russia
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Department of Economics

**INTERNATIONAL
SCIENTIFIC-PRACTICAL CONFERENCE**

ACTUAL PROBLEMS OF AGRIBUSINESS DEVELOPMENT
IN THE CONDITIONS OF ECONOMIC MODERNIZATION

Collection of scientific articles
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ANALYSIS OF THE STRUCTURE OF A PRODUCT LINE OF ALCOHOLIC BEVERAGES

Catherine Agalarova, Alina Askadullina, Aad van Tilburg

Stavropol State Agrarian University, Russia
Wageningen University, the Netherlands

ABSTRACT
This article deals with marketing decisions on the optimal product line of alcoholic beverages manufactured under the brand name «Praskoveyskoe».
KEY WORDS
Product line, turnover analysis, ABC-analysis, production of alcoholic beverages, policy to optimize a product line.

Introduction

A product line is a concept useful from the producers perspective , whereas a product assortment takes the expectations of the customers or target market into account. A product line is a group of products within a product class that are closely related because they perform a similar function, are sold to the same customer groups, are marketed through the same channels or outlets, or fall within given price ranges (Kotler, 2010).

A modern enterprise is assumed to optimize its product line in relation to both the needs of customers and its contribution to company profits. The purpose of this policy is, on the one hand, to offer product variety that is closely matching customer needs and, on the other hand, to allow the company to exploit its resources such that it can optimize its profit. The effect of price competition may be reduced in case a particular company succeeds better in balancing its product line corresponding to customer needs than another company. Both marketing and economic analyses can support the optimal composition of a product line.

Methodology

Enterprises may try to increase their profits by adding additional products to their product line to be offered to customers, thereby increasing the depth of the product line. But, it is not sure to what extent additional products in the product line will result in more profit as new products may cannibalize on other products within the same product line. This may be due to the fact that the buyer is no longer able to understand differences between competing products within the same product line. To be able to make deliberate decisions about both the depth of a product line, data are required that characterize customer behaviour. As an example, a product in a product line may be withdrawn when it contributes only a small proportion of the total sales volume at relatively high costs. The so-called ABC analysis can be helpful to assess the composition of a company's product line in terms of turnover.

The aim of ABC-analysis is to estimate to what extent each product in a product line contributes in generating additional turnover. The general idea behind this is the law of Pareto or the so-called "20:80" rule which means that 80% of product line's turnover tends to be generated by 20% of the products in that product line. To this end, an existing product line is divided into three groups: A, B and C. Products in group A give a major contribution to the overall product line turnover, those from group B give a lower but still substantial contribution, whereas products from group C contribute hardly to product line turnover.

Let us, as an example, make an ABC-analysis on the JSC "Praskoveyskoe" alcoholic beverages product line. A specific proportion of total turnover has been chosen as ranking criterion.

Results

Production and sales of JSC "Praskoveyskoe" had a negative tendency in the study period of 2009 – 2010. Volume of sales of the main types of alcohol and alcohol-containing products decreased with 12.7%. Figures of the production volume of alcoholic beverages of JSC "Praskoveyskoe" are presented in Table 1.

Table 1 – Production volume (x 1000 dcl) of alcoholic beverages of JSC "Praskoveyskoe"

Name of product	Production in thousands of dcl		Proportional change (%) from 2009 to 2010
	2009	2010	
Alcohol products, total volume	448.61	290.84	-35.17
Strong drinks, total volume	304.29	234.07	– 23.08
Home brewed vodka	11.93	13.65	+ 14,42
Cognac	281.69	214.59	– 23.82
Brandy	6.62	5.15	– 22.21
Whiskey	4.05	0.68	– 83.21

Name of product	Production in thousands of dcl		Proportional change (%) from 2009 to 2010
	2009	2010	
Wines, total volume	144.32	56.77	– 60.66
– Sparkling wines, champagne	15.18	20.13	+32.61
– Table wine	128.93	35.36	– 72.57
– Special wine	0.21	1.28	+509.52
Alcohol-containing products, total volume	20.09	17.48	– 12.99
Brandy alcohol	15.85	17.48	+ 10.28

Because of a shortage of a particular alcoholic beverage, the enterprise had to sign a contract with one of the winemaking companies of Bulgaria for producing a line of wine from local grapes, but based on the technological instructions given by JSC "Praskoveyskoe". However, the cost of the final product may be high because of the customs payment and transport costs.

JSC "Praskoveyskoe" has 25 main alcoholic beverages. Results of an ABC-analysis of the JSC "Praskoveyskoe" production volume are shown in Table 2.

The turnover of the enterprise has been divided into three groups. The first one, group A, consisting of the first five products in the table, is separated from the other products by a line. According to the 20%-80% rule there are 20% of the alcoholic beverages in group A which provide 80.9% of the turnover of JSC "Praskoveyskoe". This is in accordance with the law of Pareto. Group A contains the cognacs "3 stars" and "5 stars", Bulgarian wine, four-year-old cognac "Praskoveisky" and KBBK "Dombai".

Table 2 – ABC-analysis of the JSC "Praskoveyskoe"

№	Name of products	Share in a total volume, %	Cumulative share	Sales in thousand rubles.	Share in the total sales amount, %	Cumulative share, %	Classification in the ABC analysis
1	Cognac «3 stars»	4	4	360,537	31.7	31.7	
2	Cognac «5 stars»	4	8	317,950	27.9	59.6	
3	Bulgarian wine	4	12	116,539	10.3	69.9	
4	Four-year-old cognac «Praskoveisky»	4	16	75,387	6.7	76,6	
5	KBBK «Dombai.»	4	20	49,240	4.3	80,9	**A**

№	Name of products	Share in a total volume, %	Cumu-lative share	Sales in thousand rubles.	Share in the total sales amount, %	Cumu-lative share, %	Classi-fication in the ABC analysis
6	Homebrewed Kosogorov	4	24	31,405	2.8	83.7	
7	CS «Praskoveisky»	4	28	25,788	2.2	85.9	
8	Champagne	4	32	23,926	2.1	88.0	
9	OS «Praskoveisky»	4	36	19,857	1.8	89.8	
10	Praskoveyskoe semi-sweet red wine	4	40	19,455	1.7	91.5	
11	Whiskey Praskoveyskoe	4	44	13,718	1.2	92.7	
12	Drink Praskovya	4	48	13,033	1.2	93.9	
13	Vodka	4	52	12,439	1.1	95.0	
14	Three-year-old cognac «Praskoveisky»	4	56	11,929	1.0	96.0	
15	Dry red wine	4	60	8,650	0.8	96.8	**B**
16	Merlot table	4	64	7,696	0.7	97.5	
17	Rkatsiteli dry	4	68	6,312	0.5	98.0	
18	COP «Sevastopol»	4	72	6,205	0.5	98.5	
19	Semisweet muscat	4	76	4,909	0.4	98.9	
20	Collection wine	4	80	3,773	0.3	99.2	
21	Sparkling	4	84	3,733	0.3	99.5	
22	HF «Stavropol»	4	88	2,339	0.2	99.7	
23	Saperavi dry	4	92	2,210	0.2	99.9	
24	Cabernet Praskovya	4	96	1,279	0.1	100.0	
25	Praskoveyskoe Semi-sweet pink	4	100	368	0.03	100.0	**C**
Total		100	-	1138677	100	-	

In group B and C there are products which together provide 19.1% of total enterprise turnover. Group B contains 10 products, such as Homebrew Kosogorov, KS “Praskoveisky” Champagne and the OS “Praskoveisky”. Total sales of products in this group represents 15.9% of the total turnover. In group C there are ten products such as Merlot table, Rkatsiteli dry, KS “Sevastopol” and Muscat semisweet, which provide only 3.2% of the total turnover. Thus, the products in group A may require special attention, as they determine the financial condition of the company to a large extent.

It is necessary to pay also attention to the products in the group B. Management needs to answer questions about whether enough attention has been paid to their promotion, which are the most promising products in terms of sales increase to be able to become member of group A, and what needs to be done to attain this aim.

Products from group C are considered to be supportive in the total product line. Usually, the function of these products is to support the company's image in strengthening the position of the product line in the market. The enterprise may use special marketing tools to promote such products or may withdraw a product when its supportive role appears not to meet expectations.

Enterprise JSC "Praskoveyskoe" has its own retail network, which includes more then 30 shops and wine tasting halls. They are located in Stavropol, Nizhny Novgorod, and Moscow. About 200 people work there. About 40 % of the cognacs and 60% of the wines out of its total production volume are sold through this retail network. Annually, the enterprise opens new shops under the brand name "Praskoveyskoe"

Conclusion

Each of the products in the product line of the company has been allocated in the ABC analysis according to their contribution to the total turnover of the company. Based on this ABC-analysis of the product line of JSC "Praskoveyskoe" the following recommendation can be given. In terms of profitability of the enterprise it needs to be studied in more detail – taking cost figures into account –whether it is profitable to concentrate its production on a smaller number of products. Notably, products from group C can be potential candidates for exclusion. The decision to withdraw goods from the range should be taken only when based on a solid cost-benefit analysis for each individual product.

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INTERNATIONAL APPROACHES TO ANALYSIS OF REGIONAL AGRICULTURAL POTENTIAL: CASES OF STAVROPOL REGION AND REPUBLIC OF SERBIA

Marko Jeločnik,[1] Anna Ivolga[2]

Institute of Agricultural Economics Belgrade, Serbia
Stavropol State Agrarian University, Stavropol, Russia

Introduction

Stavropol Region, one of the largest Russian regions for agricultural production, is positioning itself as a producer of grain (8% of total Russian grain production), sunflower (5-6% Russian production), sugar beet (3-4%), poultry and sheep. The structure of regional trade with agricultural products includes mainly durum wheat, sunflower, poultry meat and low-processed products. Republic of Serbia is a predominantly agrarian country, where over 75% of the territory is marked rural. It has significant share of agriculture in GDP and foreign trade exchange, as well as large share of agriculture population in the total population (11%). How in both mentioned regions agriculture is one of the most important branches within local economy, it will be interesting to compare agricultural potentials of these two territories.

Methodology

In terms of the research objective and available data sources, during the analysis standard statistical and mathematical methods were used. Generally applied method of study was "desktop study". Methods used are in accordance with the research objective, so they provide a real image of the situation within the agricultures of observed regions.

Results with discussion

Large and medium agricultural producers prevail in the structure of the Stavropol's agriculture (up to 58% of total agricultural production volume). Individual land plots produce up to 32% of agricultural production, the share of farmers is 10%. The specialization of the main agricultural producing groups is very clear. Large and medium agricultural organizations produce more than 70% of regional plant

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[1] Marko Jeločnik, M.A., Researcher Assistant, Institute of Agricultural Economics, Belgrade, 15 Volgina street, 11060 Belgrade, Serbia, E-mail: marko_j@mail.iep.bg.ac.rs

[2] Anna Ivolga, Ph.D., Department of Social and Cultural Service and Tourism,, Stavropol State Agrarian University, Zootekhnichesky Pereulok 12, Stavropol, 355017, Russian Federation, e-mail: annya_iv@mail.ru

production volume, 83% of grain, 74% of sunflower and sugar beet, 35.6% of meat, 75.2% of grapes, 22.8% of milk, 63% of wool, and 48% of eggs. Production of more laborious kinds of products (potatoes, vegetables, fruits) is concentrated in the individual land plots. They are also the main producers of animal production (72.9% of milk, 62,3% of meat, 64.3% of eggs, 93% of potatoes, 85% of fruits, and 65% of vegetables). Farmers produce 9.4-15.5% of grain, 12.6-18.5% of sunflower, 7.5-11.2% of sugar beet, around 8% of vegetables. There is practically no animal production. Their share in the total livestock of cattle, pigs, sheep and goats is 3-5%, and in the animal production – 1.7-2%.

Serbia has on disposal 5.06 mln. hectares of agricultural land (57% of its total area). In the structure of agricultural land, 3.3 mln. ha (65.2%) occupy the arable land and gardens, around 0.25 mln. ha (4.9%) are orchards, 0.06 mln. ha (1.1%) are vineyards, while the meadows cover around 0.62 mln. ha (12.2%) and pastures about 0.84 min. ha (16.6%). Mentioned surfaces were not significantly oscillated in previous period. Although is present trend of slightly decrease of agricultural surfaces per capita (around 0.68 ha per capita), land still has not belong to group of limiting factors of agricultural production.

Estimations are that today there are about 750 thousand agricultural households (30% of total households) where only 418 thousand farms are with registered husbandry. Today, the most of production potentials are on disposal of family farms (they possess 85% of total arable land, 95% of available tractors and mechanization, and almost 90% of livestock units). Additionally, mentioned group achieved relatively high participation within the total volume of produced crops (wheat 74%, corn 88%, sugar beet 43%, sunflower 70%).

Within plant production lines, during last year, in the group of cereals dominate corn with 1.2 mln. ha and wheat with 484 thousand of harvested ha. The most presented industrial crops were sunflower (on 169 thousands ha), soy beans (170 thousands ha) and sugar beet (55.5 thousand ha, or about 3,3 million t of raw products). In group of vegetables dominated potato (around 77 thousand ha, or 887,363 t) while in group of fruits dominated apples (15.9 mln. trees) and plums (41.2 mln. trees). Grapevine was represented with 292 mln. of vines.

In Stavropol Region productivity of agricultural crops is growing, but there is still the significant dependence on the natural and climatic factors. This dependence is mainly because of the low level of intensity of farming. Mineral fertilizers are implemented only on 70% of agricultural lands, organic ones – only on 36%. Only 95 kg NPK (calculated to 100% of nutrients) were applied in 2008 (per 1 ha of grain crops), which is 2.8 times less than in 1990. Application of mineral fertilizers for forage had decreased 3.9 times. This situation had led to the decrease of soil productivity and decrease of humus content. According to experts, the level of productivity of regional land resources had decreased more than 33%. The negative influence on the agricultural land is caused by the overwhelming grain crops in the structure of crop rotation (the share of grain crops in the structure of regional agricultural crops exceeds 76%). The problem of preservation of soil productivity is very actual for the region.

Along with land, material and technical resources are also the important producing factor in agriculture. In Stavropol Region the technical level of agriculture during reforms has decreased sharply and had not been restored yet despite of all efforts. Thus, if in 1991 agricultural organizations had 34.8 thousand tractors, 8.9 thousand grain harvesters, 31.6 thousand trucks, more than 52.3 thousand machineries like ploughs, seeders, cultivators, in 2009 their numbers were 12.9, 4.2, 7.5 and 24.2 thousand items relatively. The technical equipping of the regional agriculture with the main machineries and devices has decreased on 46-60%. There is a significant negative gap between charge-off and purchase of new machineries. The most significant difference is observed on the number of charging-off and purchasing tractors (3 times), milking machines and grain harvesters (5 times), drenchers (17 times). The influence of the before named factors causes the instability of croppage volumes of the main agricultural crops. During last 5 years the production of grain depending on the weather conditions was fluctuating between 6.4 and 8.6 mln. tons, sunflower – 286-430 thousand tons, sugar beet – 720-1260 thousand tons.

In Serbia is almost the same situation. Productivity of agricultural crops is slightly growing, but there is also significant dependence on the natural and climatic factors. Main issues that are targeting yields limitation are, before all unfavorable property structure, fragmented estates and extensive land usage. In average husbandry has on disposal 2.46 ha of arable land in 4 parcels, what is insufficient for serious commodity production. Relatively small areas are irrigated (irrigation systems cover about 190 thousand ha, but in function are only on 75 thousand ha, or on 1.8% of total agricultural land).

Overall poverty and material-economic backwardness of farms is the most obvious on the example of the mechanization and production-storage facilities. Agricultural husbandries usually have on disposal obsolete and non-functional mechanization, which is not matched with adequate accompanying equipment, so structure of tractor does not fit the technological requirements of modern agriculture. It is estimated that there is around 400 thousand of tractors on farms, with the average age of more than 15 years (35% of them is above the average) and average power of 33 KW. One tractor usually cultivated 10.4 ha.

At the beginning of 1990-ties, appliance of mineral fertilizers on the national level was around 140 kg of active matter per one hectare (European average is 231 kg/ha). Mineral fertilizer appliance felt down in previous period on 36 kg of active matter per one ha (3.8 times). Although the reduced input of nutrients caused yield decrease, lower use of mineral fertilizers goes hand in hand with thesis of natural comparative advantages of Serbian agricultural areas. Inefficiency in land use is reflected with significant areas of agricultural land in state of neglected land (around 600 thousand ha). Natural conservation of mentioned areas could qualify it as organic production potential.

Animal production within the area of Stavropol Region had been seriously damaged during the years of reforms. During 1995-2005 the livestock decreased on more than 50%. The most rapid decrease was observed in the collective sector where the cattle livestock had decreased on 403.6 thousand heads (on 75%), sheep – on 1756 thousand heads (on 70%), pigs – on 208 thousand heads (on 55%). The decreasing tendency on the livestock of cattle, pigs, sheep and goats is now suspended. The most part of the cattle livestock (62.7%) is kept by the individual land plots, 30.4% – by agricultural organizations and 6.8% – by farmers. This ratio determines the distribution of production volumes. 76% of production is provided by individual land plots. This forms the extensive type of production with low growth rates. The exclusion is the industrial poultry production. Poultry meat production is the priority direction of industrial poultry production of the Stavropol Region.

The total poultry livestock in the Stavropol Region is 10.5 mln. heads, 80% of which are meat poultry. The main producers and distributors of poultry meat are specialized poultry farms which keep up to 59% of total poultry livestock, provide up to 33% of poultry meat production and up to 66% of market sales. Poultry meat produced by individual land plots is used mainly for the personal consumption. The beef production by agricultural organization has the decreasing tendency. It had decreased more than 2 times during last 10 years. There is no growth of beef production by individual land plots. It is stable on the level of 50-55 thousand tons. The volume of beef production by farmers is not big, it does not influence significantly on the general situation. The growth of milk production during last 5 years is 5.9% or 34.3 thousand tons. This growth on 95% was provided by the increasing milk production by individual land plots. The faster development of milk production by individual land plots is limited by absence or low development of own fodder base, implementation of low-quality fodder, unbalanced on protein and amino acids, low level of breeding.

Although the Republic of Serbia is characterized by very favorable natural conditions for livestock breeding, this branch of national agriculture for years has been in state of large crisis. Causes of this condition are: disturbed price parities (as between inputs and outputs of certain lines of livestock breeding, as between livestock breeding products and other products of agriculture); reduction of export market and frequent export restrictions of fresh meat and meat products; fall of living standards (decrease of demand for livestock products on national level); disturbed system of financing and subsidies (limited agricultural budget); broken production chains (especially between primary production and processing industry); etc.

The financial results of agricultural organizations of Stavropol Region are not stable. They depend on the level of production costs and price fluctuations. Wheat price influence is especially high, because wheat is the main agricultural crop of the region. Its share in the structure of revenues of agricultural organizations is 50-70% and even more. The analysis shows that the development of agricultural production in Stavropol Region is now characterized by the lack of investment resources, low level of intensity and slowing of economic growth rates.

Within the group of subjects involved into agricultural production in Serbia dominate individual husbandries (farms) over the companies. Observing the structure of farms by total agricultural land in use in Serbia can be noticed significantly high prevalence of farms with smaller estate (up to 2 ha).

Having in focus agricultural companies, could be concerning their small participation in total sum of enterprises in Serbia, 4.7% (in 2008 there was registered 3556 agricultural companies). In sum of

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