

Artículo de investigación

Organizational and management mechanism for reforming agricultural organizations based on cooperation and integration of economic systems

ОРГАНИЗАЦИОННО-УПРАВЛЕНЧЕСКИЙ МЕХАНИЗМ РЕФОРМИРОВАНИЯ СЕЛЬСКОХОЗЯЙСТВЕННЫХ ОРГАНИЗАЦИЙ НА ОСНОВЕ КООПЕРАЦИИ И ИНТЕГРАЦИИ ХОЗЯЙСТВЕННЫХ СИСТЕМ

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Abstract

In the agricultural sector of Russia, a high proportion of insolvent organizations is currently maintained. Ensuring food independence of the country, the availability of high-quality and affordable food for the population are the main objectives of the development of the domestic agricultural sector. In agriculture, there is growing interest in the formation of universal approaches to the procedure for managing economic entities. The reform of insolvent agricultural producers based on the development of cooperation and integration processes by absorbing economically weak farms by successful agribusiness organizations is one of the methods to achieve these goals. The subject of the research is the methodology and management practice of reforming domestic agricultural organizations based on cooperation and integration of economic systems. Theoretical research and practical material is based on the results of economic activity and the experience of reforming in economic entities. Systemic and process approaches, statistical and economic methods were used mainly in obtaining research

Аннотация

В отрасли сельского хозяйства России в настоящее время сохраняется высокая доля несостоятельных организаций. Обеспечение продовольственной независимости страны, доступность качественного и недорогого питания для населения являются главными целями развития отечественного агропромышленного комплекса. В сельском хозяйстве, растет интерес к формированию универсальных подходов к процедуре управления экономическими субъектами хозяйствования. Реформирование несостоятельных сельскохозяйственных товаропроизводителей на основе развития процессов кооперации и интеграции путем поглощения экономически слабых хозяйств успешными организациями агропромышленного комплекса является одним из методов достижения этих целей. Предметом исследования является методология и управленческая практика реформирования отечественных сельскохозяйственных организаций на основе кооперации и интеграции

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results. The purpose and objective of the study is the introduction of progressive methodological approaches to assess the effectiveness of reforming economic entities. The paper presents the conditions and factors, the organizational and managerial mechanism, methods and practical experience in implementing the reform process of insolvent agricultural organizations, as well as an assessment of the production and economic efficiency of reforming on the materials of the agricultural organization. The results of the study confirm the need to replicate the methodology and experience of reforming agricultural organizations through cooperation and integration of economic entities with the provision of state support in all its existing forms for this process. In particular, we propose the formation and legislative consolidation of a system of competitive reform of insolvent agricultural organizations.

Key words: Reform, agricultural production, cooperation, integration.

Introduction

Since the beginning of the 20th century, the transformation processes associated with the redistribution of rights and the restructuring of property relations have been actively taking place in the agricultural sector of the country's economy as a whole and separately in the regions. The transition of farms to market rails at the end of the last century necessitated the adaptation of production and management mechanisms to the requirements of the external environment, which in the first place required the maintenance and strengthening of labor discipline, the independence and initiative of management in setting and solving current and future problems. As a result, there were two opposite trends: 1) division of organizations into smaller ones, division of property, cessation of

хозяйственных систем. Теоретическое исследование и практический материал основывается на результатах хозяйственной деятельности и опыте реформирования в экономических субъектах хозяйствования. В получении результатов исследования использовались в основном системный и процессный подходы, статистический и экономический методы. Целью и задачей исследования является внедрение прогрессивных методических подходов по оценке эффективности реформирования экономических субъектов хозяйствования. В работе представлены условия и факторы, организационно-управленческий механизм, методы и практический опыт реализации процесса реформирования несостоятельных сельскохозяйственных организаций, а также представлена оценка производственно-экономической эффективности реформирования на материалах сельскохозяйственной организации. Результаты исследования подтверждают необходимость тиражирования методологии и опыта реформирования сельскохозяйственных организаций на основе кооперации и интеграции хозяйствующих субъектов с обеспечением этого процесса государственной поддержкой во всех существующих ее формах. В частности, нами предлагается формирование и законодательное закрепление системы конкурсного реформирования несостоятельных сельскохозяйственных организаций.

Ключевые слова: реформирование, сельскохозяйственное производство, кооперация, интеграция.

activities, physical liquidation of enterprises, overgrowing of land with trees and shrubs; 2) attempts to unite individual agricultural organizations, buy out enterprises by urban entrepreneurs, join insolvent farms by reorganizing, buying out or renting property to leaders of agricultural production, agricultural enterprises and holdings, growth in production volumes and efficiency. The second trend requires practical study and scientific justification of the reform methodology using the potential of cooperation and integration processes and crisis management mechanisms.

Management of any economic entity accumulates a combination of many functions, which include cooperation and integration for the

development of an enterprise or business (Ostaev, Klychova, Sokolova, 2019; Ostaev, Klychova, Sokolov, Mukhamedzyanov, 2019).

A theoretical understanding of the essence, characteristics and principles of cooperation and integration, including in agriculture, is given in many works of domestic and foreign authors' works. At the same time, the methodological problems of the reform processes of agricultural organizations based on their cooperation and long-term integration remain insufficiently sanctified.

In carrying out the work, system and process approaches to scientific research were used, as well as methods: economic analysis, historical-monographic, statistical, system-analytical, structural-functional, scientific abstraction, computational-constructive, and abstract-logical. Materials for scientific research were the facts and the results of the separation, association and absorption of agricultural organizations of the Udmurt Republic since 2000, as well as the practical results of the reform of a number of farms absorbed by Kolos agricultural production complex in the Vavozhsky district.

Methodology

The policy of "reforming" the agro-industrial complex, taken in the early 90s, with the aim of converting it to market relations and reflected in the following official documents, has become a reality today: Decree of the President of the Russian Federation "On urgent measures to implement land reform in the RSFSR" (1991 d.), resolutions of the Government of the Russian Federation: "On the reform of the state administration system of the agricultural sector of the Russian Federation", "On the procedure for the reorganization of collective farms and state farms", "The program of agrarian reform and development of the agricultural sector of the country" (1992, not adopted one for management). "Radical reform" has caused enormous damage to the country's economy and agriculture, and the mistakes of the ongoing agrarian reform are becoming more obvious (Kondratiev, Osipov, Zverev, 2017).

During the years of "reforms", production volumes of many types of agricultural products decreased in the Udmurt Republic, as well as throughout the country (table 1).

Table 1 - Production of livestock products in the Udmurt Republic (the table is compiled according to Udmurtstat)

No	Year	Meat (sales in live weight), thousand tons	Milk, thousand tons	Eggs, million pcs.	Wool, t.
1	1990	190,0	664,6	463,2	877
2	1995	147,1	626,5	480,1	464
3	2000	127,8	549,9	556,4	311
4	2005	138,2	629,8	767,8	213
5	2010	162,4	671,2	952,1	149
6	2014	171,3	724,0	939,5	107
7	2018	183,4	738,6	986,5	86

The data presented indicate a significant decline in agricultural production in the udmurt republic, as in other regions of the country in the late 90s and early 2000s. the crisis was caused, first of all, by subjective reasons: weak state regulation of this sector of the economy and the introduction of wild market relations without taking into account the specifics of the industry. as the data show, the growth trend in milk and meat production has been outlined only since the 2000s and the situation with egg production is slightly better.

Thus, after the general collapse and degradation in the agro-industrial complex of the udmurt

republic from the late 90s, market mechanisms finally started to work, due to the adaptation of a number of agricultural and processing enterprises to market realities and the stabilization of market organizational and economic mechanisms of management. since the 2000s, transformation processes have developed in udmurtia, leading to optimization of property relations, the scale and structure of industries and industries, crowding out inefficient owners, the influx of investments and new technologies, and improving labor discipline and production culture. on the one hand, many economically weak farms are gradually fragmented and bankrupt; they are usually bought by private entrepreneurs and new enterprises are created on their basis. moreover,

the new owner rarely comes to the place of liquidating farms in depressed (syumsinsky, kambarsky) and in lagging (for example, kiznersky, seltinsky, krasnogorsky) districts. on the other hand, there are cooperative, integration and conglomeration processes in udmurtia, which involve the absorption of economically weak farms or parts of the agricultural land they used in the territories of the most developed rural areas by successful agricultural and agro-industrial organizations and holdings (kondratiev, sharipova, 2010). typically, these processes are aimed at reforming the economic mechanism of managing insolvent agricultural and agro-industrial enterprises, but there are exceptions (shamaeva, mokhnachev, alexandrova, 2015; khosiev, ostaev, kontsevov, suetin, sokolov, antonov, suetin, 2019).

Since the beginning of the 21st century, such organizations of the agricultural sector of the udmurt republic as closed joint stock company agrofirma rodniki of the syumsinsky district (2001), agricultural production cooperatives kolos of the vavozhsky district (since 2001), and closed joint-stock company oshmes have been involved in cooperative and integration processes in the udmurt republic sharkansky district (since 2003), rodina association (without registration) of the malopurginsky district (since 2004), sarapulskaya poultry factory closed joint-stock company (2002-2003), kigbaevsky bacon limited liability company in the sarapul region (since 2005), vostochny open joint-stock company (since 2004), podshivalovskaya agrofirma open joint-stock company in the zavyalovsky district (since 2005), komos group corporation (since 2005) and many others.

The reform methodology based on the processes of cooperation and integration has the following unconditional advantages:

- 1) The reform entities belonging to the agro-industrial complex, their management apparatuses, to a greater extent, possess the necessary types of resources (primarily managerial personnel) of adequate quality and quantity to ensure operational and effective technical, technological and industrial-economic transformations;
- 2) the scope of activities of the subjects of reform is directly related to the scope of activities of the objects of reform, which determines the long-term interest of both parties in the subject of reform;
- 3) the success of the reform process primarily follows from the direct

participation of the subject of reform and requires the “power of example” (charisma) in the effective implementation of innovations and in the implementation of transformations of all aspects of the reform object;

- 4) the content of the methodology determines the possibility of extracting a number of reserves to increase the efficiency of not only the facility, but also the subject of reform.

Reform is the most promising of the possible types of development. Reform essentially means changing the shape of something. The practical application of this concept in economics suggests a conscious, purposeful, consistently sparing change in the form of economic relations. Reform is a change in production, distribution, redistribution and exchange relations at various levels of economic systems in order to achieve a certain stable state of the production method.

Results and discussion

There are many forces that can have a reformational impact on organizations. However, the most effective reformational impact can be exerted only by a force that bears the following features at the same time:

- 1) External in source;
- 2) subjective in nature;
- 3) direct by the method;
- 4) both formal and substantive in the subject area of impact.

As the indicated force, the subject of reform can be economic entities of any kind of activity, state authorities, owners of agricultural organizations (who are not at the same time their employees), arbitration (temporary, administrative, external, competitive) managers and expert consultants (their associations, unions etc.).

Practical experience of reforming indicates that not all of the listed entities possess all the necessary types of resources (primarily managerial personnel and equipment) of adequate quality and quantity to ensure an effective reforming process. In particular, arbitration managers and expert consultants, as a rule, do not have the necessary financial, technical, production and technological, production and labor resources.

These entities, possessing only managerial resources, as a rule, do not have a real opportunity in the short term (1.5-2 years) to

overcome crisis trends in the organization. Therefore, most external management procedures end up in bankruptcy proceedings, which further aggravates the situation in the countryside. In this regard, a number of experts propose to increase the terms of external management and, moreover, make them dependent on the duration of production and economic cycles of products of organizations in various industries. However, even such an approach, in our opinion, is unlikely to increase the effectiveness of external management due to the incomplete resource equipment of managers and the lack of long-term interest.

The owners of agricultural organizations (they are often their employees) are even less equipped with resources. State authorities at all levels, theoretically capable of finding any resources, have recently been trying to distance themselves from the problems of direct management and the organization of any kind of economic activity. Successful commercial organizations of certain types and fields of activity are the only ones really interested in reforming agricultural organizations and an effective force with all the necessary resources.

Such organizations primarily include the following:

- 1) Agricultural organizations;
- 2) processing organizations (in Udmurtia, these are primarily dairies, meat processing plants);
- 3) service organizations;
- 4) trade organizations; 5) fuel and energy, financial and other organizations and companies.

Preference should be given to prosperous agricultural producers; since they, working cost-effectively, have the opportunity to invest in reforming not only their own funds, but also to attract borrowed and hired sources of financing investments, as well as to intensify the use of their own equipment, personnel in the reformed territories, introduce the developed production technologies, organizational structures and business processes, use personalization tools, etc. In this regard, the organization of other industries and fields of activity in the role of reformers of agricultural production looks less convincing and, as the practice of the same "Komos Group" shows, it faces many difficult problems: the lack of trained production personnel (in absorbed insolvent organizations, the staff has completely degraded and requires re-education), lack of close-knit teams and

experience in production management (experienced and successful management teams lead appropriate success agricultural enterprises of Udmurtia), low soil fertility and animal genetic potential (it is impossible to quickly restore fertility and create a productive herd of animals, to establish profitable production, long-term investments are required for 5 years) and other related problems.

Therefore, as an alternative, it should be proposed to replace the existing system of arbitration regulation of insolvent agricultural organizations with a system of competitive reform with the bankruptcy of insolvent enterprises, transferring their assets and providing subsidies to reformer organizations with the appropriate legislative consolidation of this system and regulatory support.

Degradation, reduction of production, liquidation of agricultural enterprises entails negative socio-economic consequences for the village, since the enterprises of this industry are essentially village-forming (by analogy with city-forming plants). No enterprise - no settlement, because the means and the meaning of life for an economically active population disappear (Kondratiev, Osipov, Zverev, 2017).

The process of reforming agricultural organizations and rural life should be based on the processes of absorption of economically weak enterprises by economically strong operators of a market economy, which can occur in the forms of cooperation, integration, conglomeration, or a combination of these forms (Ostaev, Khosiev, Gogaev, Mukhina, Kondratiev, Markovina, 2018; Ostaev, Gogolev, Kondratiev, Markovina, Mironova, Kravchenko, Aleksandrova, 2019).

The organizational and managerial mechanism for implementing the reform process of agricultural organizations based on cooperation and integration is presented in Figure 1, which shows that the main feature of this process is its strategic nature and the presence of three key stages (Kondratiev, Osipov, Zverev, 2017; Kondratiev, Ostaev, Zverev, 2018). The methodological and practical implementation of the stages of connective, structural and dividing reorganization is presented in Figures 2-4.

Consider the methodological and practical implementation of the organizational and economic mechanism of reforming on the materials of the Agricultural Production Cooperative Kolos of the Vavozhsky District of

the Udmurt Republic. In the 90s, the economy, like other enterprises in Udmurtia, faced problems related to the collapse of the centralized management system. However, in that difficult period, farm managers made the right management decisions.

Firstly, the formation of a team has begun that is able to competently solve complex problems in the new conditions. If in most enterprises and organizations the main emphasis was placed on the issue of privatization, and, as events have shown, this in most cases led to the rasping of property of farms, their bankruptcy, then in Kolos long-term issues were solved: updating equipment, increasing productivity, developing fodder bases, solutions to social issues, etc.

Secondly, the development and implementation of plans for socio-economic development has begun. It was assumed that in the new conditions, as stated in theory, the market would put everything in its place. However, already the first years showed that all these are illusions that are not compatible with real affairs. Such a market leads to disruption of production and economic ties, to an imbalance of production and internal contradictions. Therefore, specialists in the economy began to develop annual, and then five-year, disaggregated by year, plans for socio-economic development. The plan became the embodiment of the medium-term development strategy of the economy, where, along with production, the tasks of social development are solved. Plans are adopted at a general meeting, and each cooperative worker knows what the prospects for the future are, what his place in

production is, and how he will be rewarded for his work.

Thirdly, the stake was made on solving social problems. The mechanization and automation of production, the increase in labor productivity were directly linked to the growth of wages and material payments. As a result, only in the 90s, 40% of collective farmers celebrated housewarming, every third house had a car, a modern Culture House with 300 seats was opened, paved roads were built that connected the villages with the central estate (Osipov, Krasilnikov, Kondratiev, Abasheva, Gainutdinova, 2016).

Consider the methodological and practical implementation of the organizational and economic mechanism of reforming on the materials of the agricultural production cooperative "Kolos" of Vavozhsky district of the Udmurt Republic. In the 90s, the economy, like other enterprises in Udmurtia, faced problems related to the collapse of the centralized management system. However, in that difficult period, farm managers made the right management decisions.

Firstly, the formation of a team has begun that is able to competently solve complex problems in the new conditions. The main emphasis in most enterprises and organizations was on the issue of privatization, and, as events have shown, this led to the taking away of property of farms and their bankruptcy in most cases; and long-term issues were resolved at Kolos: updating equipment, increasing productivity, developing the feed base, solving social issues, etc.

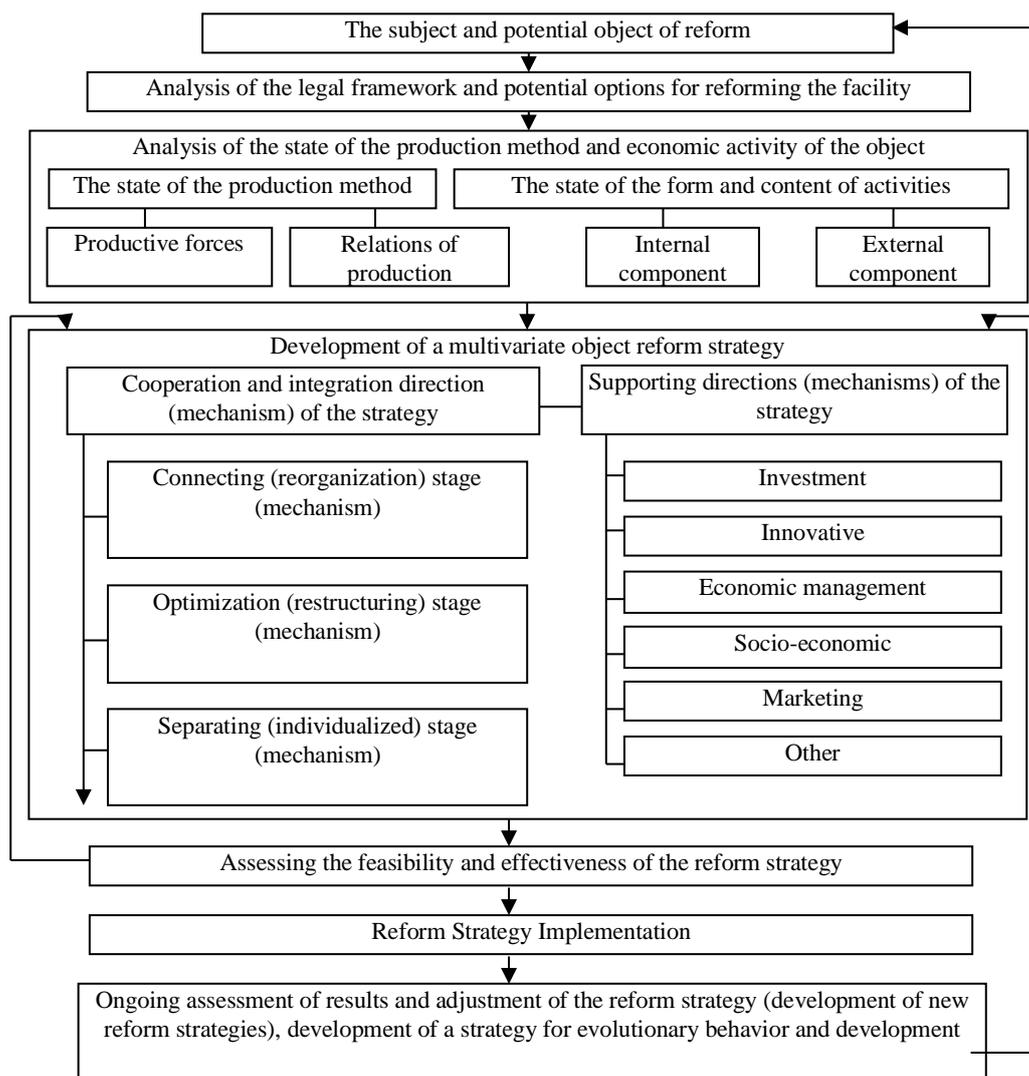


Figure 1 - The structure and logic of the reform process of agricultural organizations (authoring)

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One of the major achievements of the chairman is the implementation of the unique and first project in the republic on the formation of the production chain "grain - flour - bread and bakery products." The problem of implementing the idea was the cultivation of high-quality wheat, which requires an appropriate culture and production technology.

Thanks to the perseverance of the chairman, the development of new agricultural technologies and the accumulated experience in the economy, all links of the production chain were established. So, in 1998, 740 tons of flour were obtained, 210 tons

of bread were baked, which is 350 thousand loaves (Abasheva, Sulaev, 2015).

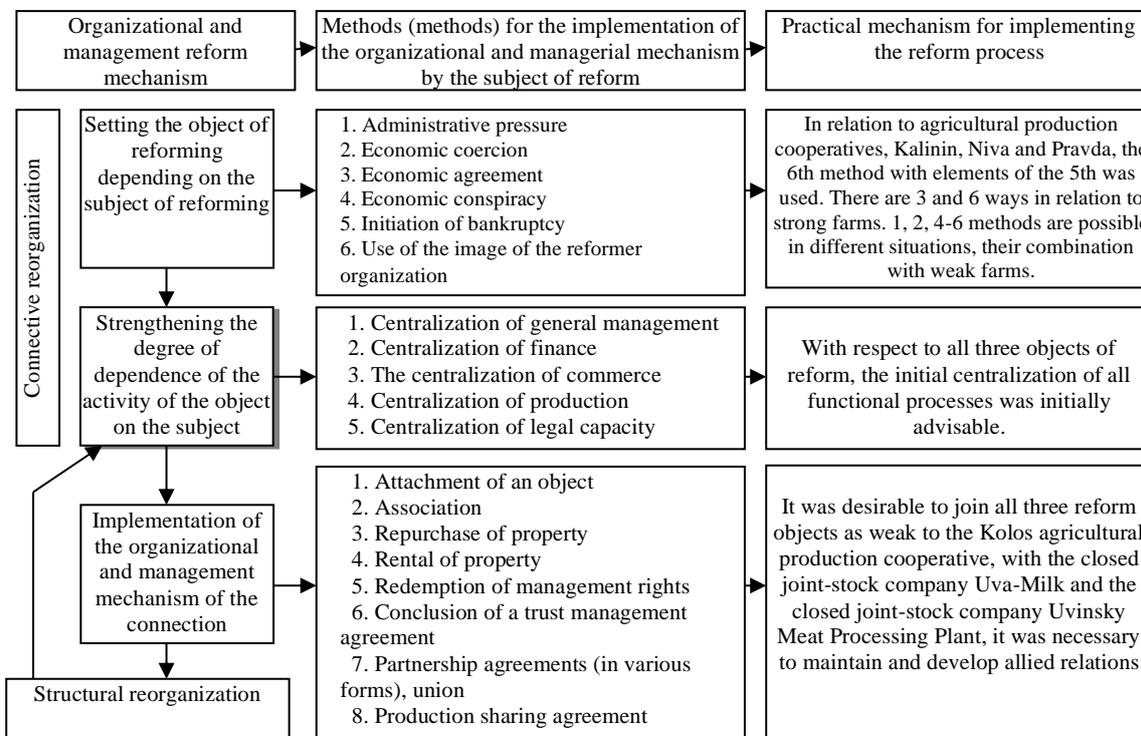


Figure 2 - The stage of connecting reorganization of the organizational and managerial mechanism for implementing the reform process (authoring)

Many farms in the region were assisted by work and fuel in harvesting grain and in harvesting silage. By the beginning of the 2000s, the achieved limits of the effectiveness of traditional technologies, the availability of potential for growth and development, a vote of confidence on the population and economic dependence of neighboring farms led the Kolos agricultural production cooperative leadership to take over adjacent territories and, later, introduce new technologies in livestock and crop production (Osipov, Krasilnikov, Kondratiev, Abasheva, Gainutdinova, 2016). The mechanism and methods of implementing the process of reforming farms are presented in Figures 2, 3 and 4.

It is important to make the reorganized enterprises dependent on the subject of reform and to ensure the required degree of centralization of the management of their activities at the stage of connecting reorganization. It is enough to ensure

centralization of general management in case of cooperation with economically strong farms; it is necessary to completely remove their leadership from management (centralization of legal capacity) of a very weak case with subsequent legal registration, respectively, in the form of a union or partnership in the first case, and accession or redemption of property in the second case (Figure 2).

In the process of structural reorganization, it is important to ensure the restructuring of systems of property relations and interactions with the external environment (Kokonov, Ostaev, Valiullina, Ryabova, Mukhina, Latysheva, Nikitin, 2019; Ostaev, Kondratiev, Kotlyachkov, Konina, Suetin, Istomina, 2019). In addition, all functional and organizational processes, motivation and incentive systems, and the organizational culture of the reformed objects should be progressed (Figure 3).

This can take years, and if all else fails, it is necessary to move on to revising the mechanism of connective reorganization.

Advances in structural adjustment (Figure 4) allow over time to switch to the decentralization and individualization of the activities of reformed economic facilities, their separation into more independent economic units.

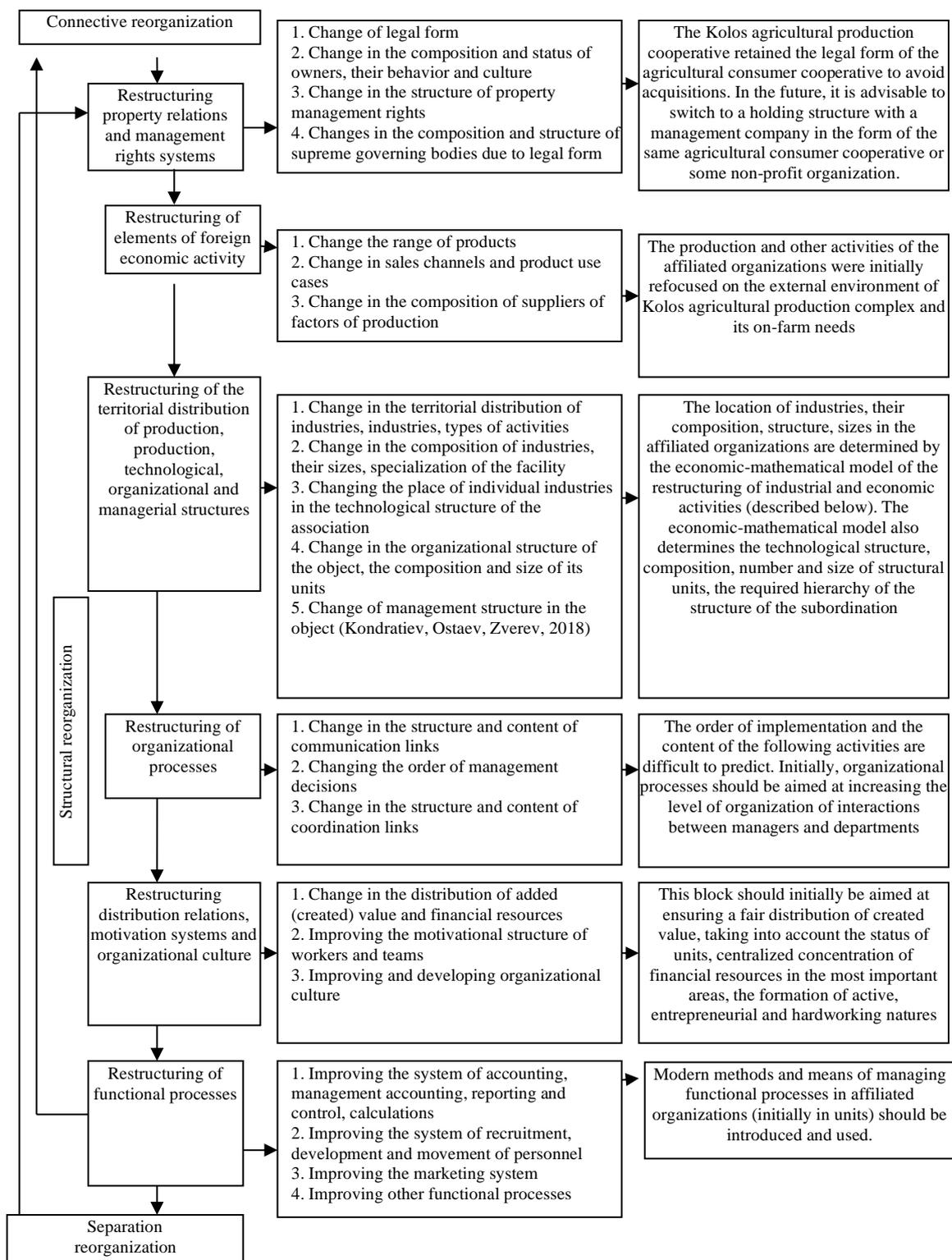


Figure 3 - The stage of structural reorganization of the organizational and managerial mechanism for implementing the reform process (authoring)

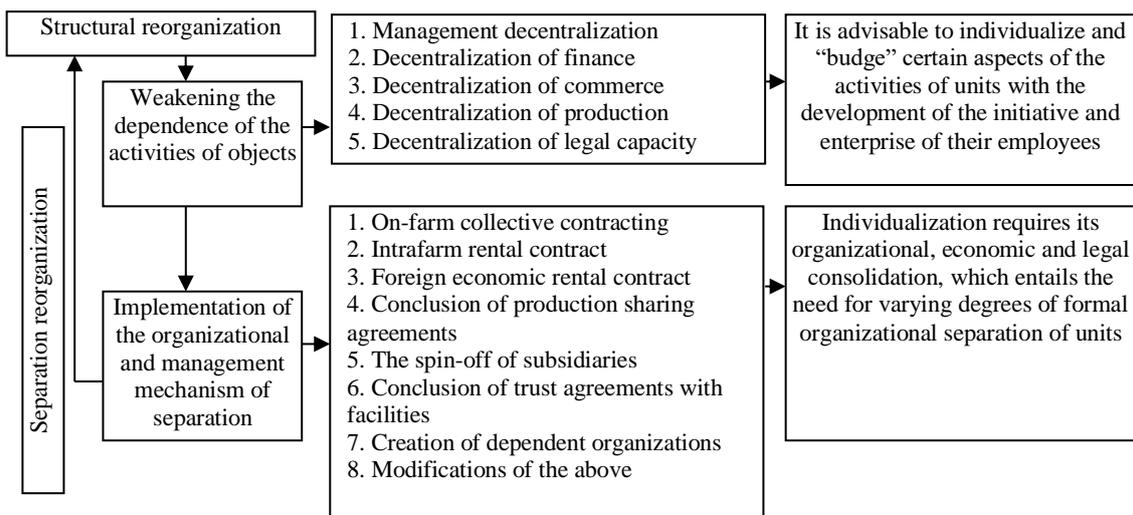


Figure 4 - Stage separation reorganization of the organizational and managerial mechanism for the implementation of the reform process (authoring)

The lack of prospects or results of a separation reorganization requires a return to structural reorganization (Figure 3).

Purposeful and systematic work on optimizing production and technological processes, improving labor discipline, introducing proven innovations in crop production and feed production of associated farms, as well as implementing on the basis of this advantage of larger investment projects in animal husbandry, provided, on the one hand, life reform and intensive socio-economic development degraded territories, on the other hand, increased competitiveness, sustainability and the effectiveness of the cooperative formation Kolos agricultural production cooperatives, as

evidenced by the results of operating activities, presented in table 3.

The data in tables 3 and 4 show that the reform of the absorbed farms over 16 years ensured an increase in production volumes of Kolos agricultural production cooperatives: grain, livestock and potato livestock - 4 times, milk - 8 times. At the same time, the size of the territory of the economy grew only 3 times. The profit mass grew 19 times with a general increase in the price level 9 times. Currently, the farm is the largest and most effective agricultural organization in Udmurtia.

The main facts and stages of joining farms are presented in table 2.

Table 2 - Stages of absorption of weak farms in the agricultural production cooperative "Kolos"

NNo	Stage	Date	Implementation mechanism
1	Joining the agricultural production cooperative Kalinin	2001	Agricultural production cooperatives Kalinin terminated the activity of a legal entity as a result of a reorganization in the form of joining the Kolos agricultural production cooperative.
2	Joining the agricultural consumer cooperative "Niva"	2007	Purchase and sale of property agricultural consumer cooperative "Niva"
3	Joining the agricultural production cooperative Pravda	2005 2007-2009	Lease of production facilities of agricultural production cooperative "Pravda" Transfer of the main part of the assets of agricultural production cooperative "Pravda" to a joint venture LLC "Pravda" with subsequent transfer of a share of this enterprise

2010	<p>agricultural production cooperative "Kolos" to account for the resulting debt</p> <p>Agricultural production cooperative "Pravda" terminated the activity of a legal entity as a result of reorganization in the form of joining the Kolos agricultural production cooperative.</p>
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Currently, the organization is developing dynamically on the basis of intensification of production and economic processes, modernization of equipment and technology, improvement of organization and management both in the framework of the development of previously attached rural territories, and on the basis of the development of accumulated experience. The main prospects of the economy are to implement a strategy of concentrated growth, which, in our opinion, should acquire

elements of diversification in narrow market segments (Kondratiev, Kotlyachkov, Konina, Suetin, Istomina, 2019; Ostaev, Khosiev, Gogaev, Mukhina, Kondratev, Markovina, 2018). Concentrated growth should be accompanied by absorption and development of adjacent unused land used by territories, which can be represented in simple legal forms at the initial stages - rent, joint venture, production sharing, etc.

Table 3 - The dynamics of the main results of the operating activities of the agricultural production cooperative "Kolos"

No	Gross grain harvest, c	Grain productivity, kg / ha	Crop area of crops, ha	Gross harvest of potatoes, c	Potato yield, kg / ha	Potato sown area, ha	Sowing area of feed crops, ha	The average annual number of cows, goal	Gross milk yield, c	Annual milk yield per 1 cow, kg
Dynamics for 1990										
1	42934	28,2	1713	16669	151,5	110	1313	500	15947	3189
Dynamics for 1995										
2	38508	21,0	1827	4438	177,5	25	1405	500	18953	3791
Dynamics for 2000										
3	45844	20,5	2240	16576	207,3	80	1316	550	24295	4417
Dynamics for 2001										
4	113858	35,2	3600	34226	213,9	160	2648	934	38630	4136
Dynamics for 2005										
5	96782	33,4	2900	43240	216	200	3352	1131	63985	5657
Dynamics for 2010										
6	59436	16,1	5962	-	-	200	4411	1850	101260	5474
Dynamics for 2015										
7	153648	26,7	5745	60481	403,2	150	4726	2460	166762	6779
Dynamics for 2018										
8	173957	29,9	5818	28608	286,1	100	4979	2656	191314	7203

Diversification in narrow segments of the market implies ultimately the production of a finished product for the needs of a demanding consumer, or for standardized agricultural raw materials for

specific production needs, for example, fresh milk of the highest quality from the manufacturer in self-service machines, potatoes for the production of chips, etc.

Table 4 - The results of the financial and economic activities of the agricultural production cooperative "Kolos"

No	Revenue thousand roubles	Cost price, thousand roubles	Gross profit thousand roubles	Net profit, thousand roubles	Profitability, %
2000 results					
1	23260	12662	10598	10706	83,7
2001 results					
2	36873	23432	13441	16158	57,4
2005 results					
3	80811	52766	28045	27589	53,1
2010 results					
4	207212	150293	56919	72115	37,9
2015 results					
5	472945	343535	129410	155896	37,7
2018 results					
6	604382	419226	185156	195889	44,2

Also, the need for state support of agricultural producers according to the criteria for the development of agricultural production and rural areas in which they have a presence is obvious. First of all, it is a question of compensating a certain part of organizations' expenses for maintaining or achieving a given volume of activity, for example, for roads built or repaired, for the number of jobs in rural areas, the area of sown fields, for the number of cows, sheep, etc. Such compensation, depending on the goals of the region, can vary within different limits. In this regard, the reform and development of neighboring farms on the part of prosperous farms will become more attractive.

Conclusions

The results of the study show that economically wealthy business entities equipped with all the necessary resources and, first of all, human resources and cohesive managerial personnel, are able to ensure the restoration of economic activity in the territory of insolvent agricultural organizations with bringing the main production, economic and financial indicators to the industry average in the medium term (3 years), and bring these indicators to the level of the reform organization torus in the long term (5 years).

The need to maintain a large number of insolvent, but still functioning agricultural producers is obvious - these are the jobs of a significant part of the rural population. The problem of fully meeting the country's needs for dairy products, which specializes in all enterprises of the Udmurt Republic and many farms in other regions, is no less urgent.

The indifference of authorities at all levels to the needs of reforming organizations, the fate of insolvent organizations and degrading rural areas is one of the main problems that had to be faced in the reform process. To speed up the reform processes and motivate the participation of agribusiness entities, administrative and ideological support, and in some cases financial assistance, is required. The conditions for the participation of the state and local authorities in these processes require additional research for the development and legislative consolidation of a system of competitive reform of agricultural producers.

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