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## **The Construction of the Digital Organizational, Social and Economic Production Mechanism in the Agro-industry**

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**Abstract:**

*The article represents the construction of the digital organizational, social and economic production mechanism in the agro-industry. The following main conclusions were obtained based on the exposition of the article materials:*

*The development and reformation of the organizational, social and economic mechanism can have a positive impact on the development of agriculture.*

*The definition of “digital organizational, social and economic production mechanism” is given.*

*The article proposes a functional target scheme for the construction of the digital organizational, social and economic mechanism to produce agro-industrial products. This functional target scheme is a set of institutional approach elements in the market economy aimed at institutional provision of relatively favorable business conditions for all participants in the digital economy of the agro-industrial products output.*

**Keywords:** *investment process, agricultural sector, investment resources, activation program, indicators of the investment process, digital economy, security, institutionalization, organizational, social and economic mechanism.*

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## **1. Introduction**

The result of the organizational and management mechanism functioning is the adoption of a management decision that should be used in the direct organizational, social and economic activity of the enterprise. To achieve the efficient management of the enterprise, the organizational and management mechanism should determine the following tasks: to identify the strengths and weaknesses of the enterprise; to develop measures for reinforcing the strengths of the enterprise, to form on their basis the values and the traditions of the enterprise; to develop a set of measures aimed at reforming the weaknesses of the enterprise; to form a general strategy and tasks for the enterprise operation. It is necessary to identify the possible ways to achieve the chosen strategy, and choose the most effective way to achieve it; to analyze the effectiveness of implemented measures.

At the same time, the process of understanding the essence of this mechanism depends primarily on its place, role and relationship with other categories of economic science. It should be noted that the economic mechanism has its own specific content. As an aspect, it is often associated with the production management, the production organization, the management method, the economic impact. In our opinion, to a certain extent this approach limits the content of an economic mechanism concept.

The fundamental part of the economic mechanism efficiency can include such factors as competition, the pricing process, the product quality regulation, as well as the profits formation and distribution. The mechanism efficiency in its turn depends on the recreation of production factors, production reserves considering risks, the degree of which is determined by the competitive internal and external environment and their durability, as well as the ability to consider or predict competitive strategies of other market participants.

The economic mechanism is an integral part of the management mechanism, and the listed above considerations allow us to examine the economic mechanism as a concrete category of the social process regulated by economic laws. This concept, combined with its complexity and multidimensionality, makes real the capability of rational improvement of an economic mechanism complying with the market requirements.

Giving this, it is possible to establish the following main tasks, which should predetermine the economic mechanism of the agro-industrial complex (AIC) in the market conditions: the elimination of disproportions and ensuring a rational structure; overcoming disunity in agriculture based on the optimal combination of economic interests of rural manufacturers, processing enterprises, trade organizations and agro-service establishments.

## **2. Literature Review**

The organization of the effective operation of the digital organizational, social and economic mechanism in the agro-industry is of great concern in modern conditions.

According to a number of authors, under market conditions, the digital economic mechanism is becoming the basic stabilizer of the agro-industry in the region and should create conditions for considering not only natural, economic, but also social, environmental, institutional interests (Azoulay, 2010; Breidinger, 2006; Brown *et al.*, 2006; Sutnata and Byrd, 2007; D'Agostino, 2008; Murray and Grybeste, 2007; Friesz, 2007; Sullivaut, 2007; Burkaltseva *et al.*, 2016; 2017; Gruzd, 2006; Kosten, 2015; Simchenko and Tsohla, 2016; Dudin *et al.*, 2013; Reshetov, 2015; Pushkar, 2009; Simchenko *et al.*, 2016; Bibarsov *et al.*, 2017; Bibarsov *et al.*, 2017). The rational proposal is the separation of control from the management mechanism (Kosten, 2015; Zabelina *et al.*, 2017; Kosinova *et al.*, 2016; Bondarenko *et al.*, 2017; Ivanova *et al.*, 2017).

Well-timed is the construction of the organizational, social and economic mechanism structure in the form of a functional-target scheme of organizational, social and economic mechanisms interaction directly influenced by government regulation, which is generally aimed at ensuring the achievement of the enterprise objectives.

## **3. Methodology**

Using the methodology of the system approach when considering the economic mechanism of the region agro-industrial complex allows us to study it as a system consisting of interrelated and interdependent elements.

The methodical approach to the composition of the formula for calculating the need for investment resources is based on the identification of quantitative and qualitative characteristics of the investment process, considering existing problems and expected phenomena. All elements of the proposed indicator correspond to a certain area of the Republic of Crimea. The formalization of the need for investment resources is proposed in the following form:

$$I_{ai} = (\sum O_{ir} + \sum A_{ir}) * C_a$$

where  $I_{ai}$  – investment activity indicator;

$O_{ir}$  – own capital of enterprises and organizations, aimed at investing, rub.;

$A_{ir}$  – volume of attracted investment resources in the agricultural sector, including foreign, domestic investment, as well as financing from all types of budgets, rub.;

$C_a$  – coefficient of demand adaptation.

The coefficient of demand adaptation is calculated by following method:

$$C_a = 1 + \left( \frac{I_{expect} + E_{rf}}{100} \right)$$

where:  $I_{expect}$  – expected (forecasted) inflation rate;

$E_{rf}$  – fluctuations in the exchange rate of the national currency (the ratio of the national currency value to the US dollar at the beginning of the year under study to the value at the beginning of the previous year).

#### 4. Findings

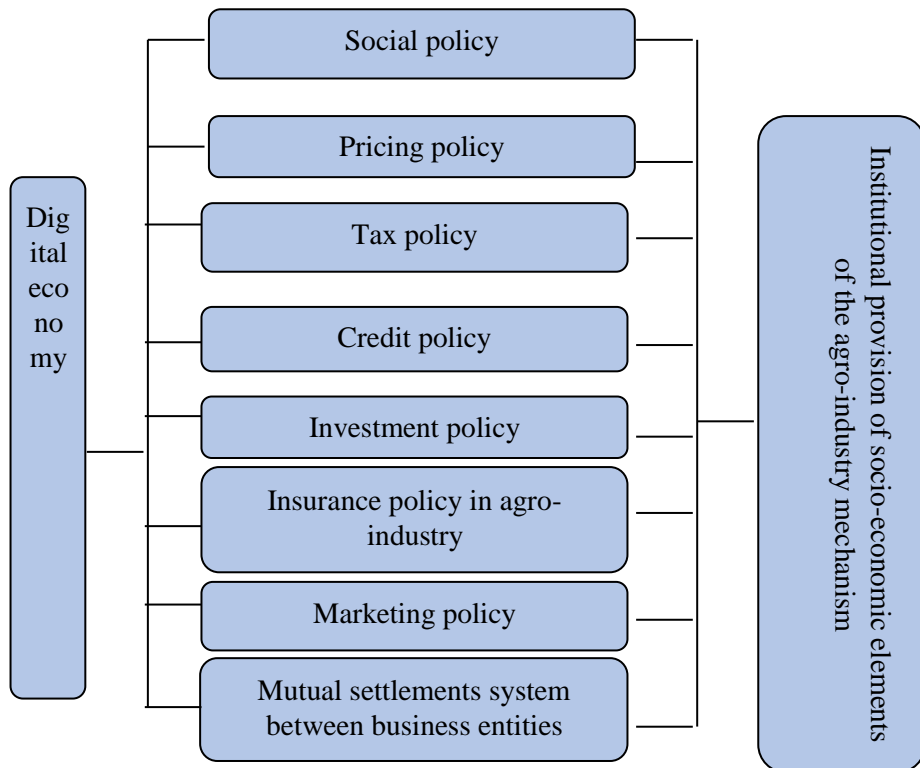
Burd (1993) defines that *“The social mechanism is a stable in the sense of form social relations, which is realized with any number of repetitions with a maximally predictable result. The realization of social action in the form of a social mechanism presupposes an orientation toward the other people behavior; that is on the contact of the individual with the sociocultural environment. The function of the social mechanism is to secure the “correct” actions, or rather, what is considered correct in each social environment. In the case of material and production activities, mistakes are punished by the nature. In social activity, other members of society make their judgments about the actions of the individual. Since any social action presupposes a definite conscious need, motivation and purpose, the subjective basis of behavior is realized in the social mechanism considering the cultural norms of this society. The objective basis of behavior is how effective the information, energy, and matter are exchanged with the help of this social mechanism. Individual personality qualities that are in demand in the process of evolutionary development are cognitive complexity of thinking, high variability of behavior and the nature of the setting. Their maximum quality is found in representatives of the elite.”*

Having studied the different approaches of economists to defining the concept of the category *“social mechanism”*, *“economic mechanism”* and *“organizational mechanism”*, which make up the elements of these mechanisms at the macro and micro levels, the following conclusions can be drawn.

The concept of an economic mechanism is more general than the concept of an organizational, social and economic mechanism. The organizational, social and economic mechanism is a complex of organizational, social and economic elements, as well as state instruments of influence on social, economic, organizational relations and processes occurring among economic entities. The structure of the organizational, social and economic mechanism is proposed to be constructed in the form of a functional-target scheme for interaction of organizational, social and economic mechanisms directly influenced by government regulation, the complex of which is aimed at ensuring the achievement of the enterprise's objectives.

However, the essential condition for the successful development of agricultural production is the progression of the socio-economic mechanism into the digital socio-economic mechanism (Figure 1). That will largely depend on the state agricultural and social policies and its institutional provision.

**Figure 1.** Socio-economic elements of agro-industry mechanism in the digital economy (composed by authors)



#### 4.1 Dependence of Poultry Stock on Population and Average Wages in the Russian Federation

Malysheva (2010) states that “The organizational factors in the effectiveness of poultry production management can be divided into three main groups of factors: the organization of technical processes; the organization of business processes; the organization of labor. All the given factors influence the effectiveness of poultry farming, depending on the level of agreement on the interests of the state, agricultural manufacturers, business, investors and the level of the state-private partnership development, and they provide the maximum effect, if these factors are used in a complex method at the formation of development conditions for industry and individual organizations.” When considering each of the factor separately, it is

also possible to determine its impact on the goods production management efficiency.

Semin and Lubkov (2011) state that *“Labor payments play a decisive role in shaping the workers incomes. The economic development of society, in its turn, is closely related to the labor payment and the workers income. This is displayed, on the one hand, through the impact on production efficiency by the level of motivation for high-performance work, and, on the other hand, through the shaping of a population effectual demand and the creation of social stability conditions in society.”*

Poultry meat is unique in its content. With a 15-20% protein content, just like in beef, pork and lamb, poultry meat is practically fat-free, which is more useful because it does not cause food imbalance. Table 1 shows the calculation of the poultry stock per capita in the Russian Federation and the Republic of Crimea for the period 1990-2013.

**Table 1.** Calculation of the poultry stock per capita in the Russian Federation and the Republic of Crimea for 1990-2013.

Figures	2013 to 1990, in %
Population in RF (without the Republic of Crimea), mln. people	98,08
Poultry stock per capita, birds/person	40,08
Total population	98,02
Total poultry stock	1,07
Stock per capita	1,10

**Source:** composed by authors at (Ministry of agriculture of the Republic of Crimea; Ministry of agriculture of the Republic of Crimea).

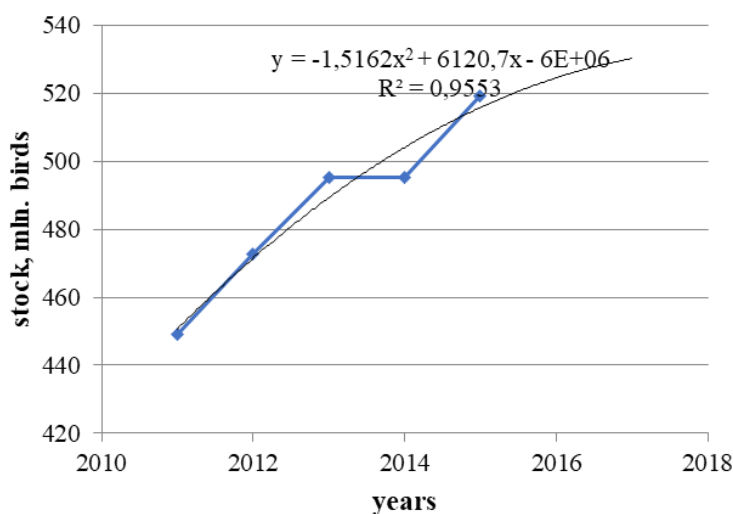
Based on the initial data, further we construct a multifactor model for the Russian Federation (Figure 2). Based on the calculations (Figure 2), we can talk about the predicted increase in the poultry stock in the Russian Federation to about 530 million heads with a probability of 95%, provided that the conditions of previous years are maintained. From the calculations obtained with Microsoft Excel and presented in this publication, we can talk about the predicted increase in the poultry stock in the Russian Federation with the forecast for 2017 to a value of approximately 530 million birds with a probability of 95%, provided that the conditions of previous years are maintained.

## 5. Discussion

### 5.1 Functional-target scheme for composing a digital organizational, social and economic mechanism to produce agroindustry products

Based on the analysis of the literature and the results obtained, it is possible to present a functional-target scheme for constructing a digital organizational, social and economic mechanism to produce agro-industrial products in the following form (see Figure 3), considering the low-elastic food market, taking into account the features of self-regulation for ensuring food security and economic security in general.

**Figure 2.** Dependence of poultry stock on population and average wages in the Russian Federation with the forecast for 2017.



**Source:** composed by authors at (Ministry of agriculture of the Republic of Crimea; Ministry of agriculture of the Republic of Crimea).

Where, fundamental, in our opinion, is the implementation and application of digital tools to improve profitability, effective cost savings for monitoring using the Internet of things, smart things, smart contracts. We see the urgent need to build a roadmap for the implementation of a digital monitoring mechanism at various horizontal and vertical levels that sensors and on-line monitoring systems should complete using Internet of things and blockchain technologies, separation from the control mechanism with full automation of trust for proper and efficient management. That procedure requires technical support of the control mechanism base, as well as institutional guarantee.

At the same time, based on the analysis of the literature and the results obtained, it is necessary to highlight and give the following definition. The digital organizational,

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social and economic mechanism of production is the complex of digital, organizational, social and economic elements, state instruments, institutional system for ensuring the impact on socio-economic, organizational relations and processes occurring within and between economic entities, which is built in the form of a functional-target scheme of digital, organizational and socio-economic mechanisms interaction, directly affected by the state regulation, institutional guarantee, complex of which is aimed at ensuring the achievement of the mission, goals, objectives and indicators of efficient production.

In addition to the economic mechanism, an important part of the management part of the studied mechanism is the structure of the enterprise's values, thanks to which internal relations are formed. The structure of values allows forming the organizational culture of the enterprise. Internal legal methods are also an integral part of the management mechanism. In their turn, they allow to indicate which employees and what exactly needs to be done in the products manufacturing and sale process.

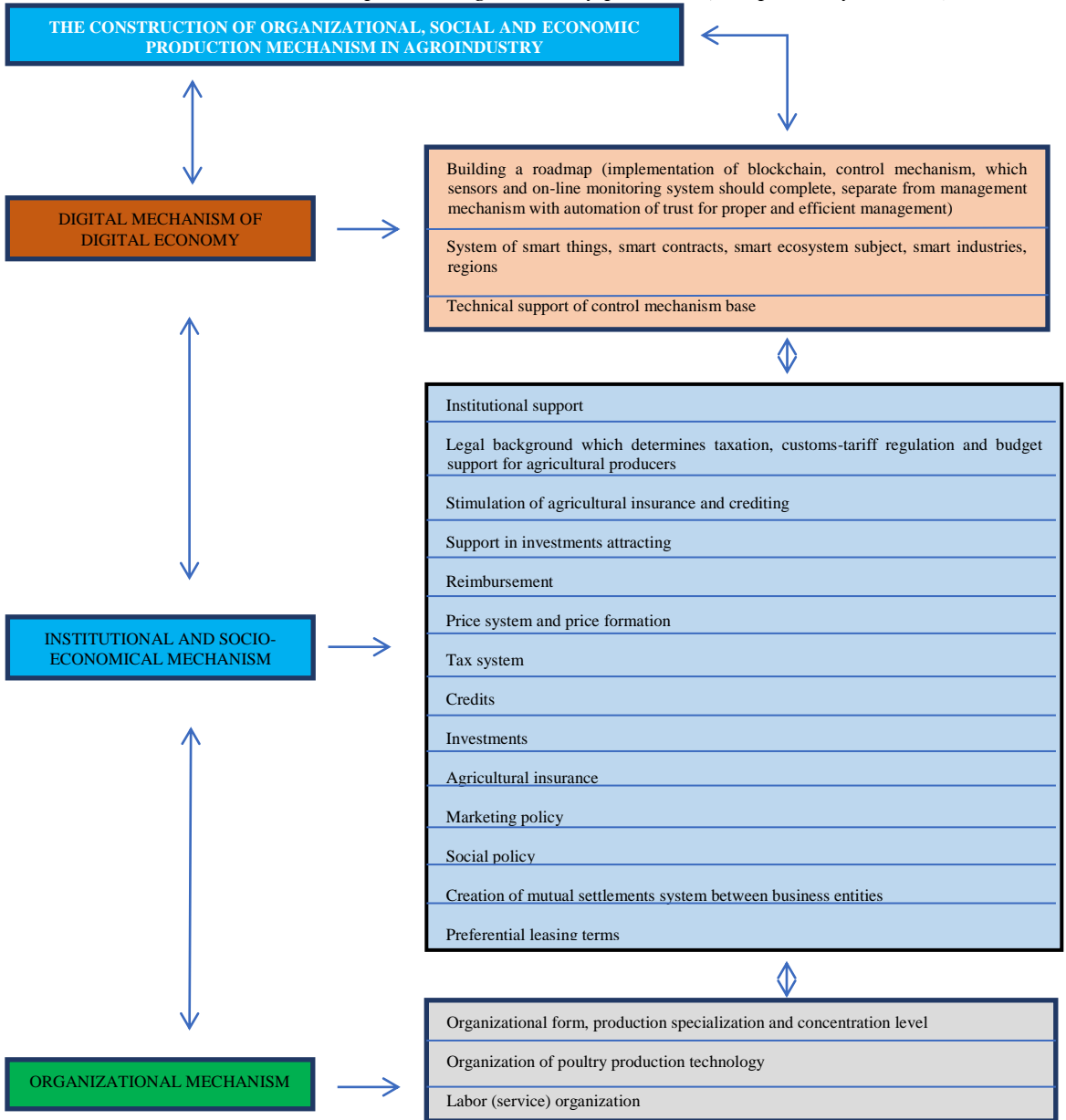
Any management process at an enterprise must end with monitoring and evaluation of the results obtained, identifying established trends and drawing conclusions about each stage of products manufacturing and sale. However, in modern conditions for management effectiveness, it is necessary to separate management from control, where the systematic control in real time is transferred to the technical base of its solution. The result of the integral organizational and management mechanism operation is: identification of problems in the products manufacturing and sale; understanding of the key external factors affecting the products manufacturing and sale; forming the clear business plan for a long-term period; creating an optimal organizational structure that allows each of the employees performing specific tasks; the most effective management, not control, which considers the technical and institutional base of the digital economy.

To prevent this situation, it is necessary to realize the main goal of state regulation – optimization of fluctuations in agricultural production volumes and sales prices, and to ensure, therefore, the support of agricultural manufacturers. To optimize it, public authorities can use financial interventions.

Currently, there is an opportunity for effective use of budgetary funds. The fact is that in accordance with the current legislation, funds are directed not at developing a market environment and not to systematic support of agricultural industries, but at direct support of manufacturers. The state of the livestock sector confirms the wrong policy in this branch of agriculture. In this regard, we can conclude that the legislative framework has a limited impact on the formation of effective and competitive production. Thus, to improve the situation of agricultural production, at the legislative level it is necessary to develop permanent, consistent principles for all market participants and ensure their strict performance.



**Figure 3.** Functional-target scheme of composing a digital organizational, social and economic mechanism to produce agroindustry products (composed by authors).



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## **5.2 The possibility of the investment process activation in the agricultural sector**

The possibility of the investment process activation in the agricultural sector largely depends on the extent to which the peculiarities of the management in this area of activity will be considered. In this case, it is necessary to consider not only natural and climatic factors that directly affect the efficiency of agriculture, but also economic factors.

Among the features of the agricultural sector operation, it is possible to distinguish the following:

- 1) Evident production seasonality;
- 2) High dependence of production efficiency on natural conditions, which cannot be influenced even by highly developed technologies;
- 3) Long production cycle, because of which the circulation of capital takes a long time, a long payback period;
- 4) High degree of moral and physical depreciation of fixed assets;
- 5) Low interest of commercial banks in lending to agriculture due to high risks associated with the natural factors uncertainty, as well as low coverage of agricultural risks by insurances and low level of collateral liquidity;
- 6) High level of interest rates on loans, as well as frequent discrepancy of bank credit programs with the needs of the parties working in the agricultural sector and their possibilities.

To activate the investment process, it is important to develop various sources of funding for this direction, but, based on the current situation, it is possible to identify priority sources, as well as those that need to have effective stimulation of their development.

Figure 4 shows that the largest share in the financing structure is occupied by the own funds of business entities, thus it tends to grow. Also a significant share is occupied by budgetary funds, which are allocated by the state from budgets of various levels. In this case, it should be noted that it is advisable to develop other sources of funding, for example, bank lending.

Lending is an important element in the development of both the economy as a whole, and individual sectors. At the same time, this source of funding allows not only to obtain resources, but also to develop and offer a business project in the market with its feasibility study, which is necessary to obtain funds. It is important to attract investors, both domestic and foreign, who are also interested in implementing effective business projects. Indicators of investment activity reflect the need for resources, which can be met exactly at obtaining project financing.

Using the technique proposed by Sivash O.A. (2017), it is possible to calculate the values of investment activity indicators in the agricultural sector of the Republic of

Crimea regions. Let us determine the value of the adaptation coefficient. According to the Ministry of Economic Development of the Russian Federation, the projected inflation rate for 2016 was 9% (Forecast of the social and economic development of the Russian Federation for 2016 and for the planning period 2017 and 2018).

The official exchange rate of the US dollar in relation to the Russian ruble according to the Central Bank of Russia as of January 1, 2015 was 56.2376 rubles per dollar, as of January 1, 2016 - 72.9299 rubles per US dollar. Thus, the exchange rate rose by 29.68% (Burkaltseva, Vorobyov, Borsch, Gerasimova and Chepurko 2016). Therefore, the adaptation coefficient will be calculated as follows:

$$K_a = \left( \frac{9 + 29.68}{100} \right) = 1.3868$$

Further, we will calculate the demand of the agricultural sector in investment funds in the Republic of Crimea in 2016. To complete this, we will use statistical data on the Republic of Crimea regarding the investments volumes and sources in the region. The data necessary for the calculation is shown in Table 1.

According to the analysis results, the centers of investment activity of the Republic of Crimea at the beginning of 2016 are the Bakhchisarayskiy, Krasnogvardeyskiy and Simferopolskiy regions, with the Simferopolskiy region being the most important indicator of investment activity. Thus, the centers of investment activity are in the center of the peninsula, which reflects the attractiveness of this territorial type for investments in the agricultural sector of the region.

It should be noted that the highlighted centers of investment activity are not identical territories with exceptional investment attractiveness. This means that those areas that have not become centers of investment activity may also have potentially attractive investment projects, but the investment policy that is being implemented in different regions should differ. In the centers of investment activity, it should be aimed at supporting existing initiatives and can be based on the available experience of their implementation. In areas with low investment activity, the policy should be based on the search for potential investors, on the development of attractive investment projects, and on aiding the state authorities in activating investment activities.

In accordance with the world experience in the development of the agricultural sector, the state support of investment activities is of great importance for the operation of this activity sphere. This aspect can also be based on the identified centers of investment activity, as the needs of regions with a significant amount of investment resources differ significantly from the needs of regions with low investment activity, respectively, and state support should be provided in different directions and in different volumes.



		invest ment		ent			rs
1	Bakhchisarayskiy	82,8	69836,004	17,2	14506,996	1,3868	116966,9
2	Belogorskiy	42,5	531,25	57,5	718,75	1,3868	1733,5
3	Kirovskiy	27,9	2062,368	72,1	5329,632	1,3868	10251,23
4	Krasnogvardeyskiy	68,1	66797,928	31,9	31290,072	1,3868	136028,4
5	Krasnoperekopskiy	28,9	1010,922	71,1	2487,078	1,3868	4851,026
6	Nizhnegorskiy	13,9	4525,284	86,1	28030,716	1,3868	45148,66
7	Pervomaiskiy	14,3	831,116	85,7	4980,884	1,3868	8060,082
8	Razdolnenskiy	79,6	8579,288	20,4	2198,712	1,3868	14946,93
9	Simferopolskiy	32,6	65401,142	67,4	135215,86	1,3868	278215,7

*Source: composed by authors according to the materials (Investments in the fixed capital by types of economic activity, 2016, p. 26-39.*

### **5.3 Factors of investment processes successful development in the agricultural sector**

Based on the experience of successful agrarian sector operation in developed countries, it is possible to identify areas that need to be developed in Russia to stimulate this industry development to increase investment activity and intensify the process of forming investment resources in the agricultural sector:

- realization of the “Digital economy” program, use of digital economy tools in agroindustry;
- creation of a specialized credit institution;
- subsidization, preferential taxation and lending;
- development of credit cooperation in rural areas;
- development of leasing relations;
- use of accelerated depreciation methods;
- successful implementation of state development programs;
- increasing the share of own funds in the structure of resources;
- price regulation of agricultural products;
- agricultural market development;
- tight audit of the state programs implementation efficiency.

The implementation of these factors will contribute to the activation of investment processes in the agricultural sector of Russia, which can significantly increase the amount of funds allocated for the production development. It is only the state that can ensure efficient and intensive development of investment activity in the agricultural sector, considering the interests of all its participants, as well as public

interests. We distinguish four areas in which actions can be completed to intensify the investment process in the agricultural sector:

- state impact (institutional, regulatory, legal);
- response from domestic and foreign investors;
- credit and financial impact;
- influence at the level of an individual enterprise (enterprise quality management system).

## 6. Conclusion

All spheres, in which actions aimed at the investment process activation in the agricultural sector can take place, are interrelated and have mutual influence. The implementation or activation of the group factors will positively affect all spheres of influence on this process. Qualitative and quantitative improvement of each of the presented factors will help to increase the volume of investment resources channeled from the relevant sphere, as well as, as a result of their interaction, and from other sources of investment resources.

Priority in the proposed mechanism are the actions on the part of the state, since it affects the possibility of implementing measures from other spheres and can carry out activities with a view to achieving a social effect in the agricultural sector, rather than for profit, and to carry out incentive measures in relation to the agrarian sector in order to increase the opportunities for attracting additional resources.

Further research should be directed to the development of a model for the effective functioning of the digital organizational, social and economic mechanism in the agro-industry.

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