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THE SEARCH FOR THE EFFICIENT BUSINESS MODEL FOR THE DAIRY SECTOR IN KAZAKHSTAN

Abstract. The article is devoted to the analysis of the problems and perspectives of the organizational development of the dairy industry in the context of the problems of sharp growth of the productivity of labor and export of processed products set in the last message of the President to the people of Kazakhstan. The analysis of organizational innovations, modern business models used by the AIC, is carried out. The accumulated problems and the main development trends that have manifested itself in the dairy industry in Kazakhstan over the past two years have been analyzed. It is shown that there is a stable solvent demand for milk and dairy products in the present time, which is still largely satisfied by retail sales of its production by small producers. Prices have been steadily rising; accordingly, all enterprises of the dairy industry have prospects for the further development. However, no new business models are being implemented and are not even planned in the State Program for the Development of the Agro-Industrial Complex adopted last year. It is established that the development of dairy enterprises does not bring Kazakhstan closer to the solution of the task set in the President's message to increase labor productivity and the share of exports of processed products over the next five years. The results of a survey of the owners of milk processing enterprises and dairy farms of the East Kazakhstan, Zhambyl and South-Kazakhstan regions, which over the past two years have been actively involved in sectoral integration processes, are presented in the work. Evaluation of the willingness of the economic agents of the dairy industry to participate in new business models, network structures of small business integration in the value chains of large enterprises has shown the demand for the development of a qualitatively new information and analytical support for forecasting and planning the formation of new business models in the dairy industry in Kazakhstan.

Key words: dairy industry, business model, organizational innovation, network structure, integration process, economic agent, system integrator, information system.

Introduction. In the message of the President to the people of Kazakhstan dated January 10, 2018, the enterprises of the agro-industrial complex (AIC) had been given a task to increase labor productivity and export of processed products "at least 2.5 times over the next five years" [1].

This should be fully applied to the Kazakhstani livestock, in particular, to the dairy industry. The country has a significant natural potential for the development of a dairy herd of pasture and, accordingly, milk production, which, due to its high qualities, can experience the special demand in world markets.

However, the achievement of the goals set in the message is hampered by a number of problems. Among them, as noted in the State Program for the Development of the Agro-industrial Complex (2017), is insufficient supply of fodder, a low proportion of the breeding stock of animals, inadequate sowing areas for fodder and forage crops, irrational use of pasture lands, incomplete coverage of farm animals with the veterinary and preventive measures, [2].

The message outlines the main ways to solve the problems of the industry, which are presented as "smart technologies", including the transition to the modern business models that ensure an increase in the effectiveness of economic interaction and cooperation of all sectors in the value chain of agricultural enterprises [1].

According to O. Sabden, the goal of transition to the new business models is that "small business from an almost isolated subsystem of the national economy should turn into an organic part of a single production and the financial complex ... it is necessary to create conditions in which large business in the process of cluster formation massively involves small businesses in their activities" [3].