The role of agritourism in improving the management efficiency of integrated structures in the economy of the Krasnodar Region

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Abstract. The article describes the prospects for the development of agritourism in the terms of strategic management of integrated structures in the economy of the Krasnodar Region. The activities of agricultural companies involved in the integration process by the implementation of agritourism services are analyzed. We presented a guideline for improving the functioning efficiency of the integrated structures by forming the competitiveness of agricultural tourism services.

Keywords: Agritourism, Agriculture, Integrated Structures, Management, Development, Competitiveness

1. Introduction
Nowadays, the development of the current agricultural sector as a whole and its system-forming branches depends mainly on the effective implementation of the methods and mechanisms in strategic management of agriculture [1]. Support of the agritourism appears an innovative direction in the functioning of the local agro-industrial complex. In this process, it is advisable to promote the development of integrated agricultural structures.

Agritourism as part of the economy can be considered in two aspects. Firstly, its operating is one of the components of agricultural integration. Secondly, the creation of the strategic integrated structures allows to form steady bases for the effective functioning of agritourism in the mid and long-term [2]. It will be positive impacted in regional development as a whole.

2. The author's statement of the problem
The development of agritourism in the Krasnodar Region appears a positive impact on the health resort-recreational and agricultural branches of the economy [3]. For the regional development the effective functioning of the agritourism sphere indicates the stability of an increase of the many economic indices in the long-term.

However, such efficiency cannot be achieved due to the insufficient level system development of methods and mechanisms for managing the subjects of agritourism, that present agrarian organizations of various size, integrating the features of both agricultural and resort industries [4].
3. Current state of development of the agritourism industry in the Krasnodar Region

3.1. Analysis of the base indices of the agritourism development

Currently, more than 117 enterprises operate in the field of agritourism on the territory of the Krasnodar Region. The basic types of activities in this direction are [5]: apiary visit, gastronomic tours, hunting, fishing, etc.

Enterprises that carry out activities in the agritourism industry are located in 24 districts of the Krasnodar Region. Most of them are concentrated in Anapa, Gelendzhik, Novorossiysk, Sochi, as well as in Temryuk, Seversky, Krymsky, Slavyansky and Dinsky regions.

The importance of agritourism development is due to a number of factors. Firstly, the potential success of the agritourism industry is determined by the climatic, recreational and other resources of the Krasnodar Region. The multi-ethnic composition, rich history and culture of the region are also indirect factors that shape the potential for the agritourism industry. Secondly, agritourism is an innovative direction in the economy, creating an alternative to traditional types of recreation [6] and the development of agriculture.

Figure 1 shows the dynamics of the share of agritourism in the formation of the Krasnodar Region GRP.

![Figure 1. Dynamics of the share of agritourism in the formation of GRP of Krasnodar Territory, %](image)

The stable dynamics of the agritourism industry is caused by its high attractiveness for social groups. Furthermore, the agricultural organizations, which develop the rendering of agro-tourist services as one of the basic directions of their activity, form the potential for the growth of the economic success [7].

At the same time, the highest efficiency of the agritourism development in the Krasnodar Region can be achieved by meeting the criteria:
- the absence of damage to the environment or its minimization, which ensures the environmental sustainability of agritourism in the long term;
- reaching the economic effectiveness of the branch of agritourism as a whole and its individual subjects;
- assistance in preserving elements of agrarian culture and traditional nature management;
- fulfilling the function of ecological education and formation of care of nature and agriculture.

Figure 2 shows the dynamics of enterprises implementing activities in the field of agritourism, delimited according to the criterion of the main type of activity.
Figure 2. The structure of enterprises implementing agritourism activities as the main/not main

From the presented graphical data, it can be seen that for most of the organizations implementing agritourism activities, this type of activity is not the main one. In other words, enterprises of this type operate in the field of agritourism through the implementation of the integration mechanism. The analysis of the structure of the enterprises in agritourism confirms that in the system of integration from year to year is included all more than organizations.

3.2. *Estimation of the organizations activity in the agritourism area*

A detailed analysis of the agritourism stakeholders should be carried out for developing the mechanisms of the agritourism development in the Krasnodar Region. The authors have investigated the functioning of one of the leading enterprises engaged in agritourism activities - JSC "Sad-Gigant".

The enterprise is geographically located in the Slavyansky District of the Krasnodar Region. Enterprise includes 2200 ha of intensive orchards. Annually, harvest JSC "Sad-Gigant" composes in average 60 thousand of tons of fruits and berries, in this case 90-91% harvest compose apples.

However, besides the basic activity, the company has been carried out agritourism since 2017. Today on the territory of the Slavyansk District there is an excursion route "Fruit Capital of Russia". This route includes a visit to JSC "Sad-Gigant", namely:
- orchards located on the territory of the enterprise;
- a greenhouse complex and a fruit storage.

Thus, tourists get acquainted with the technologies of growing and storing fruit and vegetable products.

Let us consider the dynamics of the main performance indicators of JSC "Sad-Gigant" in the context of participation of the enterprise in agricultural integration by the implementation of agritourism functions.

Figure 3 shows the structure of the company revenue and net profit in the period 2015-2019. In 2017 net profit JSC "Sad-Gigant" is the highest, that was caused by the involvement of organization in the functioning of the integrated structures and the beginning of the realization of activity in the sphere of agro industrial tourism.
Further, let us examine other indices, which reflect the effectiveness of the basic activity of organization (Table 1).

### Table 1. Evaluation of the effectiveness of the main activity of JSC "Sad-Gigant"

| Parameter                        | 2015      | 2016      | 2017      | 2018      | 2019      | 2019 to 2015, in % |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|
| Costs per 1 ruble of products sold, rub | 0,6       | 0,6       | 0,4       | 0,4       | 0,4       | 66,7              |
| Capital-labor ratio, thousand rub | 1630,6    | 1946,3    | 1886,8    | 1998,6    | 2023,8    | 124,1             |
| Labour productivity, rub/person  | 1224,2    | 1630,5    | 2773,8    | 2040,1    | 3451,3    | in 2.8 times      |
| Return on equity, %              | -13       | 26        | 41        | 14        | 35        | -                 |
| Return on assets, %              | -6,7      | 14,3      | 28,7      | 9,9       | 22,1      | -                 |

The represented analysis indicates that the involvement of JSC "Sad-Gigant" in the agricultural integration by means of the realization of agritourism activity has an effect on an increase in many measures of the economic effectiveness of the enterprise.

An increase in the profitability of JSC "Sad-Gigant" credits is in many respects connected with obtaining of the additional incomes of the organization as a result of the functioning of excursion route “fruit capital of Russia”. It should be noted that the prime cost of the rendering of this form of services it is low. This allowed enterprise in 2017 to decrease the total quantity of expenditures for 1 a ruble in the marketed production.

The result of the analysis demonstrates the interrelation between the competitive ability of organization [8] and the effectiveness of its agricultural integration [9] into the agritourism [10].

Table 2 presents the results of the expert estimation, which make it possible to make conclusions about competitive ability JSC "Sad-Gigant" in the comparison with the organizations, which realize the services of agritourism as not the basic form of activity.

### Table 2. The results of the expert assessment in the competitiveness of the main activities of JSC "Sad-Gigant" in comparison with the main competing organizations
Competitive factors for JSC "Sad-Giant", LLC "Sady Baksana", Key Competitors CJSC "Agrofirm named after 15 years of October" and CJSC "Sovhоз named after Lenin" are as follows:

| Competitive factors                              | JSC "Sad-Giant" | LLC "Sady Baksana" | Key Competitors | CJSC "Sovhоз named after Lenin" |
|--------------------------------------------------|-----------------|--------------------|-----------------|---------------------------------|
| Quality and range of products                    | 4.2             | 3.4                | 4.0             | 4.2                             |
| Demand for products on the market                | 4.8             | 4.4                | 4.2             | 4.2                             |
| Production efficiency                            | 4.5             | 4.0                | 3.8             | 3.9                             |
| Product processing efficiency                    | 3.6             | 4.2                | 3.0             | 4.5                             |
| Main product sales price                         | 3.3             | 3.7                | 3.0             | 3.8                             |
| The quality and range of provided agritourism services | 1.2             | 3.1                | 1.9             | 2.2                             |

The expert estimation of the competitive capacity of enterprises demonstrates the high level in the context of the majority of the basic forms of the activity, achieved by AO “Garden-giant”. However, the competitiveness of the provided agritourism services of the enterprise remains rather low.

4. Development of recommendations for increase in the effectiveness of control of the integrated structures

After analyzing the activities of organizations that are subjects of agritourism in the Krasnodar Region, the authors concluded that such activities are relatively low competitive. Low competitiveness is associated with the lack of systematic integration of subjects in the development of the agritourism industry.

Practice shows that in relation to integrated structures, methods and mechanisms of strategic management are inefficient due to their insufficient level of elaboration.

As a result, the authors developed a system of recommendations aimed to increase the management efficiency of integrated structures in the agritourism industry of the Krasnodar Region.

The system of such recommendations is presented in Table 3.

### Table 3. The characteristic of recommendations for increase in the effectiveness the integrated structures management

| Direction of the activity                  | Characteristics                                                                 |
|--------------------------------------------|---------------------------------------------------------------------------------|
| Organization of intrazonal interaction of integrated structures | Realization of the zoning of the region territory on the criterion of the nature of the assignment of agro-tourist services. Zoning makes it possible to concretize the methods and mechanisms of managerial influence on the formation of sustainable integrated structures |
| Concentration of joint investment opportunities | Organization of interaction between business and the state through the implementation of public-private (municipal-private) partnerships for the development of the agritourism industry |
| Risk minimisation                          | Search for optimal schemes for minimizing and distributing risks in the implementation of agritourism services |
Strengthening the ethnographic component The orientation of agritourism services towards strengthening the role of ethnographic elements in the conditions of the Krasnodar Region will increase the interest of social groups

5. Conclusion
The proposed recommendations for improving the management efficiency of integrated structures will increase the rate of development of the agritourism industry in the Krasnodar Region. Due to effective integration, the efficiency of the functioning of related industries (agriculture, resort and tourist complex, etc.) can also be increased.

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