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L.B. Baizhanova¹, D.A. Kunanbaeva²^{1,2}Al-Farabi Kazakh National University, Almaty, KazakhstanE-mail: ¹2lalik@mail.ru, ²duysekul@mail.ru**FEATURES OF PROJECT BUSINESS MODELS
IN THE FOOD INDUSTRY OF KAZAKHSTAN**

Abstract. The article discusses the formation and development of design business models. The directions of using business models based on the needs of management at different stages of development of food industry enterprises are disclosed. The analysis of business models is carried out and the results of a study conducted by the author on the creation of a new business model of Kazakhstani companies are presented, attention is focused on solving key management / entrepreneurial tasks with an assessment of the prospects of food industry enterprises. In modern conditions, it is necessary not only to intuitively determine business development priorities and form a vision, but also analytically substantiate the parameters of key processes and operations and place them in the form of regulations. In the organization's management, the parameters are communicated to the performers, one of which is the company's controller. His interests include information and analytical support for the system of making and monitoring the implementation of managerial decisions with different horizons such as strategic and operational tactical and functional, which include operational, investment, innovative and financial. Based on the experience of creating and using commercially successful business models of food industry enterprises (FoodMaster LLP, Rakhat JSC), this article formulates the basic requirements for the tools for creating and developing the effectiveness of project business models, illustrates the importance of creating competitive business models, based on creating successful partnerships. The business model of the organization describes the current management actions, taking into account the strategy, status and development directions of the organization. Using a business model allows you to timely identify areas of priority development and coordinate the status of individual business processes and business operations. The business model provides an opportunity to evaluate the organization and take into account production costs.

Key words: business model; business analysis; system of indicators; analytical assessment; project management, efficiency; performance competitiveness; retailer, stakeholder, business model template; flexible management, competitiveness.

In modern conditions, when new technologies are constantly appearing, consumer preferences are changing, new social trends are forming, the main key factor for success in competition is the correct definition of the current business model for the company. Successful innovative products are no longer a guarantee of success in the market, and only integrated innovation activity that goes to the level of permanent monitoring of the adequacy of a business model to changing conditions, and designing an improved version of it is a determining factor for success in regional and international competition. For example, the Russian scientist Strelalova ND, "the fate of the business of the company depends on how successful the selection and implementation of the business model is" [1]. It should be noted that not only the choice and effective implementation of the business model is currently important. In the conditions of market relations, constant monitoring of changes and transformation, development of a business model in accordance with changing environmental conditions is especially relevant.

The effectiveness of project business models in the food industry of Kazakhstan is evaluated in order to determine the potential attractiveness of the project, the feasibility of its adoption for potential

participants. It shows the objective acceptability of the project, regardless of the financial capabilities of its participants.

This efficiency, in turn, includes [2]:

- public (socio-economic) project effectiveness. It takes into account the socio-economic consequences of the project for society as a whole, including both the direct costs of the project and the results of the project, as well as external effects - social, environmental and other effects. As mechanisms, an assessment of the economic and social security of the project can be used;

- commercial effectiveness of the project. It shows the financial consequences of its implementation for the project participant, on the assumption that he independently makes all the necessary costs for the project and uses all its results.

You can consider the main stages of evaluating the effectiveness of the project (Figure 1) [3]:

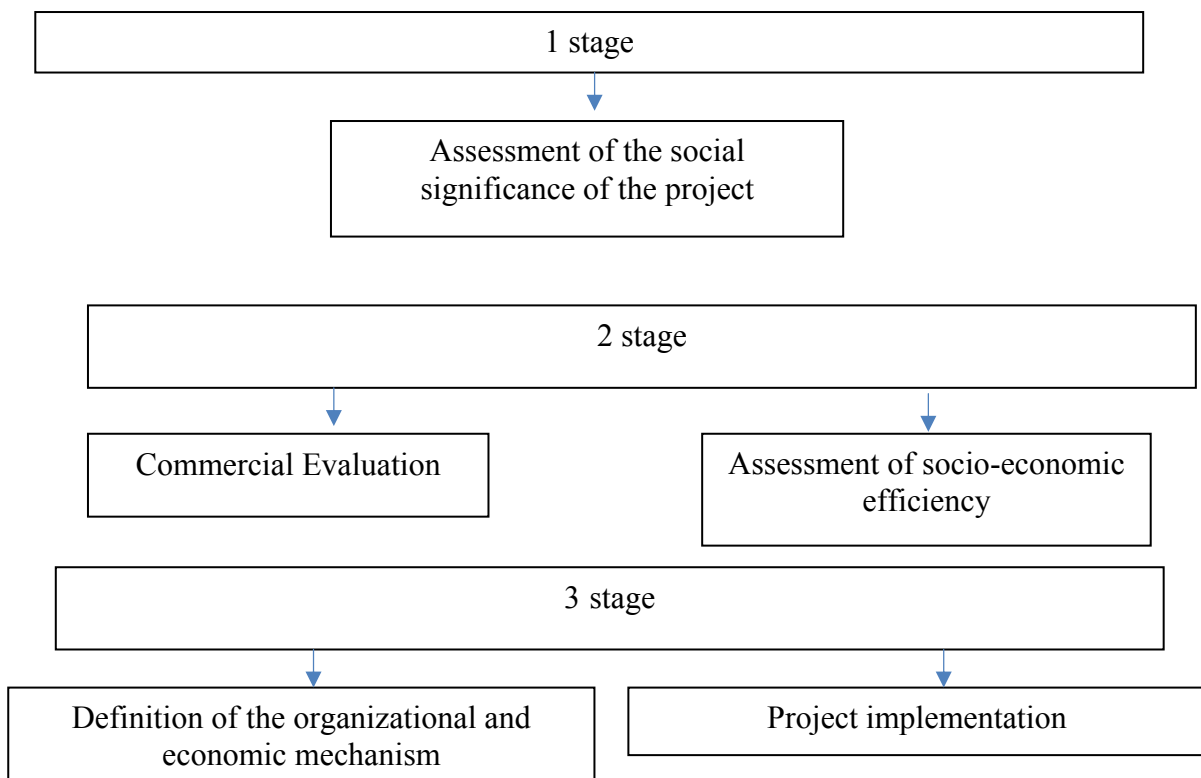


Figure 1 - Stages of evaluating the effectiveness of the project

In management practice, two main approaches are used to determine the assessment of the effectiveness of projects [4]: static (simple) models; dynamic models (discount methods).

The general scheme of all dynamic methods for assessing effectiveness is based on forecasting positive and negative cash flows in the planning period and comparing the resulting cash flow balance, discounted at the appropriate rate with investment costs [5].

Fulfillment of the business resilience requirement involves the development and use of modern information-analytical tools of management mechanisms. The experience of developing domestic and foreign business structures indicates the need to change the development paradigm in favor of the so-called stakeholder (interested) approach based on establishing partnerships between various market participants. Integrating their operations with those of customers and suppliers to create new products, services and solutions has become the main principle of this approach.

The appearance of domestic and foreign retailers in Kazakhstan (retailer - selling goods to the final consumer) was shaken by the positions of previously successful dairy companies. Manufacturers who processed milk in volumes up to 5 tons per day massively lost sales markets in large cities, providing them with the main cash flow. To enter the retail chains, business owners were forced to:

- either consolidate or increase the production of dairy products, abandoning their own brands;
 - either leave the dairy business, selling it at a discount to large domestic dairy processors and becoming faceless producers of raw materials.

To identify the logic of creating added value at FoodMaster LLP, we used a controlling tool that has been recognized abroad and is building a business model template. His idea is based on the identification of the planning process, control of costs and results based on the identification of key cost-creating factors, according to which cost factors are concentrated on the left side of the field, and results on the right.

The purpose of the model is to reduce the cost factors that have lost their relevance in the current conditions and increase the factors that shape and increase the sustainability of future results, including those associated with the implementation of new costs. Thus, the paradigm of P.F. Drucker “the goal of a business is to increase the value of its assets, and reduce the costs associated with their creation and maintenance” [7]. Based on a monographic analysis, we developed a business model template for the company (Fig. 2).

Figure 2 - The proposed template business model LLP FoodMaster

Key partners	Main activities	Value proposition	Customer Relations	Consumer Segments
	Key Resources		Sales Channels	
Cost structure		Revenue streams		

The development and further implementation of a business development strategy without understanding the logic of the formation and distribution of value added inevitably leads to conflicts among its stakeholders (stakeholders).

The main tasks of flexible management include ensuring current performance and the ability to adapt the business to the challenges of the future. The method for implementing the tasks is to create a business model template for the organization. Effective adaptation to modern conditions is ensured through the implementation of reflective monitoring, which is based on a system of indicators for assessing the effectiveness of business models and the analytical justification of directed organizational actions. Thus, reflexive monitoring helps maintain their competitiveness in organizations [8].

The business model of the organization is identified using the following parameters:

- customer bases, their marginal loyalty;
- a combination of industry and organizational structures;
- systems of development guidelines implemented in strategic and current horizons;
- techniques for identifying critical success factors (KFS);
- ways to formalize key performance indicators (KPI);
- strategic scorecards (strategy map) and control panels (dashboard) for various levels of business organization (company as a whole, segment, business process, workplace);
- systems of motivation for employees to achieve targets and the formation of ideas with their structuring in a database;
- effective techniques for commercializing ideas into innovations.

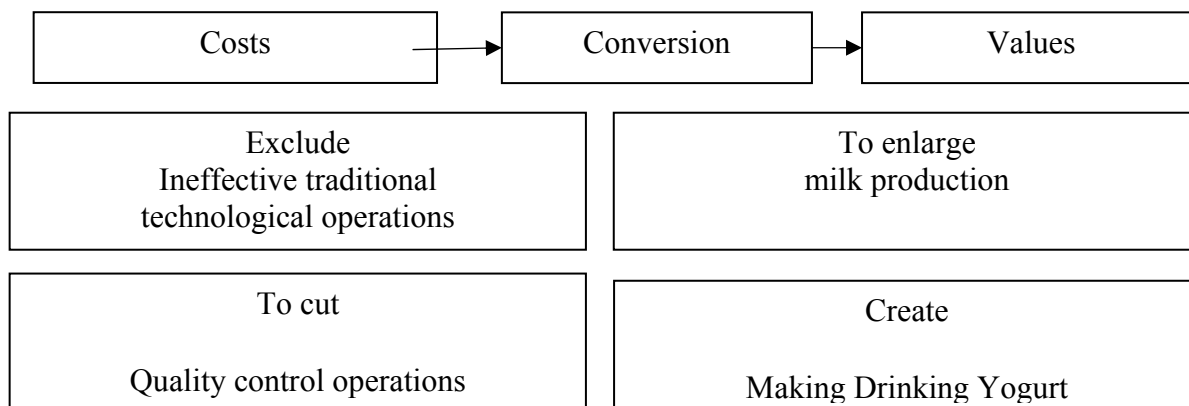
In this regard, it is advisable to group in four segments in accordance with the direction of action [9].

- reduce the factors that cease to be significant for creating value for stakeholders, i.e. whose value becomes higher than the value they create, but, nevertheless, presented in the business models of the main competitors and continue to be necessary for business continuity;
- increase the factors that make it possible to identify a company’s business with respect to competitors and make it attractive and convincing for most business stakeholders today;
- to recreate the factors that create new value propositions for existing and prospective customers and ensure a steady increase in business value for stakeholders tomorrow.

We will classify the main factors of creating business value FoodMaster LLP specializing in the production of dairy products made from natural ingredients with a global quality standard. The first group of factors included the application of a number of technological operations included in the list of works in standard technological maps (for example, sterilization and cleaning of equipment). The second group is represented by procedures related to monitoring the quality of work: the staff of the company is stable, and

the material incentive system promotes the active spread of self-control and collective responsibility. The third group includes measures for the application of innovative technologies to create new types of products (bio-yogurt, cottage cheese, etc. .. (Fig. 3).

Figure 3. Management actions based on the identification of the analysis of key factors of business development of FoodMaster LLP



The plans of Rakhat JSC consider bold steps. In the next five years, the company plans to become a vertically integrated diversified company, which will enter other sectors of the food production market. This will make it possible to become more competitive amid growing competition among CIS producers. Everyone knows that the main shareholder of Rakhat JSC is LOTTE Confectionery, a leading South Korean confectionery company. "The standards and policies of the group are the maximum preservation of the traditions of the confectionery industry. In all markets where they "entered", and besides Kazakhstan, LOTTE is present in almost all of Southeast Asia and part of Europe, local production traditions have been preserved. But at the same time LOTTE produces drinks, snacks, ice cream. Rakhat JSC looks at these opportunities and at these product categories and intends to reach out to investors with a plan to expand the line. The Rakhat factory is also being certified in South Korea [10].

Periodic monitoring of success factors requires adjustment of certain key competencies, and in some cases the company's business model. Any business model goes through the stages of value creation, its retention and loss ("migration") [11]. Along with rational motivators of positive changes and blockers of destructive actions, there arises the problem of the ability to anticipate potential opportunities and the risks associated with them.

Thus, achieving flexibility in the company's business model, individualization in the formation of key processes of the business model, and intellectual property protection are becoming important factors for competitive success.

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ОСОБЕННОСТИ ПРОЕКТНЫХ БИЗНЕС-МОДЕЛЕЙ В ПИЩЕВОЙ ПРОМЫШЛЕННОСТИ КАЗАХСТАНА

Аннотация. В статье рассматривается формирование и разработка проектных бизнес-моделей. Раскрываются направления использования бизнес-моделей на основе потребностей менеджмента на разных этапах развития предприятий пищевой промышленности. Проводится анализ бизнес-моделей и представляются результаты исследования, проведенного автором, по созданию новой бизнес-модели казахстанских компаний, сконцентрировано внимание на решении ключевых управленческих/ предпринимательских задач с оценкой перспектив предприятий пищевой промышленности. В современных условиях необходимо не только интуитивно определить приоритеты развития бизнеса и сформировать видение, но и аналитически обосновать параметры ключевых процессов и операций и оформить их в виде регламентов. В менеджменте организации параметры доводятся до исполнителей, одним из которых является контроллер компании. В его интересы включается информационно-аналитическая поддержка системы принятия и мониторинга исполнения управленческих решений с разными горизонтами такими как стратегический и оперативно-тактический и функциональными, к которым относится операционный, инвестиционно-инновационный и финансовый. В данной статье на основе изучения опыта создания и использования коммерчески успешных бизнес-моделей предприятий пищевой промышленности (ТОО «ФудМастер», АО «Рахат») сформулированы основные требования к инструментам создания и разработки эффективности проектных бизнес-моделей проиллюстрирована важность формирования

конкурентоспособных бизнес-моделей, основанных на создании успешных партнерских отношений. Бизнес-модель организации описывает текущие действия менеджмента учитывая стратегию, состояния и направлений развития организации. Использование бизнес модели позволяет своевременно определять направления приоритетного развития и координировать состояние отдельных бизнес-процессов и хозяйственных операций. Бизнес-модель дает возможность оценить деятельность организации и учитывать издержки производства

Ключевые слова: бизнес-модель; бизнес-анализ; система индикаторов; аналитическая оценка; управление проектом, эффективность; результативность; конкурентоспособность; ретейлер, стейкхолдер, шаблон бизнес-модели; гибкое управление, конкурентоспособность.

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ҚАЗАҚСТАННЫҢ ТАМАҚ ӨНЕРКӘСІБІНДЕГІ БИЗНЕС-МОДЕЛЬДЕРДІ ЖОБАЛАУ ЕРЕКШЕЛІКТЕРІ

Аннотация. Мақалада дизайнерлік бизнес модельдерінің қалыптасуы мен дамуы туралы айтылады. Тамақ өнеркәсібі кәсіпорындарының әр түрлі даму кезеңдерінде менеджмент қажеттіліктеріне негізделген бизнес-модельдерді қолдану бағыттары ашылды. Бизнес-модельдерге талдау жасалды және автордың қазақстандық компаниялардың жаңа бизнес-моделін құру жөніндегі зерттеу нәтижелері ұсынылды, назар тамақ өнеркәсібі кәсіпорындарының болашағын бағалау мен негізгі басқару/кәсіпкерлік міндеттерді шешуге бағытталған. Қазіргі жағдайда бизнесті дамыту басымдықтарын интуитивті түрде анықтап қана қоймай, негізгі процестер мен операциялардың параметрлерін аналитикалық тұрғыдан негіздеп, оларды ережелер түрінде орналастыру қажет. Ұйымды басқаруда параметрлер орындаушыларға жеткізіледі, олардың бірі компанияның бақылаушысы болып табылады. Оның мүдделеріне стратегиялық және оперативті-тактикалық және функционалды, жедел, инвестициялық, инновациялық және қаржылық кіретін әр түрлі көзжиектері бар басқару шешімдерін қабылдау және орындау жүйесін ақпараттық-талдамалық қолдау кіреді. Азық-түлік өнеркәсібі кәсіпорындарының («ФудМастер» ЖШС, «Рахат» АҚ) коммерциялық жағынан сәтті бизнес-модельдерін құру және пайдалану тәжірибесіне сүйене отырып, сәтті серіктестік құруға негізделген бұл мақала дизайн бизнес-модельдерінің тиімділігін құру және дамыту құралдарына қойылатын негізгі талаптарды тұжырымдайды, бәсекеге қабілетті бизнес модельдерін құрудың маңыздылығын көрсетеді. Ұйымның бизнес-моделі ұйымның стратегиясы, мәртебесі мен даму бағыттарын ескере отырып, басқарудың ағымдағы әрекеттерін сипаттайды. Бизнес-үлгіні пайдалану басымдықты дамудың бағыттарын уақтылы анықтауға және жеке бизнес-процестер мен бизнес-операциялардың жағдайын үйлестіруге мүмкіндік береді. Бизнес-модель ұйымды бағалауға және өндіріс шығындарын ескеруге мүмкіндік береді

Түйін сөздер. бизнес-модель; бизнесті талдау; индикаторлар жүйесі; аналитикалық бағалау; жобаны басқару, тиімділік; орындау бәсекеге қабілеттілік; бөлшек сатушы, мүдделі тарап, бизнес-модель шаблону; икемді басқару, бәсекеге қабілеттілік.

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