

**СЕКЦИЯ 3
ИНФОРМАЦИОННЫЕ ТЕХНОЛОГИИ
И МОДЕЛИРОВАНИЕ ЭКОНОМИЧЕСКИХ ПРОЦЕССОВ
ПРИ ОБОСНОВАНИИ ЭФФЕКТИВНЫХ
УПРАВЛЕНЧЕСКИХ РЕШЕНИЙ**

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**SOCIAL AND ECONOMIC CONTEXT IN THE AGRO-FOOD
INDUSTRY OF LEBANON**

The agro- food sector grew at a compounded annual growth rate of 10.87 percent from 2009 to 2018, showing a continuous and steady development. The sector relies heavily on the small but stable agricultural sector and on imported raw materials. The main enterprises in the agro-food sector by type of production are: bakery and pastry products (23 percent of the total) followed by confectionary and dairy products (respectively 16 percent and 8 percent of the total). It is predominantly composed of small, family owned enterprises. Presently, the agro-food industry has around 736 registered companies in Lebanon, representing 18.2 percent of the industrial activity in the country. Agro enterprises are still mostly family owned and operated and employ a sizeable part of the population, especially in rural areas. In fact, the agro- food subsector is fairly labor intensive in that it employs 20,607 people or around one quarter of the industrial labor force.

With regard to the geographical distribution of the agro-food industry, the largest numbers of businesses operate in Mount Lebanon (34 percent). This region includes higher lands that are suitable for fruit production, olive oil, pine nuts and carob. The second most productive region is Bekaa where 30 percent of MSMEs are based. It has long been considered a reservoir of agricultural produce in Lebanon, producing wine, dairy and meat products, stone fruits and vegetables. Northern Lebanon and Akkar is the third most important region (accounting for 14 percent of business), producing plums and prunes, alongside various vegetables.

While the agro-food industry is predominantly composed of small family owned enterprises, government ministries have played a central

role in developing the sector. The Ministry of Industry focuses on maintaining quality standards and promoting better production practices, the Ministry of Agriculture works on facilitating linkages between agricultural activities and the Agro-Food industries, and the Ministry of Economy and Trade has played an important role in developing partnerships with the European Commission. This last initiative led to the establishment of the Association Agripole, which is a business development center that aims to develop agricultural and agro-industrial enterprises.

Within the field of agro-food production, the survey uncovered a number of important trends. To start with, 40 percent of MSMEs working in this area report that the ‘identification and recruitment of qualified staff’ is a problem they encounter which impacts on productivity. They also identify a number of difficulties that are specific to certain categories of employees within the agro-food sector.

For managerial and support staff, the major deficit concerns knowledge of marketing and market research. Fifty-four percent of companies reported suffering from a lack of market research, 52 percent identified knowledge of advertising as an issue, and 46 percent stated that the use of effective marketing techniques was an obstacle to their business. A secondary concern for these employees was that they lack strong written communication abilities, something that was highlighted by 40 percent of employers.

Finally, we should note that the severity of the skills shortage encountered in each employment category is not the same across all categories of workers. The most pervasive shortages of skills are reported among semi-skilled workers, followed by professional, then managerial staff. This suggests that it is important to focus on industry-specific technical skills for professional and semi-skilled workers.

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ROLE OF MANAGEMENT IN INFORMATION SYSTEM

The transition to market relations in the economy and scientific and technological progress have greatly accelerated the pace of introduction in all spheres of social and economic life of the Russian society of the