

STRATEGIES FOR ESTONIAN RURAL FAMILY ENTERPRISES

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Abstract

The paper seeks to analyse family businesses in rural areas, family business strategies and re-registration of sole proprietors with the Centre of Registers and Information Systems (hereinafter Commercial Register) in 2009, and to provide an overview of entrepreneurship policies targeted at Estonian rural businesses. Layoffs have increased the number of unemployed; some of those who have lost employment opt for social assistance benefits, but some others decide to become entrepreneurs. Many enterprising people in Estonia have set up a family enterprise, mainly in the sphere of services, agriculture and tourism. The Estonian entrepreneurship policy supports enterprising people and approves of entrepreneurship as a promoter of national economic development. One of the most positive qualities of family enterprises is their short decision-making chain, which ensures rapid implementation of the strategy.

Keywords: family enterprise, family business, family firm, sole proprietor, strategy, entrepreneurship policy

JEL Classification: M10, M14, M19

Introduction

The paper seeks to analyse family businesses in rural areas, family business strategies and re-registration of sole proprietors with the Centre of Registers and Information Systems (hereinafter Commercial Register) in 2009, and to provide an overview of entrepreneurship policies targeted at Estonian rural businesses. Layoffs have increased the number of unemployed; some of those who have lost employment opt for social assistance benefits, but some others decide to become entrepreneurs. Many enterprising people in Estonia have set up a family enterprise, mainly in the sphere of services, agriculture and tourism. The Estonian entrepreneurship policy until 2013 supports enterprising people and approves of entrepreneurship as a promoter of national economic development.

Family enterprises are characterised by that the family business is the main source of income for the family members. One of the most positive qualities of family enterprises is their short decision-making chain, which secures rapid implementation of the strategy. Factors influencing the activity and success of family enterprises are their mutual relationships and a detailed and well-considered strategy. A family business strategy is focused on activity and attends to what and when to do, and in which way specific activities should be carried out. A family business strategy setup must be planned in detail; all stages must have a specific content and have to be

carried out consistently. The planning process of a family business strategy never ends, the strategy must be consistently adjusted to changes (in the environment, competition etc). Family undertakings are convinced that with a strong family and proper management strategy they can ensure achievement of the objectives and earn profit.

Family entrepreneurship in Estonia is advanced in rural areas; family entrepreneurship has a substantial role in the economy. The author has conducted surveys of sole proprietors; entrepreneurs who have converted entrepreneurship form or quit entrepreneurship; rural undertakings; local governments; beef cattle and horse breeding family undertakings. The author has published many articles on the basis of the research findings with the wish to contribute to implementing Estonian entrepreneurship policies and cooperation between family enterprises. The author has underlined the importance of family enterprises in the Estonian entrepreneurship policy, especially in rural areas, identified bottlenecks of family enterprises, their main problems and suggested ways to solve these problems.

This paper provides a survey of the research conducted among rural family businesses. The paper seeks to study strategies of rural family businesses at the example of beef cattle and horse breeding family undertakings and re-registration of sole proprietors in the Commercial Register in 2009. Based on the objective, it was necessary to solve the following tasks: provide an overview of rural entrepreneurship policies and horse farming, development of family businesses and enterprises' strategies; analyse reasons of self proprietors for re-registering/ not registering in the Commercial Register, and for changing the entrepreneurship form; investigate the background of family undertakings, their motives while starting a business; study family enterprises' strategy; find problems that require solution in practice.

Family enterprises are convinced that with a strong family and a good strategy they can ensure achievement of the objectives and are able to earn profit. A survey conducted by the author in 2006...2009, 98% of the owners of family enterprises investigated by us are actively participating in management of their family business. 40% of the family enterprises have a properly formulated strategy to ensure sustainable development of the family business. Strategies have been made in writing, formulating a detailed vision, mission and objectives; long-term objectives are identified for the period of 5...10 years. Long-term objectives in the strategy of beef cattle breeding family enterprises were identified for up to five years (60%), those of horse breeding family enterprises for up to ten years (40%). Family entrepreneurship is more intensive in less developed regions (rural areas) where family businesses have a dominant role in the economy.

Most of the animal breeding family enterprises are focused on the Estonian market, but joint activity and exports would help to boost the economy. A possibility for family enterprises is cooperation, not only with cooperative societies but also with other family enterprises. Hence many family enterprises need to reformulate their strategy, which is a precondition for surviving. It is very hard to explain to family

entrepreneurs from older generations who are used to moving in a rut. In order to diversify family business they need many new skills: market evaluation, business administration, strategy development, customer service, teamwork, stress tolerance etc. Start-up entrepreneurs are in a better situation, they are more eager to learn, want to obtain knowledge and make the maximum use of opportunities for that: membership in cooperative societies, using consultation services and looking for contacts with family enterprises in the same area of activity. It is not enough to formulate a family business strategy; the strategy must be carried out successfully and purposefully.

In this research the author used a qualitative research method (in 2006, interviewed 24; in 2008 230 and in 2009 177 family enterprises, conducted interviews). Statistical data were taken from the databases of the Centre of Registers and Information Systems, of the Tax and Customs Board, Statistics Estonia, Bank of Estonia and of the Estonian Animal Recording Centre.

The paper is divided into six sections where the above-mentioned tasks have been dealt with. The first section provides an overview of rural entrepreneurship policies; the second section analyses registration and non-registration of sole proprietors with the Commercial Register in 2009, identifies the reasons; the third section provides a survey of family businesses and related problems that have been investigated earlier, clarifies the concept of family business; the fourth section describes development of horse breeding and provides results of analyses; the fifth section explains the concept of strategy; the sixth section outlines differences of a family business strategy from a non-family business strategy; presents solutions and results of analyses and finds problems that need to be solved in practice.

Rural entrepreneurship policy

The Estonian entrepreneurship policy development plan until the year 2013 is related to development plans of many other spheres (rural life, tourism, education etc). Notwithstanding that there are development plans set down for the advancement of human environment in rural areas no attention has been focused on development of agriculture (especially animal breeding). Agricultural entrepreneurship has been an essential area of activity and source of income for Estonian people over time. Agriculture has played a significant role in supplying inhabitants with foodstuffs, in rural entrepreneurship and development of cultural landscapes. The economic position of the agricultural sector has, owing to the growth of direct aid and rural life development support, improved in recent years (Kirsipuu 2009c).

Agriculture is a traditional branch of economy in Estonia where enterprises' productivity and profitability per employee are remarkably lower than the respective indices in other European Union countries. The international competition position achieved by the Estonian economic sector is largely based on relatively cheap production inputs and is therefore weak: outlooks for the producers relying on a price advantage are fading. Successful survival in international competition depends

increasingly more on the skills of using new knowledge and approaches in business and in the situation where production costs are approaching the level of developed countries, productivity growth is the only way to keep up or improve the enterprises' international competitive position. Productivity in Estonian enterprises constitutes only 50.6% of the European Union average (Estonian...).

An objective of the European Union common agricultural policy is to raise the competitiveness of the agricultural sector, to ensure comprehensive development of rural areas (Common...). After joining the European Union, Estonia started to interfere in agricultural activity by applying subsidisation. In addition to direct aid there are many specific subsidies set out in the Estonian rural development plan. Notwithstanding the subsidies, the share of agriculture in the economy has fallen. For example, in 2004, agriculture and hunting contributed 2.4% of the gross domestic product, in 2008 only 1.5% (Eesti Statistika; Eesti Pank). The purchase prices that had risen after Estonia's accession to the European Union helped to increase production outputs, but by now in 2010 the purchase prices have fallen again and enterprises are looking for possibilities to keep existing production volumes, but the situation is growing more complicated every day. A way out might be joint activity, which could help make production acceptable for market demand.

Another possibility is for enterprises to join forces and form cooperative societies or join the existing ones. For example, dairy cattle breeders have joined into the Animal Breeders Association of Estonia, beef cattle breeders into the Estonian Beef Breeders Association, which in turn is a member of the Animal Breeders Association of Estonia. The association membership has enabled them to use better services, sell products at higher prices. Native cattle breeders have united into the Estonian Native Cattle Breeders Society; sport horse breeders into the Estonian Sport Horse Breeders' Society; trotter horse breeders into the Estonian Horse Racing Association; breeders of endangered horse species (Tori horse, Estonian native and Estonian Heavy Draught horse) and breeders of trackhners and Arabian horses into the Estonian Horse Breeders Association; sheep breeders into the Estonian Sheep Breeders Association, etc.

The number of active commercial associations in agriculture has increased from year to year and in 2009 reached 67, including 9 selling animal products, 11 breeding farm animals, 30 dairy marketing firms (Registrite...). To support joint activity and encourage joint marketing the Ministry of Agriculture worked out a support measure under the Estonian Rural Life Development Plan 2007-2013 – "Support to establishing and developing producer groups" (Eesti maaelu...). They hope that the support measure will increase cooperative activity among enterprises operating in the field of agriculture. The support measure seeks to assist producers belonging to producer groups make production and products conform to the market requirements.

In 2009, the Estonian agricultural sector was negatively affected by the recession in the world economy and highly subsidised production of competitors. Agricultural production in European Union countries has been subsidised in greater degree and during longer periods, which gives them a long-term competitive advantage.

Farmers have made investments to ensure environmental cleanliness and production efficiency via long-term loan and leasing obligations. In 2010 they have difficulties with fulfilling these obligations, which in turn forces the farmers to cooperate. Within the first 9 months of 2009, farmers received loans for 635.7 million and leases for 660.2 million less than in the same period last year. They can only hope for state interference to support getting loans at reasonable conditions into the agricultural sector (Värnik 2010).

In order for the Estonian entrepreneurship policy development plan to work successfully it is necessary to value regional, local, saving and information society development. The entrepreneurship policy supports in every way development of responsible entrepreneurship so as to avoid that entrepreneurship growth and profitability wouldn't happen on account of other members of society or natural environment (Estonian...). It is important for rural areas to have business activity going on; business should start first in agriculture and after it has taken roots also other areas of activity would start growing in this region (Bourge 1994). Economic performance of agricultural enterprises depends on enterprises' work on making their economic activity more effective and on state activity in providing an economic policy framework for enterprises, while the enterprises need to develop intensive and extensive joint activity for the development of a system of common services and for designing an economic policy environment (Reiljan, Tamm 2005).

More attention than today was focused on development of rural areas during the occupation period. More wealthy farms (state and collective farms) turned a lot of attention to the economic and social development of rural life. Living conditions in rural areas were usually better than in towns; newly built urban type dwellings in the centres of wealthy collective farms had central water supply, sewerage, and central heating. Farms were repairing roads and streets, buses went to every village in the woods, workers and students could go to work or school and back home. Landscapes were designed and cultivated, networks of kindergartens and schools well developed. Newly built single-family houses were few, probably because of the wish to reduce costs of infrastructure development. By now the houses built during the period of occupation are mostly out of repair, people have moved to towns to look for employment, there are no proper road networks or bus connections any more. Many small country shops, post offices, kindergartens and primary schools have been closed down, and soon it will happen also to high schools.

In the opinion expressed by the European Economic and Social Committee, *The contribution of tourism to the socio-economic recovery of areas in decline*, they envisage diversification of the economic activity. A large number of complementary and diverse activities are needed, which in the future would form an economic foundation for the region. It is found that many participants, enterprises of different size, family enterprises and international corporations, enterprises with different social ambitions and different economic focuses have to be involved in tourism as well as in other spheres. The opinion was pointed out that reinforcement and development of the activity of sole proprietors is definitely a very important factor in order to improve the adaptation of the employees to new conditions. They are

convinced that it is a priority to preserve and create jobs: the biggest costs involved in the socio-economic decline of enterprises and sectors are caused by loss of jobs, and therefore the main objective of the initiatives for restoring these regions is to keep up, and, where possible, increase employment. Therefore, notwithstanding the temporary social protection schemes, a proposition is made, in order to encourage initiatives in the field of tourism, to promote investments that create new jobs, training and retraining, as well as the culture of being a sole proprietor, and social economics (Euroopa... 2006). Majority of the tourist farms located in Estonia are run by families. Family business has often started from the wide-ranging role of the head of household as an owner-executive, which he has started to share with his family members. For example, his brother has become a production manager in the same firm, wife an accountant, daughter a secretary, son a marketing and sales manager. Such an enterprise can operate very well unless a gap is created between family members and other employees, and if they would also stay open to what happens outside the family (Zernand 2005).

A survey conducted in the USA in 2008 demonstrated that the economic development of regions and family enterprises is closely connected: growth and survival probability of family enterprises in backward regions, where the economic growth is smaller, is much higher than in high economic growth regions. Family enterprises are more efficient, they have social capital, they are not dedicated to an economic purpose only, hence need less capital for investment (Chang *et al.* 2008). By author, it is the same in Estonia: family entrepreneurship is more intensive in less developed regions (rural areas) where family businesses have a dominant role in the economy. The author has conducted surveys of local governments and beef cattle breeding family businesses. The findings have been published in many articles, which attempt to contribute to implementing of the Estonian entrepreneurship policies and to encourage cooperation between family enterprises. The author has underlined the significance of family enterprises in the Estonian entrepreneurship policy, especially in rural areas, identified bottlenecks for family enterprises, their main problems and made suggestions and recommendations how to solve them.

Development of entrepreneurship

No private entrepreneurship existed in the period when Estonia was annexed to the Soviet Union. Now that Estonia has been independent for nearly 20 years, the Estonian economy has recovered, the number of private enterprises has been increasing rapidly, enterprises' competitiveness and economic indices have improved. Compared to 2002, the number of enterprises has increased 92.5% (Table 1).

The most numerous among registered are sole proprietors and private limited companies, which accounted for 94.1% of the companies as of 01.01.2010 (Table 1). Until the year 2009, sole proprietors could register their activity either with the Tax and Customs Board or with the Commercial Register. Official statistics covered only data of those registered in the Commercial Register. To avoid confusion the Estonian Government decided that all sole proprietors shall reregister themselves with the

Commercial Register during 2009. Unfortunately the information on registration did not reach all those concerned. It would have been more reasonable to register them automatically.

Table 1. Companies and Sole proprietors registered in the Commercial Register in 2002-2010

	02.01. 2002	01.01. 2004	01.01. 2006	01.01. 2008	01.01. 2009	1.01. 2010
Sole proprietors	19 443*	21464*	21 671*	19601*	17788*	32187**
Private limited companies	43 266	54387	66 200	86480	92554	99308
Public limited companies	7 862	6743	5 945	5614	5344	5094
Commercial associations	933	855	695	649	624	612
Limited partnerships	468	630	708	810	932	1631
General partnerships	305	342	378	393	417	456
Branches of foreign companies	331	365	415	466	483	482
Societas Europaea	0	0	0	2	3	5
	72 608*	84 786*	96 012*	114 015*	118 142*	139776**

* additionally ca 50,000 sole proprietors are registered with the Tax and Customs Board

** additionally ca 30,000 sole proprietors have not reregistered themselves

Source: Prepared by the author on the basis of data from the Centre of Registers and Information Systems and of the Tax and Customs Board.

In 2009, many sole proprietors (ca 6 500) converted the form of entrepreneurship (mainly into private limited company). The motive they mentioned was that if you had to register with the Commercial Register, then as a private limited company rather than a sole proprietor; the second reason being the absence of 100% liability with personal assets (private limited company is liable for its obligations only within the limits of its shareholders' equity). Entrepreneurship form was converted most in the following sectors (Registrite... 2010):

- Administrative and support services (27.5%);
- Real estate activities (16.5%);
- Education and research (15.3%).

In agriculture and forestry (including fishing) 4% of the undertakings changed their company form, mainly those who had not been registered as farms. In 2009, approximately 14,000 sole proprietors reregistered themselves with the Commercial Register, mainly in the following fields of activity (Registrite... 2010):

- Other service activities (20.1%);
- Repair of commercial and motor vehicles (15.7%);
- Agriculture, forestry and fishing (13.1%);
- Education, scientific and technical activities (12.2%);
- Entertainment activities (8.8%).

Most of the enterprises operating in the field of agriculture and forestry, fishing and tourism are family enterprises. The Estonian cattle breeding enterprises are mostly family enterprises (Kirsipuu 2009a; Kirsipuu 2009c).

The number of working-age employed population in agriculture and forestry has been decreasing from year to year – compared to 2004, 27% and as of 2008, 25,300 people, according to Statistics Estonia (Eesti Statistika). Hence, development of the human environment in rural areas, particularly agriculture, should be intensified. Retraining and refresher courses should be provided for the unemployed workforce. Estonia spends on active labour market measures the least in Europe – 0.1% of gross domestic product; 90% of this comes from the European social funds. The share of those who participated in lifelong learning in Estonia in 2004...2007 was 7%, whereas in Sweden the share was 32.4%, in Denmark 29.2% and in Finland 23.4% (Taat 2009). The share of Estonian agriculture in employment decreased constantly over 1993...2003 – in 1993, agriculture and forestry contributed 7.8% of the gross domestic product, in 2003 only 2.3%; the share of those employed with agriculture was 4.3%, in 1993 – 12.5% (Reiljan, Tamm 2005).

Before Estonia joined the European Union and again now, there was a situation in the labour market in rural areas where it was possible to hire highly qualified workforce for minimum wages. The main reason before was that middle-aged and older people who had settled down in rural areas lacked mobility and opportunities to renew their qualification (Reiljan, Tamm 2005). In 2005–2008, young people were leaving for towns looking for other challenges. However, in 2009 they started to return to rural areas. Either to get peace and quiet, escape from town noise, or to help their parents, or because they could not pay for living in town and prefer settling down in the country. No jobs are waiting for those returning to the country, hence they need to start a business and it is taken for granted in rural areas that they start a family business.

Fast growth of tourist farms would contribute to making rural areas more attractive. Tourist farms offer active recreation, opportunities to take part in family business and so-called “put hands into the soil”. 20% of the beef cattle breeding family enterprises have a tourist farm as an ancillary activity. Tourists can spend time on beef cattle pastures and feed or drive cattle from one paddock to another (Kirsipuu 2009b). Growth of enterprises is thought to be limited by external factors rather than by inability of owners or reluctance to expand the market, for example, the prescribed European Union quota for suckle cows and agreed prices at meat processing plants (Kirsipuu 2009b). Family enterprises which expand activities see expansion opportunities in ancillary areas of activity (tourism, accommodation, catering, veterinary services, retail trade, repair shops etc).

Family entrepreneurship

The Estonian legislation does not provide for the terms “family enterprise” or “family firm” and the respective statistics. A family enterprise is an undertaking where at least two members of the same family control, are directly related and own

most of the business (Zernand 2005). A family enterprise differs from ordinary undertakings first and foremost by the functions of personal and business relationships of family members. A member of a good family enterprise has to successfully combine three roles: the ones of a family member, manager and owner. The enterprises established at home are family-focused; spouses have started the business together. In case of success, children or some relatives are also engaged in more serious work. Later, dedication brings children's families into the business as well. Such family-focused enterprises display serious dedication, as they secure firmly for themselves clients-family acquaintances and survive difficult periods caused by the external environment (Zernand 2005). According to the Estonian legislation, an undertaking is a natural person who offers goods or services for charge in his or her own name where the sale of goods or provision of services is his or her permanent activity, or a company provided by law (Äriseadustik 2010). The Estonian legislation lacks the legal notion of "family entrepreneur" or "family business". The author's opinion is that a family enterprise is an undertaking where members of the family of the undertaker take part in; family members are spouses, children, parents, siblings, aunts-uncles and their spouses. It is of no significance whether the conjugal relations are official or not, only cohabiting counts. At the same time, they say that when the relationship has broken down it is not possible to implement the enterprise's strategy successfully – it would cause tensions and more problems (Kirsipuu 2009b).

Estonia's close neighbours in Finland have studied family entrepreneurship thoroughly. In 2001, 86% of the undertakings in Finland were such that owned over 50% of the family business. 65% of the undertakings regarded their firm as a family enterprise; 30% were both owners and workers. In 2001, 800,000 people were involved in family business in Finland. Average age of the members of family enterprises is growing older – 60,000 entrepreneurs were older than 65 years (Quo... 2003). The issue of combining family and work has risen to agenda in Finland again. Special attention has been paid to combining wage labour and family (Römer-Paakkanen 2002), women's role in the family (Rautamäki 2007), involvement of children in business (Tormakangas 2005), the problem of successors (Hautala 2006). To assist the family in family business many women have quit wage labour, preferring combination of family and work (Halttunen 2004). Questions have been brought up: family business, or family, or business – what to choose. It has been found that a family is more homogeneous and steady if all members worked for a common purpose (Juutilainen 2005). The studies demonstrated that until there are no children in the family, family members like to do business outside the family business; however, when children are born, they prefer to stay with the family and take part in common family business. Knowledge and skills are communicated to children (Littunen 2001). If children do not wish to take part in family business, the issue of succession arises. Whom to leave the firm to, whom to appoint manager etc (Kakkonen 2006)? Whether to terminate business or bring a person from outside into the family business? They are afraid that conflicts may arise from different understanding of work and free time (Niemela 2003).

Some reasons why critical situations arise in a family enterprise are (Quo... 2003):

- offspring have a conflict with older generation who cannot stay away from management;
- manager brought from outside does not reckon with family interests;
- single undertakers have not enough time to let the offspring know the labyrinth of business;
- young generation has wanted to make cardinal changes based on what they were taught at school, which the previous generation does not like.

The author has since 2002 conducted surveys with entrepreneurs in different spheres of activity to identify the reasons why they choose entrepreneurship, participation of their family in business, strategy setup, management, organisational culture etc. In the first years, the author conducted surveys with sole proprietors, as in many countries self-employed people have been esteemed. Any kind of entrepreneurship, but particularly sole proprietorship, demands from the entrepreneur a lot of energy, money and time. Before starting as an entrepreneur one has to decide what are the risks they are willing to take. A start-up entrepreneur must weigh his/her suitability and ability to manage an enterprise and be convinced that he is able to act as an entrepreneur. It happens often that enterprise brings a loss and entrepreneurs lose their property. Sole proprietors can be divided into three groups (Kirsipuu 2004):

- those who are entrepreneurs because they could not find acceptable paid employment;
- forced entrepreneurs who actually work for wages;
- those who want to be entrepreneurs.

The research conducted in 2004 identified that vary many sole proprietors have all their family involved in the business: spouse, children, parents, siblings (Kirsipuu 2004). A survey conducted by the author in 2006 with the above-named entrepreneurs demonstrated that 88.8% are active entrepreneurs, and 75.5% of them in turn have their family involved in business (Kirsipuu 2007). Most of the entrepreneurs used their family both directly and in some hidden way. Therefore the author decided to focus attention not only on sole proprietors but also on family enterprises. Many sole proprietors have converted their form of entrepreneurship and started to operate as a company (general or limited partnership, private limited company).

A pilot study on setting up, operating of family firms and their development problems was carried out in 2006 among 53 family firms (Kaseorg, Siimon 2007). They found that family enterprises, knowing their specific features, need to make right choices and the primary precondition for their successful development is to define them organisationally and legally. The study confirmed that it is important to create a family entrepreneurship information system, to generalise and share experiences, and conduct in-depth research into family entrepreneurship. In 2007, a case study was conducted which again identified the need for an in-depth study (Kaseorg, Siimon 2008). Kaseorg and Raudsaar (2008) reached a conclusion that the most important problems for family firms are connected with business environment and management. At the same time, the author points out that additionally, family

enterprises need to pay particular attention to business strategies and strategic management in order to ensure survival, especially in the current economic situation. Family enterprises need to be apt to changes, and a precondition for this is a correctly prepared strategy in writing.

Cooperation has a specific role in the economic environment. Success achieved with joint activity will ensure successful management of family enterprises also for the next generations; family members, a consultant or an external expert can be used as advisers (Syme 1999). Advice should be definitely used in case the family firm is transferred to a non-family member (Hautala 2006). The connection between family firms' learning and entrepreneurship activity has been studied lately and it has been found that learning is a value added for the family enterprise and would help family undertakings to create social networks (Juutilainen 2005). Mutual cooperation is important not only within the family firm but also between family firms; networks need to be established so as to help create and preserve knowledge and values in the family firms (Niemela 2003). Participation in networks will ensure cooperation capacity between the family firms and will increase growth of competitiveness within the networks (Niemela 2003). Innovativeness and obtaining of knowledge on entrepreneurship will contribute to generation of networks, especially in rural areas (Vasques, Ernesto 2008), which would help to enliven rural life there. Of great significance in cooperation between family firms is cultural compatibility of different nations: in most of the countries owning a family firm is regarded as a competitive advantage (Brice 2005). At the same time, Brice (2005) admitted that specialists in family firms act similarly regardless of the different culture, and one should rather reckon with family traditions. Success in a family firm will be achieved with smooth cooperation (Sharma 2008); not all managers who are successful fit in a family firm, with their rigid management principles they may cause confusion and chaos there.

Horse breeding family enterprises

The Estonian rural development plan 2007-2013 writes that Estonia is planning as a first priority to improve the competitiveness of agriculture and forestry, providing training and informing activities for entrepreneurs, to encourage start-up young agricultural producers as well as amateur farmers; to develop consultation systems and services; to promote modernisation of agricultural enterprises (incl. investment into development of agricultural micro-enterprises; investment into animal breeding facilities; investment into bioenergy generation); to improve the economic value of forests and give added value to forestry products; to give added value to agricultural products and non-wood forestry products; to develop new products, treatments and technologies in agriculture and food sector and in forestry (incl. sub-measure: cooperation for the development of new products, treatments and technologies in agriculture and food sector and in forestry); agricultural and forestry infrastructure (Eesti maaelu...)

However, horse breeding has been neglected in all development plans. The Estonian rural development plan provides a pasture subsidy and benefits for endangered horse

breed breeders and to cooperative societies for keeping stud-books and from 2010 year also for conducting performance testing. But no attention has been paid so far to Estonian horse farming. Horse has been counted as a farm animal only since 01.01.2009 (Loomakaitseadus). Until then, horse was regarded as a pet, although it did not belong to the category of pets either. Such was the situation not only in Estonia but also in other European Union countries. Therefore, the European Commission decided to focus more attention to horse breeding and first of all from animal health aspect. In 2008, the European Commission adopted a regulation which came into force on 01.07.2009. The regulation is being implemented in all Member States.

Nearly all so-called European Union old member states have paid a lot of attention to horse breeding. For example, horse breeding has great agricultural significance in Sweden, there are ca 300,000 horses, including ca 100,000 in agricultural family enterprises. There are more than 6000 horse breeders in Sweden, ca 2,000 of them are family undertakings. The number of cattle in Sweden has been decreasing in recent years, but that of horses has been increasing, as there are many semi-natural pastures for horses. The Swedish entrepreneurship policy until 2013 focuses a lot of attention to horse breeding, in order to revive rural life. The objectives are to promote horse breeding as a branch of production, to create for enterprises engaged in horse breeding the best conditions in legislation and to educate farmers in horse breeding. Swedes find that just horse breeding can boost entrepreneurship, reduce unemployment and increase employment in rural areas. Sweden has planned in the new entrepreneurship policy to enhance the importance of horse breeding from 2014, as horse breeding is most economical in terms of land use. Horses can be used for maintaining pastures as well as in sports successfully. They want to start subsidising those farmers who start breeding horses. Horse breeding is essential for both rural economy and for all society (Hedberg 2009).

In Finland 80% of the horses are in rural areas, 60% of them (ca 42,000 horses) in farm households. Horse farms are mostly family enterprises; horse breeding is their hobby, an ancillary activity or principal activity. 4000 are employed full time, 8000 part time with horse breeding in Finland, plus 4000 pensioners. A survey conducted in 2009 among 295 horse breeders showed that 35% of them are engaged in breeding; 21% are raising riding horses; 19% trotter horses; 25% are engaged in tourism, training etc. Reasons for selecting horse breeding as a family business are generation change (7%); good economic preconditions (14%) and 54% mentioned that it was a strategic choice (Thuneberg 2009).

Horses and horse breeding in Estonia are rather a private hobby of breeders. As of September 2009 there were 1927 horse owners in Estonia, who had 7534 horses of different breed (Figure 1). Approximately 500 are active horse breeders. The largest proportion of horses (19.2%) is registered in Harju County (including Tallinn); horses registered in Tallinn are in fact located mostly in different stables across Estonia. As many horses as in Harju County are registered on islands (Saaremaa and Hiiumaa); Saaremaa 14.3%; Tartu County 11.5% and Pärnu County (10.3%). Horses are fewer in Põlva County and in Ida-Viru County (Figure 1).

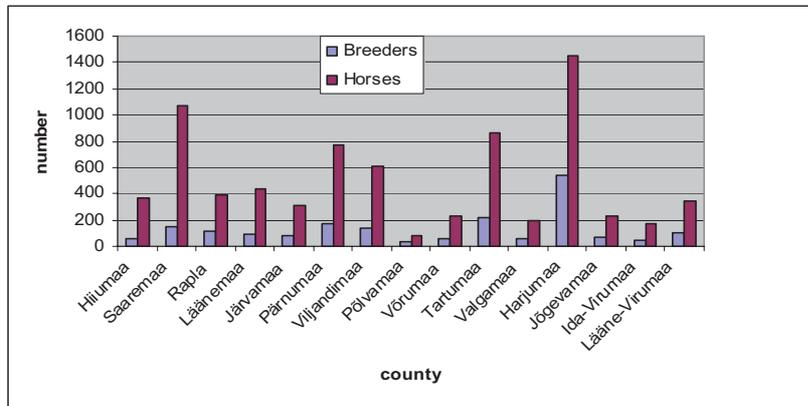


Figure 1. Number of horses and horse owners across counties. (Prepared by the author on the basis of the database of the Animal Recording Centre)

As of 01 January 1939, there were 238,500 horses in Estonian farms, after World War II in 1946, 178,800 horses (Misiunas, Taagepera 1997). In the Soviet period, farms were nationalised, horses were expropriated from farmers and taken into horse rentals until the year 1949. After the horse rentals were closed out, horses were taken to collective farm stables. The number of horses started to decrease. Co-operative activity in Estonia persisted through the first years of the Soviet era; for example, there were 115 stallions at the mating stations of the agricultural cooperatives in 1948, but the cooperative activities were terminated in 1950 and the animals in cooperative societies were handed over to collective farms (Laansalu 2007). The author's grandfather worked in 1955...1978 as a stableman, his memories of horse breeding in that period are as follows: most of the farm work in 1955...1965 was done with horses; horses were very abundant in 1955; when tractors came, the number of horses started to decrease. When grandfather went to work at the collective farm, there were 6 stables with the total of 300 horses; in 1978, only one stable with 25 horses was left. Horses were chosen by endurance rather than breed qualities or competition results: those who could haul heavy loads longer remained. Other horses were written off, sent either to a meat-processing plant for sausage-making or to a fur animal farm for feed. When farmers' private productions were established, some horses were given to the collective farmers' households, but not more than one horse per household. In 1985, there were still 10,700 horses in Estonia, but in 1990 only 8,600 (Tekkel 2007). Still, several farms managed to continue horse breeding activity through the occupation period in order to preserve Tori, Estonian Native and Estonian Heavy Draught horse. For example, in 1984, there were 61 horse breeding farms in Estonia with a total of 1633 over three year old mares and 817 breeding mares (Agarmaa 1985). Several farms were engaged in breeding sport horses and riding sport; in 1987, there were 40 riding clubs in Estonia with 550 horses (Peterson 1989).

The author conducted a survey among 500 horse breeders to find out whether horse breeders regard themselves as family undertakings or not. Those who considered themselves family undertakings had to complete a questionnaire; the author conducted interviews with 20. The questionnaires were extensive; however, in this paper the author has discussed only issues concerning enterprise strategy. The results of the interviews and questionnaires on family enterprises' strategies were collected and summarised by the author. 177 horse breeders regarded themselves as family undertakings; unfortunately, only 31% of them have registered themselves as undertakings in horse breeding (Figure 2).

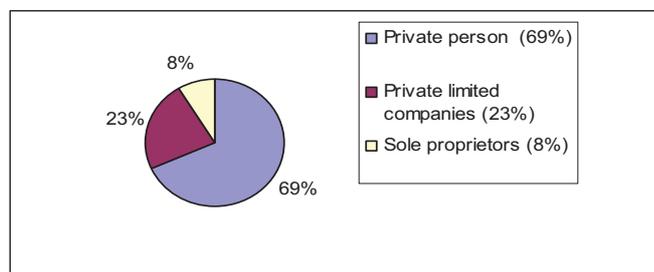


Figure 2. Horse breeding family businesses registered as undertakings. (Prepared by the author)

Reasons for not registering as an undertaking are:

- horse breeding is not esteemed in Estonia (20%);
- horse as a pet (20%);
- horse breeding is a hobby or ancillary activity (60%).

Horse breeding family undertakings have 3672 horses, on average 20 horses per breeder. Hence, this is a serious job rather than taking care of a pet. Most of the registered family undertakings owned stables, riding grounds and were engaged in the business of breeding and sports. 60% of the horse breeders had set up a company to provide, for instance, veterinary services, to engage in tourism, recreation, cattle breeding (including beef cattle breeding), forestry or agriculture. Horses are not hinted at in the company's activity. Across counties, horse breeding family undertakings are most numerous in Harju County (18.7%), Saaremaa (12.4%) and Tartu County (10.2%). The biggest horse breeding family enterprises are in Saaremaa (169 and 121 horses per herd).

Family undertakings are doing teamwork in their enterprise: someone's supervising implementation of the strategy, someone's responsible for financial affairs, someone's a manager and someone's attending the stables. In horse breeding wife is often more efficient, husband is attending the stables and is doing preparatory works. Family undertakings engaged in horse riding are using in addition to their family members also non-family workforce. 20% of them are using as extra workforce young people who are interested in horses. Before going to ride a horse,

one has to clean up the stall, comb and feed the horse; after training fix up the stall again and so every day. Undertakings needn't pay wages, while young people needn't pay for riding. There are enterprises who ask from young people a monthly fee for riding, but before riding they need to attend to horses. And there are enterprises who rent stalls in the stables, asking a fee for renting a stall, keeping and feeding horses whereas they needn't take care of horses as owners themselves want to do that.

Enterprise' strategy

An enterprise's strategy shall contain all important functions of the enterprise and shall ensure that the decisions taken in the enterprise are compatible and represent a set of the main ways of achieving the long-term objectives and of operating principles, serving as a basis for steering development in that enterprise (Leimann *et al.* 2003). A strategy consists of ideas and activities for generating and determining the future (Macmillan 2001). Of great significance in implementing a management strategy is the organisational culture. Organisational culture is designed by owners of the enterprise. Organisational culture usually develops with the owners and the first employees and is hard to change. Implementing of new strategies is not always supported. "Organisational culture is expressed in value judgements, norms and principles of action, what the managers preach and observe, in ethical standards, official policies and procedures, traditions, in employees' behaviour and aspirations, in the legends told about what has happened in the organisation" (Leimann *et al.* 2003). An enterprise's strategy is a general action plan for the achievement of financial and strategic goals. An enterprise's strategy is usually formed of two components: taking the scheduled purposeful steps and reactions to unexpected changes (technological changes, steps taken by the government, changes in consumer conduct etc) and to competitors' conduct. "When reacting to changes the strategy is being fine-tuned" (Leimann *et al.* 2003). Enterprises need to prepare a strategic plan, where they identify their strategic vision and mission, goals and choice of strategy in order to define the short- and long-term objectives for enterprise's management and lay down the methods how to achieve these goals (Leimann *et al.* 2003). A strategy is needed in order to put up objectives; strategy is a question of how to take the enterprise from where it currently is to where they want to reach. Strategy is focused on activity, it deals with what to do, when to do and who should do it, hence strategic work will benefit only when specific steps are planned and implemented. The strategy planning process will not end; the strategy adjustment must go on continuously. An actual strategy for an enterprise will be a mix of strategies inherited from previous periods and reactions to changes in the operating environment (Leimann *et al.* 2003).

Especially now in 2010 that one cannot count on success in one area of activity, we need to pay special attention to different levels of strategy planning to diversify risks. Enterprises with diverse activities need to elaborate the strategy on four levels: general strategy of the enterprise; strategies for individual fields of activity; strategies for functional domains (marketing, financial, production strategy etc); a strategy for units within functional domains (Leimann *et al.* 2003). It should be

taken into consideration that a strategy with diversified activity would help establish a significant and lasting competitive advantage, and would assume a higher than average profitability in the respective field of activity. The best ways to achieve the competitive advantage must be found: develop products and services needed by consumers, which would help to differ from competitors; neutralise competitors' steps and find measures that would help to adjust to changing conditions in the environment and to components of the external environment. The following factors influence the development of an enterprise's strategy (Leimann *et al.* 2003):

- global, regional and national considerations;
- social and political considerations;
- attractiveness and competitive conditions of the area of activity;
- enterprise's resources and competitiveness;
- owners' personal ambitions, business philosophies and ethical convictions;
- organisational culture and ethical considerations.

In owner managed enterprises a strategy is often worked out informally. This is not put on paper but exists in owner's head and has been orally communicated to closest colleagues. 66% of the owners interviewed in 2008 had the plans in their head (Kirsipuu 2009b). The following factors influence strategy development in enterprises managed by owner (Leimann *et al.* 2003):

- owners and managers are often the same;
- individual's and enterprise's objectives coincide;
- the choice of goals is influenced in addition to business factors also by the entrepreneurs' lifestyle, age, health and family related considerations;
- there is often a wish to keep the enterprise independent.

Ownership and management unavoidably tend away from each other, owners start exerting influence to improve financial performance and growth (Leimann *et al.* 2003).

Family enterprise's strategy

One cannot exactly delimit the boundaries between family and entrepreneurship; family is constantly participating in the entrepreneurship processes. Family is engaged in business also outside the working hours; they expect success only if all family is involved (Craig, Lindsay 2002). Every enterprise could benefit from carefully thought out objectives, mission, vision and strategy. Of primary importance for a sole proprietor and a company where the sole worker is its owner, and for a family undertaking is the knowledge of strategic management. However, most of the family undertakings follow first the rules established by themselves and their feelings and only when the family business is not growing as fast as they desire, they start thinking about strategy development. These family undertakings which can promptly reorient and change the strategy achieve success and prevent the family undertaking from failing. Family undertakings must carry out the strategies consistently, follow the deadlines and objectives and be open to changes, especially

to changes arising from the economic environment in order to promptly renew the strategy (Kirsipuu 2009b).

One cannot provide unambiguous guidelines for family undertakings. What may work well for one family undertaking, needn't work with the other. Every family undertaking needs to take such strategic decisions which are suitable for them only and take into consideration the abilities and specific qualities of their family undertaking. One should never hurry to imitate (Markides 2000). Owners of a family enterprise usually are from one family. However, if a family undertaking wants additional funding from outside, the provider of finance may become a co-owner. If the provider of additional funding is another family enterprise, the new family enterprise will be managed by both families and such a family undertaking can be called multi-family business (Gersick *et al.* 1997). On the basis of data at the disposal of the author it can be said that there are no multi-family enterprises in Estonia yet. The situation where there is a co-owner involves usually strategic innovations. Innovations prohibit undertakings to continue with the same operating habits and force them to start operating in a new way. Not only co-owners bring innovations, it happens also when they hire a new employee, or undergo training.

The family undertakings we interviewed have had no need for co-owners, but a few of them have started to think about it. They need additional finance, but risk capitalists do not wish to invest without acquiring a holding. 5% of the family undertakings were of the opinion that if the economic policy does not grow stable in the short term, they would be forced to ask for additional finance and are ready to take the finance provider into the family business. At the same time, they are of the opinion that then it will not be a traditional family enterprise any more. They do not support multi-family business, as family undertakings cannot be confident in the future that the co-owner's management will be acceptable for them and that just their offspring are those who will carry on the family business. Family undertakings are rather willing to "tighten the belt" and start planning new strategies that would help them come out of this situation as a winner, or then hold out in the existing one (Kirsipuu 2009b).

It takes time to implement a new strategy, but with joint efforts of the family it goes much faster and easily than between non-family members. Cooperation between family members is extremely important; cooperation helps to change the attitude of non-family employees. A good example is irresistible to imitate and a proper manager does not miss such an opportunity. If the family is committed to the new objectives, then employees of the family enterprise will do it also (Kirsipuu 2009b). Strategic management is different in family and non-family enterprises (Botts 2000; Kirsipuu 2009b). Different strategic management is important so as to ensure profit growth for the enterprise (Botts 2000); strategic processes in family enterprises are controlled by owners (Nordqvist 2005). Entrepreneur's ability to learn contributes to successful strategic management in family enterprises, increasing the value of entrepreneurial activity (Juutilainen 2005). A significant role in working out different strategies is played by mutual trust between owners of the family firm (Juutilainen 2005; Jones *et al.* 2008). While working out a family business strategy

one may not forget that attention should be paid to ownership transfer to the next generation (Raskas 1998). Conflicts disturb the strategic management of a family enterprise (Hume 1999). Managers of family firms need to rely on their intuition while implementing the strategies, making decisions and solving problems (Kakkonen 2006). Strategic management is easier to hand over in these family firms where parents hand over the management to children, where ownership, management and knowledge are handed over (Hautala 2006). In turning over management one must focus on the role of the family firm, management of a small family firm is decided by its owner, in the case of a larger management structure rather an elected managerial body is preferred (Burke 2007). If the owners trust a hired management who help the family enterprise diversify risks, increase economic success and orient in the economic situation, then the hired nonfamily executives help with their knowledge and experiences to diversify products and expand in the market (Jonese *et al.* 2008). Strategic management of family enterprises will go on more successfully, at the same rate or faster in those family firms where successors are males, as men are more venturesome (Koffi 2008). Management and organisational culture in family enterprises differ from those of small businesses, the difference being largely due to the strong family traditions (Miller *et al.* 2007).

Family enterprises are convinced that with a strong family and a good strategy they can ensure achievement of the objectives and are able to earn profit. A survey conducted by the author in 2006...2009 98% of the owners of family enterprises investigated by us are actively participating in management of their family business. 40% of the family enterprises have a properly formulated strategy to ensure sustainable development of the family business. Strategies have been made in writing, formulating a detailed vision, mission and objectives; long-term objectives are identified for the period of 5...10 years. Long-term objectives in the strategy of beef cattle breeding family enterprises were identified for up to five years (60%), those of horse breeding family enterprises for up to ten years (40%).

Beef cattle breeding and horse breeding are both long processes, especially horse breeding; the value of a horse is assessed usually only when the horse is three-four years old. By that time the horse has passed the performance tests, has participated in various competitions (including foals championships). By that time the character, behaviour and performance abilities have been developed. It is clear whether the horse can be used for sports, breeding, as a working horse or a pet.

All those family enterprises which have made a family business strategy follow this strategy, correct every year the objectives and improve the methods in order to carry out the long-term objectives. Those who have more than 60 horses in the herd and horses are not free range horses, have prepared in addition to a family business strategy also strategic plans for management. 58% of the beef cattle and 32% of the horse breeders have a proper planning system, which helps them implement the family business strategy (Table 2).

Beef breeding family enterprises (25%) sell in the European Union mostly organic beef and live animals, horse breeding family enterprises (60%) mainly young horses.

Horse breeding family enterprises export to non-European Union countries also young horses. 86% of the family enterprises have a strategy, 40% have a strategy in writing. All of them are carefully following the strategy and abide by the short-term objectives (Table 2).

Table 2. Survey of the presence of a strategy in family enterprises

Family business indicator	Beef cattle breeder	Horse breeder	Total
Number	230	177	407
Registered as an undertaking (%)	100	31	70
Only principal activity (%)	45	20	36
Secondary activity (%)	55	60	57
Range of activity in the European Union (%)	25	60	40
Activity in other countries (%)	0	20	9
Owner and management coincide (%)	97	100	98
Strategy is formulated in writing (%)	24	60	40
Strategy is in the head of owner (%)	66	20	46
Strategy is missing (%)	10	20	14
Planning system has been created (%)	58	32	46
Correct mission and vision (%)	24	60	46

Source: Prepared by the author.

The family undertakings interviewed by us:

- were positively minded and wished that their family business continued to operate;
- had a concrete strategy, they had a clear vision for the expansion and improvement of their family business;
- attached importance to the family business strategy, vision and mission;
- had prepared specific methods to achieve the objectives set up in the strategy;
- regarded joining in joint activities as the only right option;
- found that it is necessary to start an ancillary activity and, if possible, several ones, to diversify risks;
- were sure that their activity won't cease.

All family undertakings without an exception wished:

- More direct aids from the state; 'softer' criteria for getting and using the aids (for example, when an ear tag has got lost not to lower the aid or forfeit the right to aid award);
- Higher prices for products and livestock;
- State aids for selling live animals, support to cattle farmers for participation in fairs and competitions;
- A common network to go to the European market with products and livestock.

The main problems are:

- Insufficient resources of finance;
- Insufficient subsidisation;
- Insufficient cooperation between family undertakings;
- Shortage of skilled workforce who want to work;
- Lack of time for self-education and participation in joint activity;
- Bad infrastructure in rural areas (road maintenance, especially in winter).

Family enterprises in rural areas want in order to be sustainable and competitive, assistance from the state for funding. A common wish of beef cattle breeders is a properly working supply chain, so as to provide access to new markets for selling both meat and livestock. A common wish of horse breeders is that greater importance would be attached to horse breeding, which in turn would involve development of this area of activity. Family enterprises are more vulnerable, reserves for surviving critical periods are almost missing. They often depend only on one area of activity.

In the current economic situation, family enterprises need to pay more attention to family business strategies in order to be able to continue family business. They cannot take up a wait-and-see attitude but have to start immediately planning a family business strategy, so as to take right decisions and start looking for new challenges. Those family enterprises which have not made a concrete strategy have lower stress tolerance and decision-making ability. Effective implementation of a strategy is always more complicated than strategy development, since the implementation of a strategy depends on efficient management. Implementation of a strategy often involves changes in the structure of family enterprises, some business processes need to be organised differently in order to achieve more effective results. For example, if to use a milking robot in cattle of 1000 head, the labour costs will decrease immediately – only one employee can be employed instead of previous 5. Most of the animal breeding family enterprises are focused on the Estonian market, but joint activity and exports would help to boost the economy. A possibility for family enterprises is cooperation, not only with cooperative societies but also with other family enterprises.

Hence many family enterprises need to reformulate their strategy, which is a precondition for surviving. It is very hard to explain to family entrepreneurs from older generations who are used to moving in a rut. In order to diversify family business they need many new skills: market evaluation, business administration, strategy development, customer service, teamwork, stress tolerance etc. Start-up entrepreneurs are in a better situation, they are more eager to learn, want to obtain knowledge and make the maximum use of opportunities for that: membership in cooperative societies, using consultation services and looking for contacts with family enterprises in the same area of activity. It is not enough to formulate a family business strategy; the strategy must be carried out successfully and purposefully.

Family enterprises need to pay specific attention to the family business strategy and strategic management in order to survive, especially in the current economic situation. Family enterprises must be ready for changes and a properly formulated strategy in writing would ensure that they are ready for that.

Conclusions

The number of working-age people employed in agriculture and forestry has been decreasing from year to year; hence the human environment in rural areas needs to be enlivened, first of all development of agriculture. Working age people have started to return to rural areas – either to get peace and quiet, get away from urban noise, or to help parents, or because they could not pay for living in town and prefer settling down in the country. No jobs are waiting for those returning to the country, hence they need to start a business and it is taken for granted in rural areas that it is a family business. The Estonian legislation does not provide for the terms “family enterprise” or “family business”. The author takes that a family enterprise is an undertaking where members of the family of the undertaker take part in; family members are spouses, children, parents, siblings, aunts-uncles and their spouses. It is of no significance whether the conjugal relations are official or not, only cohabiting counts. Family enterprise is characterised by that family business is the main source of income for the family members. Family undertakings have often had to decide whether to choose family or business, entrepreneurs in rural areas have found that a family enterprise is the best option.

Family enterprises need to pay specific attention to family business strategies and strategic management in order to survive, especially in the present economic situation. Family enterprises must be ready for changes, and a properly formulated strategy in writing would contribute to them being ready indeed. Especially now that one cannot rely on success only in one field of activity, so as to diversify risks special attention should be focused on different levels of strategy planning. Many family enterprises have, in order to diversify risks, expanded their activity with strategies to other activities, for example, veterinary services, tourism, recreation, cattle breeding and poultry farming, forestry or agriculture. Strategies in a owner managed family enterprise are often worked out informally, they are not written down, but exist only in the owner’s head and have been orally communicated to family members and closest colleagues. Still, most of the family enterprises follow first the rules established by themselves and their feelings and only when the family business is not growing fast enough they start thinking about strategy development. These family enterprises which can promptly reorient themselves and amend the strategy achieve success and prevent the family enterprise from failing.

Most of the rural area family enterprises are focused on the Estonian market, but joint activity and export help to boost the economy. An opportunity for family enterprises is cooperation, not only with cooperative societies but also with other family enterprises. Hence many family enterprises need to refocus their strategy, a change which is a precondition for survival. Implementation of a strategy often involves changes in the structure of family enterprises, some business processes

must be organised in a different way to achieve more effective results. To diversify the family business they need many new skills in addition to those they already have: market knowledge, business administration, strategy development, customer service, teamwork, stress tolerance etc. Start-up family undertakings are more eager to learn and open, want to obtain knowledge and take the maximum from all opportunities: are members in cooperative societies; use consultation services and look for contacts with family enterprises in the same area of activity.

One cannot provide unambiguous instructions for family enterprises. What may work well for one family business, needn't work with the other. Every family enterprise needs to take such strategic decisions which are suitable for them only and take into consideration the abilities and specific qualities of their family business. Family undertakings are convinced that with a strong family and proper strategy they can ensure achievement of the objectives and earn profit. 98% of the owners of family enterprises investigated by us are actively participating in management of the family business. 40% of the family enterprises have properly formulated a strategy to ensure sustainable development of the family business. Strategies have been made in writing by formulating a specific vision, mission and objectives. All those family enterprises which have a family business strategy follow this strategy, annually modify the objectives and improve the methods in order to ensure better fulfilment of the short-term objectives. 58% of the beef cattle and 32% of the horse breeding family enterprises have a proper planning system, which helps them implement the family business strategy. Family undertakings wish, in order to be sustainable and competitive, financial assistance from the state.

The research confirmed that in-depth research is needed to map the position of family enterprises in the market, to analyse specific qualities of the organisation of family enterprises, to identify what kind of support and advice services family enterprises need in order to prevent problems that might arise with a generation change.

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EESTI MAAPIIRKONNA PEREETTEVÖTETE STRATEEGIA

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Sissejuhatus

Käesolevas artiklis antakse ülevaade Eesti maettevõtlusele suunatud ettevõtluspoliitikast, maal tegutsevatest pereettevõtjatest ja pereettevõtete strateegiast. Koondamiste tagajärjel on töötute arvukus suurenenud, töö kaotanute osad valivad sotsiaalse toetuse, kuid on ka neid, kes otsustavad hakata pereettevõtjaks. Eestis on paljud ettevõtlikud inimesed loonud pereettevõtte, peamiselt teeninduse, põllumajanduse ja turismi valdkonnas. Eesti ettevõtluspoliitika toetab ettevõtlikke inimesi ja tunnustab ettevõtlust kui riigi majandusarengu edasiviijat. Pereettevõtete iseloomulikuks tunnuseks on see, et pereliikmetele on pereettevõtte peamiseks sissetulekuallikas. Üheks positiivsemaks pereettevõtte omaduseks on lühike otsustusahel, mis tagab seatud strateegia kiire elluviimise. Pereettevõtte tegevust ja edukust mõjutavateks teguriteks on omavahelised suhted ja põhjalikult ning läbimõeldult koostatud strateegia. Strateegia pereettevõttes on tegevusele orienteeritud ja käsitleb seda mida ja millal teha ning kuidas peab konkreetseid tegevusi tegema. Pereettevõtte strateegia ülesehitus peab olema planeeritud detailselt, kõikidele etappidele peab olema konkreetne sisu ja neid peab järjekindlalt ellu viima. Pereettevõtte strateegia kavandamise protsess ei lõppe kunagi, pidevalt peab toimuma strateegia kohandamine vastavalt muutustele (keskkonna muutused, konkurents jms). Pereettevõtjad on veendunud, et tugeva perekonnaga ja õige juhtimise strateegiaga tagatakse eesmärkide täitumine ning suudetakse teenida kasumit. Autor on läbi viinud uurimistöid füüsilisest isikust ettevõtjatega; ettevõtjatega, kes on ettevõtlusvormi vahetanud või lahkunud ettevõtlusest; maapiirkonna ettevõtjatega; lihavesi- ja hobusekasvatajatest pereettevõtjatega. Autor on esile toonud pereettevõtete tähtsust Eesti ettevõtluspoliitikas, eriti maapiirkondades, toonud välja pereettevõtjate kitsaskohad, nende põhiprobleemid ja soovitud ning ettepanekud nende probleemide lahendamiseks.

Maapiirkonna ettevõtluspoliitika

Eesti ettevõtluspoliitika arengukava aastani 2013. on seotud paljude valdkondade arengukavadega (maaelu, turism, haridus jms). Vaatamata sellele, et on loodud tegevuskavad maapiirkondade elukeskkonna arendamiseks, ei ole piisavalt pööratud tähelepanu põllumajanduse (eriti loomakasvatuse) arengule. Põllumajanduslik ettevõtlus on olnud läbi aegade Eesti elanikkonna jaoks oluline tegevusvaldkond ja sissetulekuallikas. Põllumajandusel on aastate lõikes olnud kandev roll elanike toiduainetega varustamisel, maapiirkondade ettevõtluses ja kultuurmaastiku kujundamisel. Põllumajandus on Eestis traditsiooniline majandusharu, milles tegutsevate ettevõtete tootlikkus ja kasumlikkus töötaja kohta jäävad oluliselt maha teiste riikide vastavatest näitajatest. Eesti majandussektoris saavutatud rahvus-

vaheline konkurentsipositsioon baseerub suuresti suhteliselt odavatel tootmis-sisenditel ja on seetõttu nõrk: hinnaeelisele lootvate tootjate võimalused taanduvad. Rahvusvahelises konkurentsisis edukas püsijäämine sõltub üha enam oskusest uusi teadmisi ja lähenemisi ärieduks ära kasutada ja olukorras, kus tootmiskulud lähenevad arenenud riikide tasemele, on tootlikkuse tõus ainsaks võimaluseks säilitada või parandada ettevõtte rahvusvahelist konkurentsipositsiooni. Eesti ettevõtete tootlikkus moodustab vaid 50,6% Euroopa Liidu keskmisest (Estonian...).

Eesti ettevõtluspoliitika arengukava edukaks toimimiseks on vajalik väärtustada piirkondlikku, kohalikku, säästvat ja infoühiskonna arengut. Ettevõtluspoliitika toetab igati vastutustundliku ettevõtluse arengut, vältimaks seda, et ettevõtluse kasv ja kasumlikkus ei tuleneks teiste ühiskonnaliikmete või looduskeskkonna arvelt (Estonian...). Oluline on, et maapiirkondades toimuks majandustegevus, alustama peab põllumajandusest, mille juurdumisel hakkavad arenema samas piirkonnas ka teised tegevusalad (Bourge 1994). Põllumajandusettevõtete majandustulemused sõltuvad ettevõtete tööst majandustegevuse tõhustamisel ja riigi tegevusest neile ettevõtetele majanduspoliitilise keskkonna kujundamisel, samas peavad ettevõtted arendama intensiivset ja laiaulatuslikku ühistegevust nii ühiste teenuste süsteemi väljarakendamiseks kui ka majanduspoliitilise keskkonna kujundamisel (Reiljan, Tamm 2005).

2008. a USA-s läbiviidud uurimistööst selgub, et piirkondade majandusliku arengu ja pereettevõtete vahel on tihe seos: mahajäänud piirkondades, kus on väiksem majanduskasv, on pereettevõtete areng ja ellujäämistõenäosus tunduvalt suurem kui kõrge majanduskasvuga piirkondades. Pereettevõtted on tõhusamad, nad omavad sotsiaalset kapitali, nad ei ole alati vaid majanduslikule eesmärgile pühendunud, seega vajavad investeringuteks vähem kapitali (Chang *et al.* 2008). Autori uurimistulemustest lähtuvalt on sama Eestis: pereettevõtlus on hoogsam vähem-arenenud piirkondades (maapiirkondades), kus pereettevõtlusel on kande roll majanduses. Autor on esile toonud pereettevõtete tähtsust Eesti ettevõtluspoliitikas, eriti maapiirkondades, toonud välja pereettevõtjate kitsaskohad, nende põhi-probleemid ja soovitusel ning ettepanekud nende probleemide lahendamiseks.

Ettevõtluse areng

Okupatsiooniajal eraettevõtlust praktiliselt ei olnud. Nüüd, kui Eesti on taasiseseisvunud pea 20 aastat, Eesti majandus on hoogustunud, eraettevõtete arv on kiiresti kasvanud, suurenenud on ettevõtete konkurentsivõime ja majandusnäitajad. Võrreldes 2002. aastaga on ettevõtjate arv suurenenud 92,5% (tabel 1). Enim on füüsilisest isikust ettevõtjaid ja osaiühinguid, mis moodustavad 01.01.2010 seisuga 94,1% registreeritute (tabel 1). Kuni aastani 2009. võisid füüsilisest isikust ettevõtjad tegevuse registreerida kas Maksu- ja Tolliametis või Äriregistris. Avalikus statistikas kajastusid vaid Äriregistrisse registreeritute andmed. Segaduste vältimiseks võttis Vabariigi Valitsus vastu otsuse, et kõik füüsilisest isikust ettevõtjad peavad 2009. aasta jooksul ümber registreerima Äriregistrisse. Kahjuks teave ümberregistreerimise kohta ei jõudnud kõikideni. Mõistlikum oleks olnud automaatne ümberregistreerimine. 2009. aasta jooksul paljud füüsilisest isikust

ettevõtjad (ca 6 500) vahetasid ettevõtlusvormi (peamiselt moodustati osäühing). Põhjuseks öeldi, et kui peab end Äriregistris registreerima, siis juba äriühinguna mitte füüsilisest isikust ettevõtjana, teiseks põhjuseks peeti 100% isikliku varaga vastutuse ärajäämist (osäuhingu vastutus on vaid omakapitali ulatuses). Enim vahetati äriühingu vormi järgmistes valdkondades (Registrite...):

- haldus- ja abiteenindus (27,5%);
- kinnisvarateenindus (16,5%);
- haridus- ja teadustegevus (15,3%).

Põllu- ja metsamajanduses (sh kalapüük) vahetas äriühingu vormi 4% ettevõtjaid, peamiselt need, kes ei olnud registreerinud end taludena. 2009. a registreeris end ümber Äriregistrisse ca 14 000 füüsilisest isikust ettevõtjat. Peamiselt järgmistes valdkondades (Registrite...):

- muu teenindav tegevus (20,1%);
- kaubandus ja mootorsõidukite remont (15,7%);
- põllu- ja metsamajandus ning kalapüük (13,1%);
- haridus-, teadus- ja tehnikategevus (12,2%);
- meelelahutustegevus (8,8%).

Enamik põllu- ja metsamajanduse, kalapüügi ja turismiga tegelevad ettevõtjad on pereettevõtjad. Eesti loomakasvatuseettevõtjad on peamiselt pereettevõtjad (Kirsipuu 2009a; Kirsipuu 2009c). Maapiirkondade atraktiivseks muutumisele aitab kaasa turismitalude kiire areng. Turismitaludes pakutakse aktiivset puhkust, võimalust osaleda pere tegemistes ja nn „käed mulda pista“. 20% lihavesik kasvatajatest pereettevõtjatel on lisategevusalaks turismitalu. Turistid saavad viibida lihavesike karjamaal, veiseid sööta või ajada ühest koplilt teise (Kirsipuu 2009b). Ettevõtete kasvu takistajateks ei peeta mitte omanike suutmatust või soovimatust turgu laiendada vaid ettevõtteväliseid tegureid. Näiteks Euroopa Liidu poolt etteantud ammlemade kvoot ja kokkulepitud hinnad lihakombinaatides (Kirsipuu 2009b). Tegevust laiendavad pereettevõtjad näevad laienemist lisategevusaladel (turism, majutus, toitlustamine, veterinaarteenused, jaekaubandus, remonditöökojad jms).

Pereettevõtlus

Seadusandluses puuduvad mõisted „pereettevõtja“ ja „pereettevõtlus“. Autor peab pereettevõtteks ettevõtet, mille tegevuses osaleb ettevõtja perekond (perekonnaliikmeteks abikaasa, lapsed, vanemad, õed-vennad, tädid-onud ja nende kaaslased). Pereettevõtete üheks iseloomulikuks tunnuseks on see, et pereliikmetele on pereettevõtte peamiseks sissetulekuallikaks. Pilootuuring perefirmade loomise, tegutsemise ja arengu probleemide kohta viidi läbi 2006. aastal 53. pereettevõtja seas (Kaseorg, Siimon 2007). Uuringuga leiti, et perefirmadel on vaja oma eripära tunnetades teha õigeid valikuid ja nende eduka arengu esmaseks eelduseks on nende organisatsioonilis-õiguslik määratlemine. Läbiviidud uuring kinnitas, et oluline on pereettevõtlusalase infobaasi loomine, kogemuste üldistamine ja levitamine ning on vaja läbi viia süvauuringuid pereettevõtluse kohta. 2007. aastal viidi läbi juhtumiuuring, millest taas selgus süvauuringu vajadus (Kaseorg, Siimon 2008).

Kaseorg, Raudsaar (2008) jõudsid järeldusele, et kõige olulisemad probleemid perefirmades on seotud ärikeskkonna ja juhtimisega. Sama väidab autor, lisaks on pereettevõtjatel vaja erilist tähelepanu pöörata pereettevõtete strateegiale ja strateegilisele juhtimisele, et tagada ellujäämine, eriti praeguses majandus-situatsioonis. Pereettevõtjad peavad olema valmis muutusteks, milleks valmisoleku tagab korrektselt vormistatud kirjalik strateegia olemasolu.

Hobusekasvatajatest pereettevõtjad

Eesti maaelu arengukavas 2007-2013 on kirjas, et Eesti kavatseb esimese prioriteediga parandada põllumajandus- ja metsandusvaldkonna konkurentsivõimet, pakkudes ettevõtjatele koostöö- ja teavitustegevusi, soodustada nii noorte põllumajandustootjate kui ka harrastustalunike tegevuse alustamist; arendada nõuandesüsteemi – ja teenuseid. Kõikidest arengukavadest on praktiliselt välja jäänud hobumajandus, Eesti maaelu arengukava raames on küll karjamaatoetus ja toetusi ohustatud tõugu hobuste kasvatajatele ja ühistutele hobuste tõuraamatute pidamise ning 2010. aastast jõudluskontrolli läbiviimise eest. Pea kõikides nn vanades Euroopa Liidu riikides on hobumajandusele pööratud suuremat tähelepanu kui Eestis. Eestis on hobune ja hobusekasvatuse pigem kasvatajate eralõbu. Eestis oli 2009. a septembrikuu seisuga 1 927 hobuse omanikku, kellel erinevaid tõugu hobuseid 7534 (joonis 1). Autor viis läbi küsitluse 500 hobusekasvataja seas, et selgitada, kas hobusekasvatjad peavad end pereettevõtjateks või mitte. Nendel, kes pidasid end pereettevõtjateks, tuli täita ankeet küsimustega, vastanute 20-ga viis autor läbi intervjuud. Küsimustikud olid laiahaardelised, antud artiklis on autor kasutanud vaid ettevõtte strateegiat puudutavaid küsimusi. Intervjuude ja küsimustike tulemused pereettevõtte strateegia kohta koondas autor ühtseks tervikuks. Pereettevõtjaks pidas end 177 hobusekasvatajat, kahjuks nendest ettevõtjana, kelle tegevusalaks hobusekasvatuse, on registreerinud vaid 31%. Ettevõtjaks mitte registreerimise põhjusteks peeti järgmist:

- hobumajandus ei ole Eestis tähtsustatud (20%);
- hobune on lemmikloom (20%);
- hobusekasvatuse on hobi ehk kõrvaltegevus (60%).

Pereettevõtjatest hobusekasvatajatel on 3672 hobust, keskmiselt 20 hobust kasvataval. Seega ei ole tegemist hoolitsemisega lemmiklooma eest vaid tõsise tööga. Enamus registreeritud pereettevõtjad omasid talle, maneeže ja tegelesid tõuaretuse ning spordiga. 60% hobusekasvatajatel oli loodud äriühing, mis tegeles näiteks veterinaarteenuste pakkumise, turismi, puhkemajanduse, veisekasvatuse (sh lihavedelise kasvatuse), metsanduse või põllumajandusega. Hobused ei kajastu äriühingu tegevuses. Maakondade lõikes on kõige enam hobusekasvatajatest pereettevõtjaid Harjumaal (18,7%), Saaremaal (12,4%) ja Tartumaal (10,2%). Saaremaal on kõige suuremad pereettevõtjate hobusekasvatused (169 ja 121 hobust karjas).

Ettevõtte strateegia

Ettevõtte strateegia hõlmab ettevõtte kõiki olulisi funktsioone ja tagab, et ettevõttes langetatavad otsused on omavahel kooskõlas ning kujutab endast pikaajaliste eesmärkide saavutamise põhiteede ja tegevuspõhimõtete kogumit, mis on ettevõtte arengu juhtimise aluseks (Leimann *et al.* 2003). Strateegia on ideed ja tegevused tuleviku loomiseks ning kindlaksmääramiseks (Macmillan 2001). Juhtimise strateegia elluviimisel on suur tähtsus organisatsioonikultuuril. Organisatsioonikultuuri kujundavad ettevõtte omanikud. Tavaliselt kujuneb organisatsioonikultuur koos omanike ja esimeste töötajatega ning on raskesti muudetav. Mitte alati ei ole uute strateegiate elluviimisel kaasaitajaid. „Organisatsioonikultuur avaldub väärtushinnangutes, normides ja tegevusprintsipides, mida juhid jutlustavad ja jälgivad, eetilistes standardites, ametlikes tegevuspoliitikates ning protseduurides, traditsioonides, töötajate käitumises ja taotlustes, organisatsioonis juhtunu kohta räägitavates legendides“ (Leimann *et al.* 2003). Ettevõtte strateegia on üldine tegevuskava finantsiliste ja strateegiliste eesmärkide saavutamiseks. Ettevõtte strateegia kujuneb tavaliselt kahest komponendist: kavandatud eesmärgipäraste sammude astumine ja reaktsioon ootamatutele muutustele (tehnoloogilised muutused, valitsuse astunud sammud, tarbijate käitumise muutused jms) ja konkurentide käitumisele. Muutustele reageerimise käigus toimub strateegia peenhäälestus (Leimann *et al.* 2003). Ettevõtted peavad koostama strateegilise plaani, milles on määratletud strateegiline visioon ja missioon, seatud eesmärgid ja strateegia valik, et määrata ettevõtte juhtimiseks lühi- ja pikaajalised eesmärgid ja panna kirja meetodid, kuidas neid eesmarke saavutada (Leimann *et al.* 2003). Strateegiat vajatakse selleks, et saavutada püstitatud eesmarke, strateegia on küsimus sellest, kuidas viia ettevõtte sealt kus ta on, sinna kuhu tahetakse jõuda. Strateegia on tegevusele orienteeritud, käsitleb seda, mida teha, millal teha ja kes peab tegema, seega strateegilisest tööst on ainult siis kasu, kui planeeritakse konkreetsed sammud ja need ellu viiakse. Strateegia kavandamise protsess ei lõppe, pidevalt peab toimuma strateegia kohandamine. Tegelik ettevõtte strateegia kujuneb varasematest perioodidest päritud ja planeeritud strateegia ning tegevuskeskkonnas toimunud muutustele reageerimiste seguna (Leimann *et al.* 2003).

Pereettevõtte strateegia

„Perekonna ja ettevõtluse vahel ei saa tuua täpseid piire, perekond osaleb pidevalt ettevõtlusprotsessides. Perekond tegeleb ettevõtlusega ka väljapool tööaega, edu loodetakse saada vaid kogu perekonna kaasabil“ (Craig, Lindsay 2002). Iga ettevõtte saab kasu läbimõeldud eesmärkidest, missioonist, visioonist ja strateegiast. Füüsilisest isikust ettevõtjale ja ettevõttele, kus ainukeseks töö tegijaks on omanik ning pereettevõttele on esmatähtis strateegiliste juhtimisalaste teadmiste olemasolu. Siiski enamus pereettevõtjaid juhindub esmalt enda poolt püstitatud reeglitest ja oma tunnetest ning alles siis kui pereettevõtlus ei arene soovitud kiirusega hakatakse mõtlema strateegia kujundamisele. Need pereettevõtted, kes suudavad koheselt ümber orienteeruda ja muuta püstitatud strateegiat, saavutavad edu ning väldivad pereettevõtte läbikukkumist. Pereettevõtted peavad kavandatud strateegiaid järjekindlalt ellu viima, jälgima püstitatud tähtaegu ja seatud eesmarke ning olema

avatud muudatustele, eriti majanduskeskkonnast tulenevatele muudatustele, et koheselt olemasolevat strateegiat uuendada (Kirsipuu 2009b).

Üheseid juhiseid pereettevõtetele anda ei saa. See, mis võib toimida hästi ühe pereettevõtte juures, ei pruugi toimida teise juures. Iga pereettevõtte peab võtma vastu selliseid strateegilisi otsuseid, mis ainult neile sobib ja arvestama enda pereettevõtte võimete ning eripäraga. Pereettevõtjad on veendunud, et tugeva perekonna ja õige strateegiaga tagatakse eesmärkide täitumine ning suudetakse teenida kasumit. Autori poolt uuritud 2006...2009 pereettevõtete omanikest 98% osaleb aktiivselt pereettevõtte juhtimises. 40% pereettevõtjatel on korrektselt vormistatud strateegia tagamaks jätkusuutlikku pereettevõtte arengut. Strateegiad on koostatud kirjalikult, esitatud on konkreetne visioon, missioon ja eesmärgid, pikaajalised eesmärkide perioodiks on 5...10 aastat. Lihaveisekasvatajatest pereettevõtjate strateegia pikaajaliste eesmärkide periood oli kuni viis aastat (60%), hobusekasvatajatest pereettevõtjate pikaajaliste eesmärkide periood oli kuni kümme aastat (40%). Nii lihaveise- kui ka hobusekasvatus on pikaajaline protsess, eriti hobusekasvatus, hobuse väärtust hinnatakse tavapäraselt alles siis, kui hobune on saanud kolme-nelja aastaseks. Selleks ajaks on hobusel läbitud jõudluskontrolli katsed, ta on osalenud erinevatel võistlustel. Selleks ajaks on kujunenud välja hobuse iseloom, käitumine ja jõudlustulemused. On selge, kas hobust saab edaspidi kasutada spordis, aretuses, tööhobusena või lemmikloomana.

Kõik need pereettevõtjad, kes on koostanud pereettevõtte strateegia, jälgivad koostatud strateegiat, korrigeerivad igal aastal püstitatud eesmärgid ja täiendavad meetodeid, et lühiajalisi eesmärgid paremini ellu viia. Nendel, kellel on karjas rohkem kui 60 hobust ja hobused ei ole vabapidamisel, on koostatud lisaks pereettevõtte strateegiale strateegilised plaanid juhtimiseks. 58% lihaveise- ja 32% hobusekasvatajatest on olemas korrektne planeerimissüsteem, mis aitab neid pereettevõtte strateegia elluviimisel. Pereettevõtjad soovivad selleks, et tegutseda jätkusuutlikult ja olla konkurentsivõimelised riigipoolset abi rahaliste vahendite osas. Ühine soov lihaveisekasvatajatel on korrektselt toimiv tarneahel, et tagada juurdepääs uutele turgudele nii liha kui ka elusloomade müügi osas. Ühine soov hobusekasvatajatel on see, et tähtsustataks hobumajandust, mis omakorda tooks kaasa tegevusvaldkonna arengu.

Maapiirkonna pereettevõtted on kergemini haavatavad, reservid kriitiliste perioodide üleelamiseks praktiliselt puuduvad. Sageli sõltuvad nad vaid ühest tegevusvaldkonnast. Käesolevas majandusolukorras peavad pereettevõtted pöörama tähelepanu pereettevõtte strateegiale, et suuta jätkata pereettevõtlust. Ei tohi jääda äraootavale seisukohale vaid hakata koheselt planeerima pereettevõtte strateegiat, et langetada õigeid otsuseid ja hakata otsima uusi väljakutseid. Need pereettevõtted, kes ei ole koostanud konkreetset strateegiat, on väiksema pingetaluvuse ja otsustusvõimega. Alati on strateegia tulemuslik rakendamine tunduvalt keerulisem kui strateegiate kujundamine, sest strateegiate elluviimine sõltub edukast juhtimisest. Sageli kaasnevad strateegia elluviimisel muutused pereettevõtete struktuuris, mõningaid äriprotsesse tuleb teisiti korraldada saavutamaks efektiivsemaid tulemusi. Näiteks kui 1000 pealises veisekarjas võtta kasutusele

lüpsirobot, väheneb koheselt tööjõukulu, endise viie töötaja asemel saab rakendust üks.

Enamus maapiirkonna loomakasvatusega tegelevaid pereettevõtteid on Eesti turule suunatud, kuid majandust aitab hoogustada ühistegevus ja eksportimine. Pereettevõtjatele on üheks võimaluseks koostöö mitte ainult ühistutega vaid ka teiste pereettevõtjatega. Seega peavad paljud pereettevõtted kujundama ümber strateegia, mille muutmine on ellujäämise üheks tingimuseks. Väga raske on seda selgeks teha vanema põlvkonna pereettevõtjatele, kes on harjunud sissetallatud rada käima. Pereettevõtluse mitmekesisemaks muutmiseks on vajalik lisaks olemasolevatele oskustele mitmeid lisaoskusi: turu tundmist, ärijuhtimist, strateegia kujundamist, klienditeenindust, meeskonnatööd, pingetaluvust jms. Pereettevõtjatel vaja erilist tähelepanu pöörata pereettevõtete strateegiale ja strateegilisele juhtimisele, et tagada ellujäämine, eriti praeguses majandussituatsioonis. Pereettevõtjad peavad olema valmis muutusteks, milleks valmisoleku tagab korrektselt vormistatud kirjalik strateegia olemasolu.

Kokkuvõte

Seadusandluses puuduvad mõisted „pereettevõtja“ ja „pereettevõtlus“. Autor peab pereettevõtteks ettevõtet, mille tegevuses osaleb ettevõtja perekond. Pereettevõtte üheks iseloomulikuks tunnuseks on see, et pereliikmetele on pereettevõtte peamiseks sissetulekuallikaks. Sageli on pidanud ettevõtjad otsustama, kas valida pere või ettevõtte, maapiirkonna ettevõtjad on leidnud, et parimaks variandiks on pereettevõtte.

Pereettevõtjatel on vaja erilist tähelepanu pöörata pereettevõtete strateegiale ja strateegilisele juhtimisele, nad peavad olema valmis muudatustele, muutustele valmisolekut tagab korrektselt kirjalikult vormistatud strateegia olemasolu. Eriti praegusel ajal, kui ei saa jääda lootma edule ühes tegevusvaldkonnas, tuleb riskide hajutamiseks pöörata erilist tähelepanu strateegia kavandamise erinevatele tasanditele. Paljud pereettevõtted on riskide hajutamiseks laiendanud tegevust koos strateegiaga muudel tegevusaladel, näiteks veterinaarteenused, turism, puhkemajandus, looma- ja linnukasvatus, metsandus või põllumajandus. Omaniku poolt juhitud pereettevõttes toimub strateegia väljatöötamine sageli mitteformaalselt, seda ei panda paberile, see eksisteerib omaniku peas ja on suuliselt edastatud pereliikmetele ja lähimatele kaastöötajatele. Siiski enamus pereettevõtjaid juhindub esmalt enda poolt püstitatud reeglitest ja oma tunnetest ning alles siis kui pereettevõtlus ei arene soovitud kiirusega hakatakse mõtlema strateegia kujundamisele.

Need pereettevõtted, kes suudavad koheselt ümber orienteeruda ja muuta püstitatud strateegiat, saavutavad edu ning väldivad pereettevõtte läbikukkumist. Enamus maapiirkonna loomakasvatajatest pereettevõtteid on Eesti turule suunatud, kuid majandust aitab hoogustada ühistegevus ja eksportimine. Pereettevõtjatele on üheks võimaluseks koostöö mitte ainult ühistutega vaid ka teiste pereettevõtjatega. Seega peavad paljud pereettevõtted kujundama ümber strateegia, mille muutmine on ellujäämise üheks tingimuseks. Sageli kaasnevad strateegia elluviimisel muutused

pereettevõtete struktuuris, mõningaid äriprotsesse tuleb teisiti korraldada saavutamaks efektiivsemaid tulemusi. Pereettevõtluse mitmekesisemaks muutmiseks on vajalik lisaks olemasolevatele oskustele mitmeid lisaoskusi: turu tundmist, ärijuhtimist, strateegia kujundamist, klienditeenindust, meeskonnatööd, pinge-taluvust jms. Alustavad pereettevõtjad on õpihimulisemad ja avatumad ning soovivad omandada teadmisi, milleks kasutavad kõiki võimalusi maksimaalselt: kuuluvad ühistutesse, kasutavad nõustamisteenust ja otsivad kontakte sama tegevus-valdkonna pereettevõtjatega.

Üheseid juhiseid pereettevõtetele anda ei saa. See, mis võib toimida hästi ühe pereettevõtte juures, ei pruugi toimida teise juures. Iga pereettevõtte peab võtma vastu selliseid strateegilisi otsuseid, mis ainult neile sobib ja arvestama enda pereettevõtte omapära ja võimeid. Pereettevõtjad on veendunud, et tugeva perekonna ja õige strateegiaga tagatakse eesmärkide täitumine ning suudetakse teenida kasumit. Autori poolt uuritud aastate 2006...2009 pereettevõtete omanikest 98% osaleb aktiivselt pereettevõtte juhtimises, 40% pereettevõtjatel on korrektselt vormistanud strateegia tagamaks jätkusuutlikku pereettevõtte arengut. Strateegiad on koostatud kirjalikult, esitatud on konkreetne visioon, missioon ja eesmärgid. Kõik need pereettevõtjad, kes on koostanud pereettevõtte strateegia, jälgivad koostatud strateegiat, korrigeerivad igal aastal püstitatud eesmärgid ja täiendavad meetodeid, et lühiajalisi eesmärgid paremini ellu viia. 58% lihavesi- ja 32% hobusekasvatajatest pereettevõtjatel on olemas korrektne planeerimissüsteem, mis aitab neid pereettevõtte strateegia elluviimisel. Pereettevõtjad soovivad selleks, et tegutseda jätkusuutlikult ja olla konkurentsivõimelised riigipoolset abi rahaliste vahendite osas.

Pereettevõtete kohta on vaja läbi viia süvauuringuid, et teadvustada nende positsiooni turul, tuua välja organisatsioonikultuuri eripära ja probleemid, mis tekivad seoses põlvkonnavahtusega.