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08/20/2018 AGRICULTURAL COMPLEX OF THE LENINGRAD REGION 2019



Pig breeding company IDAVANG was registered in February 2008 and this year marks its 10th anniversary. We are talking about the milestones of the company's development, achievements and challenges with **Tatyana Vladimirovna Sharygina**, Director General of Idavang Group of Companies .

- Tatyana Vladimirovna, for 10 years the Idavang company team has achieved a lot. Tell, with what the history of the enterprise began?

- The first step in the work of the Idavang group of companies in Russia was the acquisition of a pig-breeding complex of the former Vostochny state farm (Leningrad Region, Tosnensky District, the village of Nurma). To date, the annual capacity of a full-cycle production restored from scratch is 210 thousand commodity pigs per year. With this indicator, we take first place in terms of production in the Leningrad Region and one of the leading positions among pig-breeding enterprises in the North-West of Russia. In-kind output is growing steadily: if in 2008 1643 tons of pork in live weight were produced, then in 2017 21716 tons of products were already sold.

In 2009, the construction of a high-tech pig-breeding complex in the village of Malaya Guba, Ostrovsky District, Pskov Region, was started. In 2014, the pig farm reached its design capacity, and currently the production volume is 12167 tons of pork in live weight.



- And here is the news again - on June 20, 2018, the capsule was laid at the base of the future complex in the Luga district of the Leningrad Region.

- Yes, we have a new project. The IDAVANG Luga complex will be designed for a one-time maintenance of 3.5 thousand sows and annual production of 98 thousand commercial pigs, or 12 thousand tons of pork per year. The structure of the complex will include 26 pigsties, a feed mill with a feed warehouse, grain receiving and storage capacities of 30 thousand tons, a boiler room, a water supply system and other facilities. Next year seven pigsties will be launched. The complex will reach its design capacity by 2024.



- In 2012, you began to create your own feed base in the Leningrad Region, having grown your first grain crop on an area of more than 2000 hectares in the Luga region. Since then, has sown area increased?

- In the Leningrad Region in 2017, we harvested more than 8,000 tons of grain from an area of 2500 hectares. In the Pskov region, we have more than 6,000 hectares of land, where we grow fodder wheat and barley. The yield in different years is different. This year, we hope, the harvest will be more than in the rainy last year. But in 2013, for a yield of over 50 kg / ha, we even received a certificate from President Putin. Yields on wheat in the Pskov Region are also 75 kg / ha. In the Luga region, we always get more than 35 kg / ha. We take all measures to increase yields, introduce modern technologies - precision farming, and annually conduct an agricultural survey. We are 1

to do everything according to science and best practice. They tried in the Leningrad Region to grow corn for grain, but have not yet obtained the desired result.



- In addition to cereals, you began to grow rapeseed. Is this a tribute to fashion?

- This is not just a tribute to fashion, it is a necessity. At least for crop rotation. We began to actively engage in rapeseed - both in the Leningrad and Pskov regions. Productivity is 24-26 kg / ha. Rapeseed is an excellent oilseed crop, and is used at 100%. We bought a press - we make butter ourselves. Oilcake and oil go to feed. There are varieties that grow remarkably in our climate. Rapeseed is a wonderful precursor; it improves soil structure. True, it is a shame that subsidies are not given on the sown area under rape in the Leningrad Region - this is a technical culture. We are increasing the area under rape at the expense of grain, and we are being denied subsidies due to a decrease in sown area. I would like this situation to be amended.

- Idavang belongs to a group of Danish shareholders who are among the best pig farmers in the world. Does this help you?

- As for production technologies, here we are one of the best in Russia. We confidently keep an indicator of more than 30 pigs taken per sow per year, the latest indicators were even 34-35, and these are very good indicators. The number of live-born piglets per nest is 17.6 heads, weaned piglets per sow per nest - 14.8. Feed conversion is better at an enterprise in the Pskov region, the complex is new there, but in the Leningrad region an average of 2.8 kg of feed units per kilogram of weight gain is exited. By weight, they have not reached a kilogram, but we get about 950-960 grams of fattening.

- What do you mean by the quality of pork, and how is it ensured?

- The quality of pork is largely determined by genetics. Despite the fact that we enter the Danish holding, we have left Danish genetics and switched to Topigs Norwegian genetics, which is more suitable for our climatic conditions. We try to make the meat marbled, yet lean pork is tasteless. Of course, the quality of pork is greatly influenced by feed. We grow grain, but in insufficient volume, only 25-30%, and are faced with the fact that the quality of purchased grain is often low. It's a shame that Russian suppliers are not distinguished by stability and reliability of supply in quality.

In order to check the quality of incoming grain on the spot, we purchased an analyzer which, at the entrance to our territory, takes an arbitrary sample from each machine and analyzes it in the laboratory. If the grain quality does not suit us, we immediately deploy the machine and send it back. This is an expensive system, but worth it. With our production volumes, we need 180 tons of feed per day, that is, every day we eat 6 wagons of grain - and we do not save on the quality of feed.

Strict quality requirements not only concern grain. In order not to transport sperm from Norway, we bought 50 boars of Topigs genetics at the TOPIGS SIEC breeding and genetic center and collect the sperm ourselves. So we had to buy distilled water for sperm breeding in Finland, we didn't find the right quality here!

- Prepare feed yourself?

- We prepare feed on our feed mill, we have liquid feeding. All grain, both our own and purchased, is passed through the dryer, where it is heated to 100 degrees and above for 5-7 minutes, then the feed mixture is extruded, steamed, pelletized, and mixed with water before feeding. Double temperature treatment allows you to destroy pathogenic bacteria, but at the same time preserves vitamins and enzymes.

- At the complex in the Leningrad Region, you have practically no land. What are you doing with manure?

- Unfortunately, there is absolutely no land on this site, and this is a big problem. If in the next two years we cannot solve it, we will have either partially curtail production, or we will look for sites with land. Now we have to carry manure for 170 km! Due to manure alone, the

cost of pork production in the Pskov complex of interest is 30% lower than here. There the pig farm stands in the middle of the fields, so we pump the dung, we don't carry it at all. We export only the solid fraction to the fields across the road.

In the Tosnensky district, we have a whole factory - we divide manure into solid and liquid fractions, we evaporate ammonia from the liquid fraction, because we will go broke right away to transport the entire volume of the liquid fraction for 170 km. We bring the concentrate 27-30% to our complex in the Luga district and already on the spot we dilute it and bring it to our fields. We use the remaining process water to irrigate the nearest fields that we rent. We are ready to take out our own technology for free to remove the liquid fraction, which is 95 percent water, plus it also contains valuable nitrogen, and irrigate the fields of the neighboring economy. But so far we have been allocated only a small experimental plot. We and the neighboring dairy farms are not competitors to each other, there must be synergy - we are fertilizing, the farm is getting excellent silage. Due to manure, we are building a new complex where we have our own fields.

- In terms of ecology, you probably have European standards?

- We are checked every year. We have been working on manure removal for 8 years without fines. We do everything according to technology, the processes are certified. In March of this year, we received a license for the treatment and disposal of manure-containing sewage. Now, manure transported from the farm to the fields is fertilizer, not waste. We export two organic fertilizers to the fields: "Pork manure for soil fertilization and compost preparation" and "Liquid organic fertilizer", which have a certificate of conformity with GOST 53117-2008.

- In fairness, I must say that there are no pungent smells on the territory. We are now sitting and talking with the window open, there is no discomfort. What does the local population say?

"Of course, production smells, and it smells all over the world." The population sometimes does not really like it. But you always need to think, and what can be in return, what is the alternative? Biogas? We would love to build a biogas plant, as in the farms of our group in Lithuania, where biogas is available at each complex. The difference is that there biogas is subsidized by the state, but we do not.

If a complaint is received from the population about odors, 9 organizations come to us to check on this complaint alone, they are checked separately - Rosselkhoznadzor, Rosprirodnadzor, the Committee for Environmental Control, etc. I have long been promoting the idea that one complaint should have one check. In the meantime, we have several lawyers doing this, and I'm still in the wings. And now everyone checks, but there are no violations - and there's nothing to fine.

- How do you see the mechanism of interaction with regulatory authorities?

- From the state it is necessary to demand that it can give. Various organizations have a lot of specialists. They come to us and look for mistakes. And we need to sit down with them and write a real plan - what needs to be done in stages to meet the requirements. It is pleasant to work with the veterinary service - their representatives come to us once a month, we discuss all problems with them, draw up plans and work on them. From them we feel real support. I would like the supervisory authorities to turn to face us and become our consultants.

- You supply live commodity pigs to meat processing enterprises. And you yourself did not think about the face?

- Slaughtering and processing is not our business, everyone should do their own thing. Our main client is the Tosno meat processing plant, they are only half an hour away, this is our strategic partner, and cooperation is beneficial to both parties. The plant was built later than us and with the expectation of us. All enterprises of the Leningrad region who have a massacre work with us. We have buyers in Karelia, in the Tver region, it is very rare, but we also sell to the Moscow region. But basically, we feed St. Petersburg and the Leningrad region. Even from our Pskov site we carry pigs to St. Petersburg.

In Lithuania, at our holding's pig complex, however, it's not from a good life, but from the fact that African swine fever is coming on, they are launching a massacre. Perhaps after a while we will come to this too.



- By the way, are you not afraid to expand production in connection with ASF? You have a dangerous business.

- Highly. Just recently, in the Kaliningrad region, ASF destroyed pig farming at the largest pig complex Pravdinskoye (more than 100 thousand heads), cases (75 thousand heads) were detected in Belgorod on the Tambov Bacon, as well as in Novgorod Bacon (36 thousand heads)) This is a biological disaster. Therefore, we have to spend a lot of money and attention on ensuring biosafety - this is our everything. For the same reason, in January we stopped accepting wastewater from a neighboring village for our treatment facilities.

- Is the price of pork fair?

- Pork is a commodity, the price is determined by Miratorg and Cherkizovo, which are traded on Thursdays and Fridays. We set the same price as theirs - neither cheaper nor more expensive.

- Is it not a risky step to lay a new complex in the conditions of saturation of the pork market?

- Yes, the pork market seems to be saturated, but at the same time where in St. Petersburg can you buy fresh pork? And what quality pork is for sale? It is necessary to eat local products, if only because they have less transportation leverage. Are there many pork producers in the Leningrad Region? When we conceived a new project, all our processors only asked - when is the opening? To carry live pigs for half an hour or a thousand kilometers - deaths, weight loss, stress, as a result - tasteless meat. Everyone has a place in the market. We have our own niche - we are small, but of high quality, we are located close to the consumer. Given ASF, there should be regionalization, and not just for pork. Everything that can be done must be produced nearby. Then the food will be healthy.

- Do you want to be a leading producer of pork in the North-West of Russia?

- Not necessary. In terms of production we have already been overtaken. But we want to be the best in technology, quality, attitude to business, social responsibility. This is what we really want.

- You are a truly socially responsible company, do charity work ...

- Yes, we support the entire social sphere of the village of Nurma - kindergarten, school, art school, teenage club, search squad and much more. In the Pskov region, we repair bridges, build roads to villages where there was no way before, equip playgrounds ...

- Raise local teens?

- We take them to work, we even arrange 14-year-olds. Yes, this is responsibility, this is fuss - two adults walk around this teenager. But if we do not, who will be? Employers complain that there is no one to work. And what did they do to educate their youth? I go to the local school, invite me to practice, to work. The garage asked 4 trainees, I persuaded to take 12. The best stayed to work for the whole summer. For example, there are no welders. We invited 6 people from the school, two of them we will send to St. Petersburg to study further. We had to accompany the boys to the army instead of their parents, then they return and work with us. It costs a lot. We came up with the motto "Make life better around us" and try to live by it.

- How is the work on professional development of specialists going?

- All our manufacturing specialists are graduates of the St. Petersburg Veterinary Academy, with whom we have long and fruitfully cooperated. Every year we take students to practice. There is a training program within the company, we teach in Denmark, in Lithuania, we send to seminars. There are some problems with unskilled labor, but we are working on it.



- International financial corporations invest in Idavang, for example, in 2011, 20 percent of the shares of the parent company Idavang sold to a corporation owned by the World Bank. Was this step justified?

- Yes, it was justified. The sale of shares to the World Bank allowed us to receive part of the money for the construction of the first project from scratch in the Pskov region. In 2019, we will fully settle this loan. The agricultural business is unprofitable, we earn not so much. If you put it off to save up for a project, you can wait a very long time. When it was necessary to do a project in Luga, the Idavang group of companies issued Eurobonds worth EUR 80 million, so we raised more money - for a new project, for a slaughter in Lithuania and for the repurchase of shares sold.

- Do you get help from the state?

- Investments in the construction of a new complex in the Luga district will amount to 3.7 billion rubles. Implementation of the project became possible after the Ministry of Agriculture approved subsidizing a key loan rate. A loan worth 1.6 billion rubles in April was provided by Raiffeisenbank at 3.5%. Also from the Leningrad region we receive subsidies for the purchase of equipment, unrelated support.



- Tatyana Vladimirovna, your successes are highly appreciated, and in the Top 100 project - a rating of the effectiveness of the best top managers in St. Petersburg and the Leningrad Region - you were awarded the title of Agro-Industrialist of the Year. Is it difficult to manage such a large and complex farm?

- Our company has good production and social indicators, and this award is a recognition of our merits. I can't say that it's difficult to lead a team. I have a young team, experts are energetic and fervent, I try not to interfere in their professional matters. They may ask me for advice, but they decide how many and which, for example, tractors to buy. I will ask later if they bought something wrong. I enjoy going to work, I like her.

- What are your main plans for the coming years?

- I took so long to break through a project in Luga that when they started building, I thought about relaxing a bit, and the board of directors asks me a question - where will the next project be? So in the near future - to look for a site for the next complex and start all over again - design, coordination ... I do not give up hope to come to an agreement with the Tosno region to solve the problem of land, so that you can work calmly for many more years. We will work more with young people, prepare staff for ourselves, we want to introduce a mentoring system. We also need to write a strategy for the development of the company for 5-10 years, and to grow - not so much in breadth, but to do our job better and better. In conditions of increasing competition, we need to reduce production costs and increase labor efficiency. In general, we have where and why to grow.

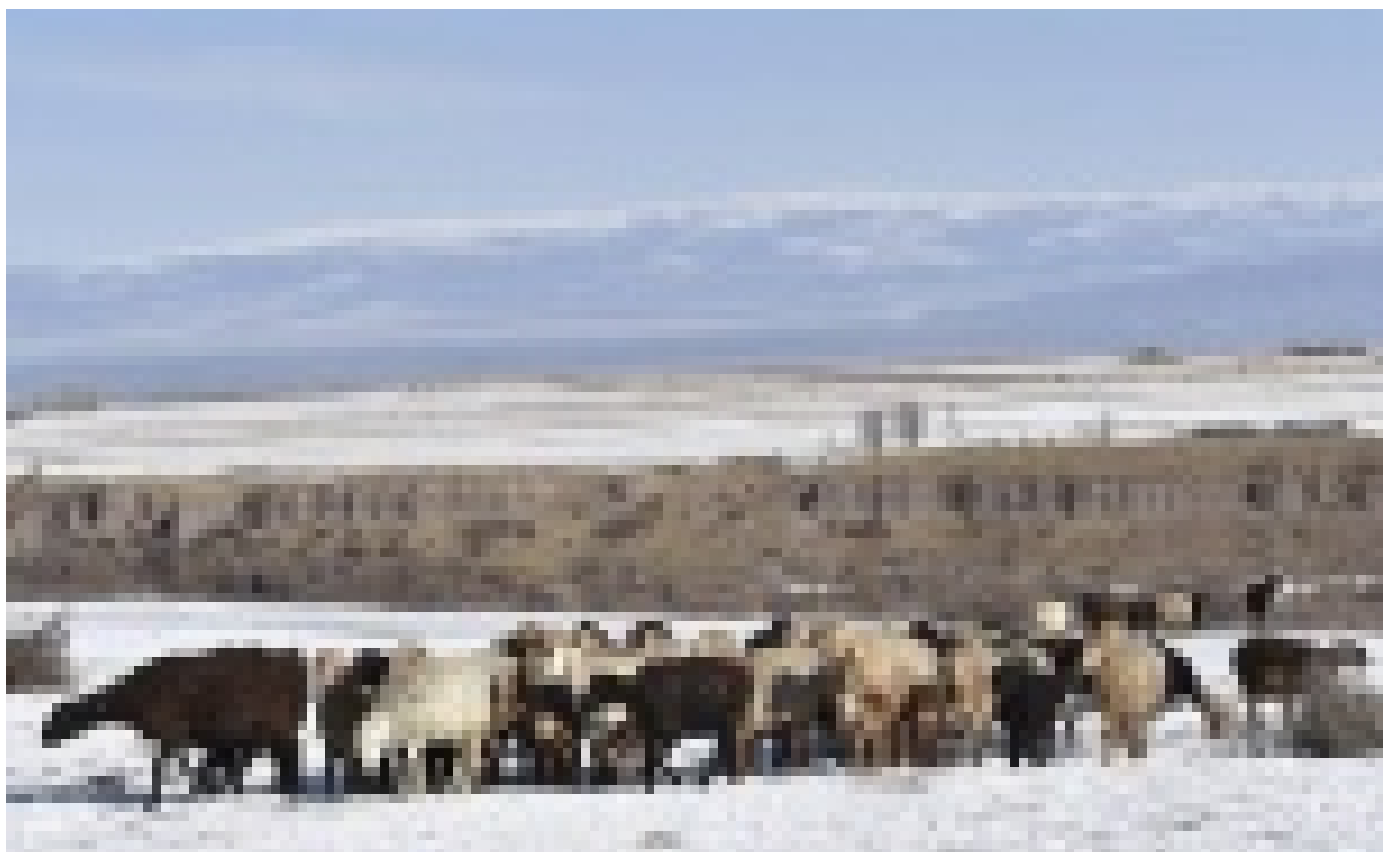
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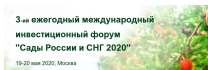
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