



Enterprises of the Fruit and Vegetable Cluster in Uzbekistan and Issues of Improving the Management System of Their Activities

Takhirjan Ganievich Yokubov

Senior Lecturer,
Andijan Institute agriculture and agrotechnology
Email: yoqubov-tg@mail.ru

**Bozorboyev Abduqahhor
Abdumannob o'g'li,**

Student of agribusiness and investment activity
2/67-group,
Andijan Institute agriculture and agrotechnology
Email: Bozorboyevabduqahhor211@gmail.com

ABSTRACT

One of the most pressing issues today is to ensure an uninterrupted supply of food to the population of Uzbekistan and economic growth through the export of fruits and vegetables to world markets. This article describes the significance of the adopted legal documents to improve the management system in the activities of the country's fruit and vegetable cluster enterprises, as well as the development of the industry, and the results of ongoing work in this area.

Keywords:

Economy and agricultural sector, integration, food security, export, investments, cluster, greenhouses, farmers, leasing, crediting, financial support.

Introduction: Uzbekistan has great potential in fruit and vegetable production. The organization of high-income intensive production in agriculture is the closest and most effective way to constantly improve the welfare of the population. Taking into account the need to fully use our existing potential and earn a large income, in recent years, this sector has been rapidly reformed in our country.

President of the Republic of Uzbekistan Sh. Mirziyoyev said, "The issues of agricultural reform and food security will undoubtedly remain one of the most important tasks for us. First of all, great attention will be paid to the consistent development of the agro-industrial complex and its locomotive, that is, the diversified farms with the driving force" [1].

Therefore, in the context of diversification and transformation of the economy, it is important to create the foundations of a multi-sectoral economy in agriculture. The Government of the Republic also pays special attention to the

reform of the agricultural sector, the creation of a new structure in its form and content.

As noted in the traditional address of the President of the Republic of Uzbekistan Sh. Mirziyoyev to the members of the Oliy Majlis on January 24, 2020: After that, it is planned to export \$ 2 billion worth of fruits and vegetables this year and 3-4 times more in the next 5-7 years. This year alone, water-saving technologies will be introduced on 44,000 hectares of land. "[2] As a candidate for President of the Republic of Uzbekistan, Mirziyoyev also stated in his election program that "the introduction of completely new mechanisms for financing and insurance of cluster enterprises and farms in the agricultural sector on stable, favorable terms and conditions" [3].

Therefore, one of the important factors in achieving the expected results of the current reforms is the formation of a modern management system and its effective

mechanisms in the implementation of reforms in Uzbekistan based on democratic principles, aimed at building a stable economic system-market economy that ensures socio-economic well-being. The main goal of the current socio-economic, financial and structural reforms is to create a modern system of governance and ensure its effective operation.

In the process of integration in the agricultural sector, the management of business entities in the integration into a single technological chain is one of the main directions of the program of independent Uzbekistan to deepen economic reforms.

The sphere of management of property relations in the sectors of the economy depends not only on the economy of our country, rather, it is one of the most important and key areas of human development in general, as it lays the foundations for financial stability.

Ultimately, every business entity with a scientific basis of management contributes to the achievement of the highest peaks of the economy of the state and society by properly organizing economic reforms.

Based on the important tasks set out in the Address of the President of the Republic of Uzbekistan Shavkat Mirziyoyev to the Oliy Majlis on December 28, 2018, "Priority attention should be paid to the development and implementation of a program to increase the competitiveness of the economy

the activities of fruit and vegetable clusters should be comprehensively developed. Given that this area is relatively new to us, it needs to be supported by the state, including the simplification of the credit system, cost subsidies, revision of procedures for land allocation. "[4] extensive use of tested experiences and ensuring financial sustainability are important.

Today, a new stage has begun in the agricultural sector of the country with high scientific capacity, resource-saving, innovative production based on innovative ideas and scientific achievements, competitiveness of the industry in foreign markets, increasing the export potential of agriculture and ensuring food security.

Gradual introduction of modern market mechanisms, expansion of the revenue base of local budgets, expansion of foreign economic relations in the Decree of the President of the Republic of Uzbekistan dated February 7, 2017 PF-№ 4947 "On the Strategy for further development of the Republic of Uzbekistan" and a number of other normative acts introduction of modern technologies for the production of products and materials for export, It is planned to develop transport and logistics infrastructure, entrepreneurship and increase investment attractiveness for foreign investors, improve tax administration, introduce modern principles and mechanisms of banking regulation, accelerate the development of diversified farms.

President of our country Sh. One of the initiatives put forward in Mirziyoyev's speech at the SCO Summit. was the idea of developing agro-industrial clusters. He noted that our countries support the adoption of a program to stimulate industrial cooperation between business circles. This innovative idea was quickly recognized by the world scientific community.

Then President Sh. Based on Mirziyoyev's direct idea, the uniqueness and novelty of the innovative cotton textile cluster system implemented in Uzbekistan, its strategic importance in improving the quality of life and export potential of the country are analyzed in depth, both scientifically and practically.

The way for our country to become one of the leading countries in the world is the introduction of cluster systems in agriculture, science, education and other areas.

Mirziyoyev, as a candidate for President of the Republic of Uzbekistan, also stated in his election program that "the introduction of completely new mechanisms for financing and insurance of cluster enterprises and farms in the agricultural sector on stable, favorable terms and conditions" [5].

The "Development Strategy of the new Uzbekistan for 2022-2026", approved by the Decree of the President of the Republic of Uzbekistan dated January 28, 2022 PF-60, states:

- Increase the income of farmers by at least 2 times through intensive development of agriculture on a scientific basis, increase the annual growth of agriculture to at least 5%.
- Specialization of districts to grow a specific type of product.
- Expand the scope of state support in agriculture and implement new insurance mechanisms.
- Development of new and decommissioned 464 thousand hectares and allocation to clusters on the basis of open selection. Reduction of 200,000 hectares of cotton and grain fields and long-term lease to the population on the basis of open competition.
- Development of export-oriented products and fruit and vegetable growing, increasing the area of intensive orchards by 3 times and greenhouses by 2 times, and increasing the export potential by another \$ 1 billion." [6].

Therefore, in the context of the transformation of the agricultural sector, the main task of businesses is to quickly adapt their activities to changes in the external environment and to easily solve the problems at their own expense.

Based on the experience of developed countries, the organization of management in various forms of ownership in accordance with market principles allows for efficient management.

Therefore, in the process of introduction of the digital economy in Uzbekistan, special attention is paid to the rational organization of the management system in various sectors of the economy and increase its efficiency. The Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021 includes "deepening structural changes and consistent development of agricultural production, further strengthening the country's food security, expanding the production of environmentally friendly products, significantly increasing the export potential of the agricultural sector." .. "Creating favorable conditions for the promotion and

development of diversified farms engaged in the processing, preparation, storage, sale, construction and provision of services, in addition to the production of agricultural products, in particular" [7] Therefore, it is important to conduct research on the further development of enterprises in the fruit and vegetable sector, taking into account the activities, functions and principles of agricultural enterprises, which play an important role in the development of the economy.

Decree of the President of the Republic of Uzbekistan No. PF-4947 of February 7, 2017 "On the Strategy for further development of the Republic of Uzbekistan", No. PF-5853 of October 23, 2019 "On approval of the Strategy of agricultural development of the Republic of Uzbekistan for 2020-2030" Decree No. PQ-4549 of December 11, 2019 "On additional measures for further development of the fruit and vegetable and viticulture sector, the creation of value chains in the industry", Decree No. PQ-4964 of January 27, 2021 "Farms, dehqan farms and Additional Measures for Financial Support of Landowners; Resolution of the Cabinet of Ministers of June 22, 2020 No. 397 "On measures to further develop the cotton and textile industry" and June 22, 2020 No. 398 "On measures to organize the activities of cooperatives for the cultivation and processing of raw cotton" Resolution of the Cabinet of Ministers No. 130 of March 11, 2021 "On the organization of state financial support of agricultural producers" and other regulations in other areas will serve in this work to some extent.

Literature review

The conceptual basis, economic content and main principles of the cluster system have been studied by economists abroad and in the country on the organization and improvement of the management system of cluster activities in the context of the development of the digital economy.

The concept of cluster was introduced into economic theory by the American scholar M. Porter, who "explains the essence of the concept of cluster in his book Dominance of Competition (1990), applied theories of local,

national and state competitiveness to the world economy, and the historical and intellectual condition of cluster theory. - analyzes the situation and sees the competitiveness of the country not through the perspective of individual firms, but through the prism of international competitiveness of clusters of firms in different industries, in particular, the importance of the ability of these clusters to effectively use domestic resources [8] M. Enright, S. Rezenfeld, P. Maskell and M. Lorentsen also studied the concept of "regional clusters", A. Marshall "Theory of industrial zones", P. Bekatin "Theories of Italian industrial districts", M. Storper "Ideal regional cluster". created by Value added and cluster chain compatibility, regional training concepts are also included in this group. British theorists J. Dunning, K. Briman, Schmidt, J. Humphrey) Scandinavian scientists B. O. Lundwall, B. Johnson, B. Asheim, A. Isaacson - point out that the evolutionary development of the cluster goes through a number of stages [9].

Cluster theory was studied by Russian scientists IN Garifullin, M.A. Erokhin, N.A.Suleymenov, R.B.Bekov, M.A.Shatalov, A.E.Akhmedov, S.Yu.Myhka Yu.S. BB Khurustaliev et al. [10] also studied and developed projects for implementation.

The creation of the above theories and their practical significance implies increasing the competitiveness and high efficiency of the economies of countries, industries and enterprises. In the innovative development of the economy, especially in the current period when traditional methods of economic development are not sufficiently beneficial, the application of cluster theory is the most optimal way. Clustering can also be seen as a new economic system that fully meets the requirements of national and regional development in order to increase the competitiveness of enterprises by accelerating their innovative activities and resisting the strong impact of global competition.

While the role of the state in the formation of the cluster is important, clusters were initially established only because of the invisible hand of the market (competition), primarily in the

modernization of transnational companies, in the current context of globalization, The attractiveness of the cluster strategy, as well as the diversity of directions, requires that innovation clusters be formed by the state itself.

On the theoretical aspects and practical significance of the organization of production on the basis of the cluster system in the Republic MS Yusupov, F.Kh. Nazarova, R.X.Toshmatov, B.Zaripov, M.A.Rahmatov, X.Urdushev, A.Qulmatov, Sh.Kimsanboeva, B.Sindarov, A.Ergashev, B.Sh.Usmonov, F.X.Raximov, It is reflected in the scientific and monographic works of MS Dusmakhamedova, O. Radjapov, AA Mamatov, TT Juraev, E. Kuldashev and other scientists [11].

As a factor of cluster integration, innovation and economic growth in the country, our scientists MA Rakhmatov, BZ Zaripov on the example of the cluster "Cotton-textile" [12], AM Kadyrov [13] has been extensively researched and elucidated, taking into account the scientific and practical aspects of the problem in all its aspects

The above-mentioned scientists have not studied the theoretical aspects and practical significance of the organization of production on the basis of a cluster system as a separate scientific direction, taking into account the production characteristics of fruit and vegetable growing and processing, as well as logistics enterprises. This in turn requires scientific research on the chosen topic

The purpose of the study - to study and develop proposals for improving the organization and management of financial management in agricultural enterprises of various forms of ownership in the Republic of Uzbekistan in the context of the development of science, education and digital economy, in particular in agricultural enterprises in Andijan region.

Object and tasks of research. The object of scientific research in the Republic of Uzbekistan is the improvement of the management system in the activities of entities involved in the organization and improvement of management systems in agro-cluster

enterprises, in particular, fruit and vegetable clusters in Andijan region.

Research subjects. The ongoing process of integration in the world economy has a great impact on its globalization. This, on the one hand, implies a transnational "chain" of value added, and on the other hand, intensifies competition in the manufacturing sector as well. In this context, the subject of this study is the processes associated with the organization and improvement of the management system in the fruit and vegetable clusters of the Republic.

Research Methodology Analysis, induction and deduction, economic-mathematical modeling, statistical data grouping, comparative analysis, sample observation, correlation and regression analysis in the development of scientifically based conclusions and recommendations based on the systematization of the analysis results and other methods.

Analysis and results: In the innovative development of enterprises in the economy, especially in the current period, when traditional methods of economic development do not provide sufficient benefits, it is best to establish a transnational "chain" of value creation and implement modern management systems (cluster theory), as well as increase its economic efficiency. is the way.

Expected scientific news from the research: Based on the final results of the scientific work, the following scientific innovations were achieved:

1. The need to improve the management system in the activities of fruit and vegetable clusters in the context of transformation and increasing the competitiveness of sectors of the economy and the indicators of their effective use are theoretically justified.
2. Conceptual bases and forecasting methods of organization of modern management system in fruit and vegetable clusters in the conditions of transformation and increase of competitiveness of branches of economy are analyzed and substantiated.
3. The management system of fruit and vegetable clusters in the country is analyzed and suggestions for improvement are made.

4. Modern methods of making management decisions in fruit and vegetable clusters in the context of transformation and increasing the competitiveness of sectors of the economy have been developed and based.

5. Ways have been developed to improve the management environment and management system in the business activities of fruit and vegetable clusters in the context of transforming and increasing the competitiveness of sectors of the economy.

6. The role of the management system in the rational use of financial resources of fruit and vegetable clusters in the context of transformation and increasing the competitiveness of sectors of the economy and approaches, comments and suggestions on their improvement have been developed.

Conclusions and Recommendations: The practical significance of the results of this research is that in the organization and improvement of management systems in fruit and vegetable clusters of the Republic of Uzbekistan, as well as in the activities of entities implementing management systems, in particular can use it to improve management. The results of the study can be used not only in fruit and vegetable clusters, but also in the process of production management from practical proposals in the management of the activities of other economic entities.

References:

1. Sh.Mirziyoev. Together we will build a free, prosperous, democratic state of Uzbekistan T.: Uzbekistan, 2016. 15-p.
2. Decree of the President of the Republic of Uzbekistan 2020.
3. Address to the Oliy Majlis of January 24. https://www.norma.uz/bizning_sharhlar/2020_yilgi_murojaatnoma_presidentning_maruzandan_osisi_zesislar
4. Candidate for the President of the Republic of Uzbekistan Sh. Mirziyoyev's election program. T: Uzbekistan Publishing House. 2021.24-bet.
5. President of the Republic of Uzbekistan Sh. From Mirziyoyev's Address to the

- Oliy Majlis of December 28, 2018. Lex // uz
6. Candidate for President of the Republic of Uzbekistan Sh. Mirziyoyev's election program. T: Uzbekistan Publishing House. 2021. Page 24.
 7. "Development Strategy of the new Uzbekistan" for 2022-2026, approved by the Decree of the President of the Republic of Uzbekistan No. PF-60 dated January 28, 2022.lex / en
 8. Decree of the President of the Republic of Uzbekistan No. PF-4947 of February 7, 2017 "On the strategy of further development of the Republic of Uzbekistan" .// People's speech, February 8, 2017.
 9. M. Porter Competition / Michael E. Porter; per. from English. – M.: Williams, 2006. – 256 p.
 10. M. Porter International competition: / Translated from English / Ed. and with a preface by V. D. Shchetinin.-M. : -International. relations, 2005.-859s.
 11. Garifullin I.N. Classification of innovation clusters in the regional sector of the Russian economy. / I.N.Garifullin // Questions of Economics. 2014. No. 4. pp. 66–69
 12. M. S. Yusupov "Agrosanoat integration" Okuv qʻyllanma. - T. 2015. 49-363 b.
 13. Rakhmatov MA Cluster is an important factor in reducing production costs and ensuring economic growth. // Republican scientific-practical conference "Development of the cluster system in agriculture: experiments, results and prospects" - Bukhara .: "Durdona", 2019, p.
 14. A.M.Qodirov. Development of a cluster system in agriculture: experiments, results and prospects. Materials of the Republican scientific-practical conference. May 24, 2019: - Bukhara: "Sadriiddin Salim Bukhari" Durdona Publishing House, 2019.5- p.