

ISSUES OF IMPROVING THE MANAGEMENT SYSTEM IN THE ACTIVITY OF FRUIT-VEGETABLE CLUSTER ENTERPRISES

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ВОПРОСЫ СОВЕРШЕНСТВОВАНИЯ СИСТЕМЫ УПРАВЛЕНИЯ В ДЕЯТЕЛЬНОСТИ ПРЕДПРИЯТИЙ ПЛОДООВОЩНОГО КЛАСТЕРА

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Clustering of economic sectors is becoming an important direction of intensive development of the modern economy as the main factor of increasing the national and regional competitiveness of our country. Therefore, by the President of the Republic of Uzbekistan Sh. Mirziyoev: "...implementation of measures for wide implementation of the cluster model of agribusiness, improvement of the organizational, legal and economic foundations of the clustering process, organization and development of clusters in agricultural sectors "assistance in the implementation of investment projects" were defined as important tasks.

Fruit and vegetable clusters embody the following tasks:

- deep specialization in growing, storing, processing and selling fruit and vegetable products;
- introduction of new innovative technologies in growing, receiving, cleaning, sorting, drying and processing of fruit and vegetable products;
- use of land areas: efficient and productive use of allocated land areas, placement of high-quality, exportable fruit, grape and vegetable crops in accordance with world standards, gradual placement of fruit, grape and vegetable crops instead of inefficient and unpromising agricultural crops;
- study of advanced foreign experiences in the cultivation of fruit and vegetable products, wide use of them in regional and territorial conditions, attraction of foreign experts in the field of fruit and vegetable production;
- mastering and developing the cultivation of export-oriented agricultural products, their selection and seed production in the cluster regions, establishing cooperation with scientific research institutions;
- formation of a system that fully covers the process of planting, growing, storing, processing and selling fruitful fruit, grape and vegetable crops, as well as introducing

modern innovative, resource-saving technologies into the processes of growing fruit and vegetable products;

- creation of new qualified jobs.

Currently, studies show that fruit and vegetable clusters in Uzbekistan are organized in "Independent", "Preparation-processing" and "Mixed" forms. Currently, 11 "Independent", 16 "Mixed" and 120 "Preparation-processing" clusters are operating in our Republic. Buildings, structures, equipment and other objects necessary for the cultivation, preparation, processing, storage, sorting and transportation, sale and production of finished products of agricultural products on the land areas allocated to them. will have an infrastructure consisting of a complex. On average, one cluster has 664.5 hectares of land. 6-45 percent of the existing fruit and vegetable areas in the regions where independent fruit and vegetable clusters are located are covered. The fruit and vegetable cluster is divided into single-branch (one of the fields of horticulture, viticulture, vegetable growing or greenhouse complexes) and multi-branch (with more than one field) specializations according to branch specialization. For the rapid and innovative development of fruit and vegetable growing in Uzbekistan, the formation of fruit and vegetable clusters is being introduced in two directions:

- the first direction - a cluster of organization of production of fruit and vegetable products within the framework of a single or interrelated group of enterprises that independently implements the specified process from production to sale of fruit and vegetable products;

- the second direction - agricultural producers, processing enterprises, processors who provide planting material and advance payments to agricultural producers for the organization of agricultural work and buy the products produced from them at agreed prices , a fruit and vegetable production cluster that forms a continuous chain on the basis of guaranteed contracts between exporters on the principle of "seed-planting-product cultivation-preparation-storage-processing-transportation-delivery to the market".

Out of 147 fruit-vegetable clusters in our republic, the clusters operating in a mixed form are classified according to land area, production of products, the level of coverage of areas where fruit-vegetable clusters are located, the number of attached farms, production of products for domestic consumption, processing and indicates that export orientation is independent in terms of volume and is higher compared to manufacturing processing clusters. In the process of forming a competitive and innovative economy in the regions of Uzbekistan, the natural conditions and geographical features, the traditionally formed and effective economic mechanisms, existing infrastructures and historically formed development, which are the basis of the socio-economic development of the regions should be taken into account. At the

same time, the competitive advantages of agricultural enterprises that are part of the fruit-vegetable cluster are formed, most importantly, the flexibility and the ability to quickly respond to all changes in the market increase. Also, the clustering of agricultural sectors allows to increase the flow of capital and technologies, direct investments, as a result, in addition to financial means, new innovative technologies, intellectual resources, and management skills are brought to the region. Basically, the management system of fruit and vegetable system clusters, by its nature, is an association of enterprises that includes many enterprises, the object of management is the activity of economic entities with independent interaction. lib, it is important to note that each of them performs its functions in a coherent structure.

In addition, the management object is made up of established relationships between these entities, and relationships between cluster entities are established voluntarily to achieve common goals. As general goals, the following can be noted: increasing competitiveness, reducing production costs, reducing logistics costs, wide use of research methods, etc. Mainly, management is carried out taking into account the influence of measures, methods and tools that allow formation, coordination and control of mutually beneficial economic relations of inter-firm integration subjects to achieve their goals. In addition, for the cluster structures that are now being launched, strategic goals are set as follows: - popularization of the cluster approach; - expanding communication between cluster entities, - attracting investments; - promoting cooperation in science, education, marketing and trade. The following can be included as the main goals for cluster structures at the development stage: -support of business entities; - attracting new sources of financing; -distribution of technologies and development of joint innovative activities within the cluster; -cluster consists of expanding the volume of production.

Cooperation relations established and developed in real cluster associations are considered a strategic alternative way, and in their implementation it is appropriate to pay attention to the following: - creation of the common business infrastructure of the cluster; - development of foreign relations and attraction of foreign investments; - implementation of innovative activities in cooperation. Also, local development programs serve to expand and deepen them, considering their purposefulness and priority in the formation of cluster relations and cooperation. In addition to the above, one of the main issues that need to be resolved is the lack of research on the problems of forming network clusters in our country, and the fact that the theoretical and organizational-methodical foundations of cluster activity have not yet been formed as a whole system. In particular, regulatory-legal, organizational-technological, financial-economic and other issues related to the formation of regional network clusters are waiting for their solutions. Until now, it is desirable to develop uniform, recognized methodological approaches to the evaluation of the efficiency of

clusters at the regional level, which will greatly serve the efficiency of cluster management.

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