

## THE NEED FOR THE ESTABLISHMENT OF TERRITORIAL AGRICULTURAL CLUSTERS

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**Annotation:** This article reflects the issues of sustainable development of the agricultural sector of Uzbekistan, the innovative activity of the sector, as well as issues of effective management

**Key words:** agriculture, innovative management, efficiency, economic, technological, model, farm enterprise, dehqan farm, crop yield, modeling, innovative development, animal production, crop production.

The Republic of Uzbekistan, as an independent state, is on the path of market reforms, which should ensure the welfare and freedom of citizens of Uzbekistan, economic renewal of the country, the creation of an innovative society and increase labor productivity.

At present, a new paradigm of world economic development is being formed on the basis of the use of innovations. Uzbekistan cannot deny these processes and must ensure the intensification of innovation processes in all sectors of the economy, including agriculture. Special attention is paid to these issues in the Decree of the President of the Republic of Uzbekistan dated February 7, 2017 No PF-4947 "On the Strategy for further development of the Republic of Uzbekistan" [1].

The stabilization of economic conditions in Uzbekistan and economic growth in the regions in recent years have created real preconditions for the formation of clusters. In countries with developed market economies, enterprise clusters have been created for decades. At the core of the cluster are strong enterprises with skilled management and a high level of corporate culture. The inclusion of homogeneous enterprises in the cluster has helped to adopt the management experience and corporate culture of the core enterprise - the core of the cluster.

At the same time, one of the tasks of creating clusters of small and medium enterprises in agricultural production is to adapt to the competitive environment and continuous changes in market demand, as well as to reduce the influence of agricultural importers in the commodity markets of Uzbekistan. The creation of clusters can facilitate the production of goods (including food) with new features.

It should be noted that small and medium enterprises united in a cluster will strengthen their competitiveness and position in the commodity market. In developed market economies, clusters are created to match the economic interests of enterprises of the same type of production in order to increase their competitiveness in the commodity market. In his fundamental work "Competition" M.E. Porter describes the cluster as "a group of interconnected companies that are geographically adjacent to each other and are complementary to each other, operating in a particular industry and characterized by common activities" [2]. It should be noted that the "generality of activities" is conditioned by the compatibility of economic interests of enterprises. Therefore, an enterprise cluster should be understood as an association of enterprises created to integrate production and commercial processes in order to ensure competitiveness in business and maximize profits.

One of the leading commodity markets of any country is the food market, which conditions the active development of agricultural clusters. In the field of agricultural production, small and medium-sized business clusters can be formed on the basis of self-organization or (artificially) with the help of territorial authorities as a result of the natural integration and cooperation of production.

Self-organization of entrepreneurs, as a rule, is carried out on the initiative of the entrepreneur-leader. It should be borne in mind that enterprises that are potential participants in the cluster, as a rule, produce similar types of goods (services) and are considered competitors in the commodity markets. Entrepreneurs therefore have a full-fledged fear of losing their business (at the expense of being swallowed up by a leading enterprise) if they join a cluster.

Primary agricultural producers are not interested in high intermediary premiums and sales premiums imposed on the product they sell for the following reasons:

1) An increase in the price of a product leads to a decrease in demand for it in the market, which may sooner or later lead to reproduction;

2) High intermediation premiums and trade premiums deduct a portion of profits from primary agricultural producers through redistribution processes. The factors listed encourage agricultural enterprises to join the cluster.

Figure 1 shows a step-by-step scheme for the socio-economic development strategy of the region, taking into account the organization of ASM clusters.

It should be noted that the regions of Uzbekistan have a task to create clusters of small and medium enterprises in the ASMs in the regions in the short term. Therefore, the administrations of regions and municipalities can play an important role in accelerating the formation of clusters, they can develop forecasts and establish contacts between entrepreneurs, taking into account the location and specialization of agricultural production. Such organizational work can help build trust among those who want to participate in the cluster.

The most difficult moment of creating a cluster at the initial stage is to reach an agreement among entrepreneurs on the formation of its assets.

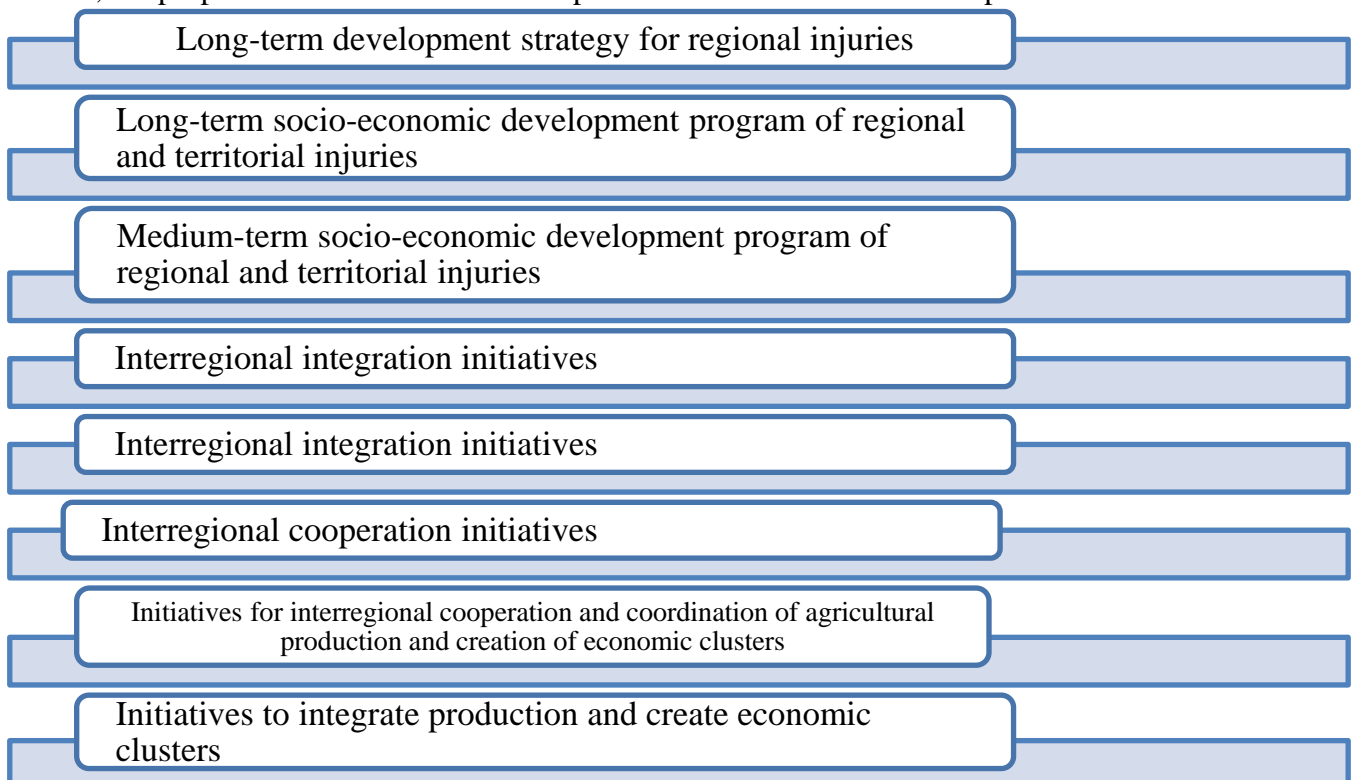
Factors that unite economic interests in creating a cluster may include:

- 1) Pursuing a single price policy in the commodity market;
- 2) expansion of production of goods and services by its participants;
- 3) Pursue a single marketing policy
- 4) Introduction of innovative technologies as a result of integration and cooperation in the production of goods and their sale in commodity markets.

Clustering of agricultural production in the regions of the country will have to take into account the specialization of the regions, as well as the need to move to process management.

The transition to process management reflects the desire of management theorists and practitioners to integrate all types of management activities into a single chain that is broken as a result of “over-indulgence” in a functional approach where each function is considered unrelated to others [3]. At the same time, attention is focused on the interdependence of individual actions, each of which in turn is a process.

Thus, management is presented as interconnected management functions that change dynamically in space and time, the purpose of which is to solve the problems and issues of the enterprise.



**Figure 1. Scheme of step-by-step development of regional socio-economic development strategy.**

As a socio-economic system, it is necessary to know the social, environmental and economic components of territorial strategic management, the latter of which is crucial. It consists of the results of the activities of a set of regional production systems of individual enterprises engaged in production and economic activities, as well as the mechanism of resource management in the region in accordance with the objectives. At the same time, it is possible to ensure the stabilization and sustainable development of the regional economy through the tools of strategic management, which offer a sequence of actions for the use of resources of a particular region, aimed at achieving the set goals that are a priority for each region.

In the formation of the regional strategic management system, the problem of determining the appropriateness of the level of influence on the object of management is of paramount importance, it is determined by the general conditions of the economy, as well as the amount of resources mobilized in the process of influencing the managed object.

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