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PROCEEDINGS

# THE ROLE OF YOUTH IN EDUCATION, SCIENCE AND INNOVATION

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**OPENING SPEECH OF DR. JASUR SALIKHOV,  
RECTOR OF MANAGEMENT DEVELOPMENT INSTITUTE OF  
SINGAPORE IN TASHKENT**

**Dear esteemed guests,**

Valuable members of the Government and Academicians,

Local and International Scholars and dear Students, Ladies and gentlemen,

With a great joy and a privilege, I welcome you here today as participants of our International Scientific and Practical Roundtable «Role of Youth in Education, Science and Innovations» at the Management Development Institute of Singapore in Tashkent.

I extend gratitude to Deputy Chairman of the Senate Committee of the Oliy Majlis of the Republic of Uzbekistan on Youth, Culture and Sports, Dr. Dilorom Tashmukhamedova, Senator, Director of the Agency for Youth Affairs Mr. Alisher Sadullaev, Rector of Suleyman Demirel University in Kazakhstan Dr. Davronzhon Gaipov, Associate Director for International Relations at Solbridge International School of Business from Woosong University in South Korea Mr. Iskandar Yuldashev, Vice Rector of ADA University in Azerbaijan Mr. Fariz Ismailzade, Dean of the Faculty of Aesthetic Education of the Belarusian State Pedagogical University named after Maxim Tank Ms. Svetlana Kobachevskaya, Head of Department Partnership Development of INHA University in Tashkent Ms. Gulshan Khayitova, Associate Professor of the Management Department of the Faculty of Economics, Kyrgyz-Russian Slavic University, Dr. Tatiana Kositsyna, President of the Pampanga Research Educators Organization in Philippines Dr. Jean Paolo Gomez Lacap, as well as Dr. Gaffor Samatov and Ms. Natalya Sarvirova from Tashkent state transport university in Uzbekistan and other representatives of foreign and local higher educational institutions for accepting our invitation and their willingness to share their valuable experience and practical knowledge in the framework of conference devoted to the topic: “the Role of Youth in Education, Science and Innovations”.

We consider the topic of the Role of Youth in our society as crucial one and this appears as a great opportunity to discuss in depth this issue with local as well as international experts, representatives of Youth and others. Contemporary generation of adolescents and youth stand at 1.8

billion people – the largest our world has ever seen. Meanwhile, the number of young people in Uzbekistan under 30 is more than 18 million people, which is almost 55% of population. This leads to the fact that youth issues are not only the priority a priority task of the state policy of Uzbekistan, but would be a valuable subject of learning from international experience. This undermines the importance demonstrates how critical it is to pay immediate attention to the issues of youth development. In order to create the necessary conditions for the implementation of the creative, intellectual potential of youth, the introduction of its innovative ideas, projects and technologies into production, a selection and stimulation of the innovative activity of gifted students, young scientists and entrepreneurs, the strengthening of the integration of science, education and production in Uzbekistan there was adopted a Resolution by the President of the country «On measures to improve the system of attracting young people to science and support for its initiatives». The 5 priority tasks of the resolution are as following: the creation of a unified system for the interaction of gifted youth with business people and leading scientists and ensuring; on this basis; the continuity of the system of training young personnel in the field of science; creation of platforms for the introduction of high technologies and attracting young people to scientific research, as well as the implementation of scientific, technical and innovative projects.

In only a few months, the pandemic upended the daily lives of people around the world. Public and high education was among the sectors most affected as pedagogy went digital. The coronavirus pandemic is reshaping education. At present, creativity and level of digitalization became arguably one of the most important things at stake. Promptly in our temrs, Management Development Institute of Singapore in Tashkent adopted to the new realis by establishing the new digital educational programs and implementing hybrid learning format that helped not only to get transparency in education but also significantly decreased transaction and other costs. Along with this, to maximize the efficiency of study process for students, in the premises of Institute we launched «Access it» e-library. Absolutely all educational institutions had to be innovative and agile to adopt and launch new educational mechanisms.

In accordance with the President’s Decree on the state program for implementing the strategy of actions on five priority areas for the development of the Republic of Uzbekistan in 2017-2021 this year was declared as the «Year of Support of Youth and Improvement of the population health». In this regard, a large number of projects are being carried out for the youth development supported by

the ministries, agencies and other governmental and non-governmental entities. These measures included additional investments in education, skills training, availability of educational funding, assistance and guided help in all the other services and spheres, which broaden opportunities for the upcoming generations. The development of science and innovations is facilitated by the process of integrating the interests of educational institutions, entrepreneurs, and public authorities in achievement of synergistic effect for the increase of the educational potential for students. As the end product students acquire new competencies, knowledge and skills in all the spheres across the curriculum, while embracing both lessons of success and failure along the way.

The most recent Presidential Decree #6017, on radical reform and elevating state youth policy to a new level, speaks of the need for effective solutions to the challenges faced by young generation, women and young people including disabilities. In recent years, a vertical system for the implementation of state policy on women and youth issues has been created in Uzbekistan up to the level of mahallas. We also did our best to embrace this experience, MDIST started mentoring 3 mahallas and 9 schools during summer period. All these measures are aimed to encourage our young generation to increase their intellectual potential and innovative activities, and will definitely serve as motivator for many youngsters.

The idea of developing a Convention on the Rights of Youth was proposed by the President of Uzbekistan Shavkat Mirziyoyev at the 72nd session of the UN General Assembly. Youth policy is a priority among our government policies. In order to try to determine the educational needs of young people in the modern digital era, it is necessary, first of all, to establish the characteristics of this new era, marked, in particular, by the process of globalization. On August 12-13, 2021 Uzbekistan hosted the World Conference on Youth Rights «Engaging Youth in Global Action». For the first time in the history of the UN, a system-wide strategy was adopted - the Youth Strategy until 2030, and Uzbekistan is among the 10 countries in the world in which this strategy is being implemented at an accelerated pace. As it was noted by UN representatives - declaring 2021 as the Year of Youth and People's Health, ratifying the Convention on the Rights of People with Disabilities, adopting multiple policies, programs and financial instruments will ensure real youth engagement and empowerment by the Uzbekistan Youth Parliament and the UN Youth Advisory Council in Uzbekistan.

In modern Uzbekistan, scientific achievements are one of the highest priority tasks in the development of the country. The issue of nurturing young scientists and promoting scientific activity

among youth has also become acute. Uzbekistan has embarked on the path of sharp innovative development in all spheres of the public environment, which requires updating the regulatory support for scientific activities and academic achievements. Young scientists are actively supported in their intellectual endeavors and for their scientific achievements.

On the authority of the decree of the President of Uzbekistan «On approval of the concept of development of the higher education system of the Uzbekistan Republic until 2030», the university model 3.0 for the commercialization of education, science, innovation and research is planned to be gradually introduced in the country. It is foreseen by the Government to develop techno parks, foresight centers, technology transfer centers, start-ups and accelerator projects including those that are in higher educational institutions. In accordance with this policy our institute enforces development of innovative entrepreneurial projects initiated by students, develops business incubation infrastructure, providing program assistance and expert facilitation of their initiatives. Our business Incubation Centre opened its doors on 22nd of April this year and became a platform providing an opportunity for start-up projects to participate in national and international contests.

We can deduce that the role of youth in education, science and innovation is incredibly immense and therefore, dear guests, let us combine our efforts to address this important topic, reveal and discuss problems in this area and jointly look for effective solutions.



# DIGITAL EDUCATION AS A DRIVING FORCE OF INNOVATION

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## **Abstract**

Today, we are witnessing how the industrial revolution 4.0 - the digital technologies are transforming the world in quantum leap paces. The undeniable fact is that the coronavirus pandemic crisis has just accelerated this transformation. These facts determine progress in all branches of industry and science, simultaneously, boosting opportunities for growth and emergence of demand for new skills and professions. In its turn, this tendency leads to the acknowledgment of lifelong learning as a top priority for people in order to adapt in fast changing labor market.

**Keywords:** *Digital education, Lifelong learning.*

## **What is lifelong learning?**

The concept of *lifelong learning* is built upon the idea of learning throughout the life for personal or professional development. The history of this concept traces back to the early 1900. In the century since mechanization had begun, machines had replaced highly skilled craftspeople, which caused them to embark on lifelong learning to change their obsolete professions. Nowadays, we are witnessing the same thing. The education is not regarded as something that a person gains once and for all. Whereas the convergence of digital technologies and lifelong learning brings to digital education, digital lifelong learning can be defined as learning that is formed with the aid of information technology.

*Today, we will clarify the significant role of digital education in fostering innovation.*

Innovation is defined as the implementation of improved ideas, knowledge and practices that bring benefits. As the President of the Republic of Uzbekistan Sh. Mirziyoev stated [1], «*We need innovation like air*». According to OECD's report (2004) [2] in the most fundamental sense, there are only two ways of increasing the output of the economy: (1) you can increase the number of inputs

that go into the productive process, or (2) if you are clever, you can think of new ways in which you can get more output from the same number of inputs.

Innovation is the most significant component, which leads to economic growth. Successful cases of countries like Japan, the USA, Switzerland, Scandinavian countries, Asian countries like South Korea, Singapore, Hong Kong (China) clearly demonstrate abovementioned statements.

Switzerland is acknowledged as the country with the highest innovation index by the World Intellectual Property Organization (WIPO) for the ninth consecutive year. The American and Japanese economies have also prospered because of innovative approaches in industries like information technologies, automobiles, highways, airplanes, telecommunications, global brand values, the internet and others.

According to Global Innovation Index (GII) (2020) [3], Uzbekistan makes a comeback to the ranking after five years of not being included in the rankings because of a lack of data. It achieves 93rd place this year among other 130 economies.

Nowadays, countries are going through the «innovation cold war». As OECD (2015) [4] mentions in its report «*Human capital shapes innovation*». Innovation relies on people with deep knowledge and skills to generate new ideas and technologies.

*So, being one of the leading IT universities in Uzbekistan - Inha University in Tashkent, to what extent does it prepare lifelong learners for innovations?*

Fully functioning **IUT Incubation Center** at Inha University in Tashkent, which is empowered by IT Park, assists young entrepreneurs with their innovative startup projects. It should be mentioned that in early selection stage, each project is selected according to several criteria: innovative approach, attractiveness to the market and commercial perspective. Each startup project is provided with legal consultation, mentors and trackers, and other resources. Moreover, there are workshops and seminars organized on a regular basis on writing a business or marketing plan, having market research etc. This course of action plays a crucial role in the startup projects development. In addition, **Innovation Center** and **Co-learning center** at IUT also creates a startup ecosystem that encourages residents to elaborate more on innovative solutions which cumulatively further bring to economic growth to some extent.

Incredible breakthroughs in information technologies stimulated different types of online learning methods to develop. Some of them are «distance education», «e-learning», «online learning», «blended learning», «cyber learning» learning using VR, AR technologies and others.

These technologies completely change the concept of education. One more type of digital education is MOOC – massive online open courses that caused boosting MOOCs all over the world. Thus, a new term was coined and has been widely used so far. As McKinsey reports, while many developed countries can rely on the long tradition and reputation of their educational system and institutions, emerging markets are catching up fast in an era of digital globalization.

The launching of the hyper-scale «One Million coders» project, in partnership with UAE and Uzbekistan, just proves the above-mentioned statement. As it is believed, this project is built on the concept of helping young specialists to deepen and renovate their knowledge in IT area, while for many other non-students contingent, this is the way of learning new competences. It should be noted that more than 90% of overall students of Inha University in Tashkent have participated in this project and the majority gained their “nanodegree” certificates. Moreover, according to information provided by IT Park representatives in August 2021 the number of participants all over the country exceeded 500K. This positive vector of development highlights the eagerness of young people to study during their lives.

In addition, academies of the several largest global IT vendors are kicked off at IUT. They are Oracle Academy, Cisco Academy, Huawei ICT Academy, SAP academy and others, which are considered as an additional digital education that enable students and professors to enhance their pool of knowledge and professions. This action clearly showcases how digital education helps students not only to be prepared for further global changes in labor market by implementing lifelong learning, but also encourages students to be engaged with activities that leads to shaping innovative potential and creativity.

Moreover, the master’s program titled «MBA in digital transformation» was launched at IUT that covers artificial intelligence, big data, and cloud computing on top of fundamental areas of business administration. Thereby, it was coined as the alias of the program as «ABC MBA».

The main goal of the program is to enable students facing the new age of the 4<sup>th</sup> industrial revolution to design, implement and manage digital business transformation in organizations, by cultivating managerial thinking and convergent problem-solving capabilities and combining technical, theoretical and practical knowledge. The program is intended to facilitate digital business transformations across various industries, such as Fintech, manufacturing, healthcare, hospitality, education and government.

This full-time program is thoughtfully designed to prepare the future generation of innovative young people to cope with unprecedented business challenges related to digital transformation and frontier technologies and train professional managers who can understand and effectively integrate digital technologies and strategies into business.

In the future perspective, we believe that investing in digital education will stimulate innovation in all key spheres of industry and doing so, we will reach economic growth and stability.

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# THE ROLE OF LEADERSHIP IN DIGITAL TRANSFORMATION PROCESS OF THE ORGANIZATION

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## Abstract

Digital transformation is challenging how the leaders interact, communicate, develop, and oversee the performance of their people. Leaders are expected to create an environment of teamwork, where people can constantly learn, adopt and adapt to the digital systems. The lack of technological knowledge and the prevalence of legacy systems is the common obstacle to successful digital transformation; the problem is often in the lack of leadership for this kind of transformation (Baculard, 2017; Kahre et al., 2017; Whitehurst, 2015). However, in the digital era, physical presence of leaders has been mostly substituted with virtual form of leadership. Thus, further adding to the challenge of connecting emotionally and established the much desired interpersonal connect with the team. Leaders should have some degree of influence and demonstrate their ability to adopt a strategy, which will positively influence the digital transformation process, rather than to limit its success over the long term (Allio, 2015). However, when the leadership style does not align with the digital transformation or when the strategy is ineffective, problems may emerge which could influence the organization in negative ways for many years to come (Allio, 2015).

To determine whether differences in leadership styles are influential in the process of digital transformation within an organization and if this process can be further advanced in one direction or another due to leadership style. The adoption of transformational, transactional, and other leadership styles could lead to successful results when a large-scale digital transformation is implemented. To adopt a flexible convergence with digital solutions by thinking global and acting local.

**Keywords:** *Digital transformation, computerized changes, leadership.*

## Introduction

The speed at which computerized advancements and their utilization change associations and the manner in which they direct business has been speeding up and there is little uncertainty that this

course of progress will proceed (Brynjolfsson, 2014; Demirkan, Spohrer and Welser, 2016). This is the reason interests in these advances have become normal. With digitalization, pioneers not just try to work on explicit spaces of authoritative work however once in a while to discover better approaches for directing tasks and conveying administrations.

Notwithstanding, it appears to be that the guarantee of advanced change is seldom acknowledged by and by. A new study of hierarchical pioneers across the globe and different businesses directed by MIT Sloan Management Review showed that notwithstanding firm faith in advanced change for working on authoritative execution, most of respondents did not accomplish the normal outcomes and were baffled by the lethargic speed of change (Fitzgerald et al., 2013). In addition, a worldwide study of business pioneers by Harvard Business Review investigation group showed that main few dominate in advanced initiative and the board in spite of the fact that for such organizations higher normal incomes and market administration were a standard (Whitehurst, 2015).

The consequences of these overviews are to be expected. As indicated by Laurent-Pierre Baculard (2017), as a general rule, achievement in advanced change relies upon administration similarly as much as on mechanical shrewd. While the writing connecting the fields of computerized change and administration is restricted, the critical researchers of digitalization appear to concur that it is one of the significant chances and difficulties for authoritative pioneers today (i.e., Collin et al., 2015; Rogers, 2016; Sheninger, 2014; Westerman et al., 2014). This paper is a report on the review that looked to recognize how and why hierarchical pioneers succeed or fizzle in advanced change. We talked with 15 business pioneers in Saudi Arabia regarding the matters covering openings and difficulties of computerized change and which jobs they allot in this interaction to themselves.

## **Methodology**

The study used convenience sampling technique by collecting from a total of 100 respondents. The data was collected by online resources with a self-administrated questionnaire and analyzed by Pearson correlation and multiple linear regression techniques accordingly.

*Findings & Practical implications:* The findings of the study will assist to identify different leadership styles and impacts in transforming organizational process in to digital. The effective usage of transformational and situational leadership styles were evaluated as successful among respondents with positively correlated.

*Originality:* The result findings will serve as an illustrative guide for further researches on the relationship of Leadership styles and overall digital transformation concept regardless in which industry a company operates.

### **Digital transformation and its promise.**

The expressions «Digitalization» and «Computerized change» are regularly utilized reciprocally today. The two of them distinguish a pattern «In a general sense changing existing worth chains across enterprises and public areas» and empowers «Significant business enhancements» (Collin et al., 2015, p. 29; Fitzgerald et al., 2015, p. According to a hierarchical point of view, digitalization expects reshaping measures through coordinating computerized advances and devices. Organizations, both private and public, that can do this viably frequently discover intends to work on their viability, client responsiveness, accomplish functional efficiencies and ingenuity. Specialists and experts recognize the accompanying advantages of advanced change:

New service contributions and plans of action. Models are Uber, Airbnb, new types of web based banking, informal communities, and crowdfunding drives and so forth - Automation of some normal exercises. This might come through man-made reasoning models like Apple Siri, Google Now, and IBM Watson; equipment centers like Amazon Echo and Google Home; or client cooperation devices like Zendesk, Linkit, and Brandfolder, Improving representative usefulness and imagination. Such upgrades emerge from quicker dynamic, administration speed and reaction, more grounded availability, and more significant levels of coordinated effort. Enhancing client encounters.

This comes from production of new help framework types and further developing incentives of the current administrations. Some conspicuous models incorporate online intermediary and installment frameworks, e-auctions, applications markets like *Google Play* and *iTunes*, and others. - Improving activities effectiveness and exactness. Mechanization of transport, coordination, creation cycles, and item/administration conveyance frameworks significantly work on quality, decline season of conveyance, and lessen costs - Personalization of administrations and items. Digital technologies enable fast response to changing customer needs and preferences. They also allow for integrating customers in the process of service creation and delivery (Berman, 2012; Demirkan et al., 2016; Kahre et al., 2017).

The respondents in our overview to a great extent affirmed solid assumptions regarding digitalization of their organizations. In particular, most assumptions were identified with upgrades in client availability and connections, smoothing out of tasks, and approaching basic data for quicker market reactions. Most of business pioneers in our study (10 altogether) considered computerized to be as «incredible insightful apparatuses» and «dynamic empowering agents». Seven respondents expressed that they searched for diminishing dynamic time periods and further developing data handling. Seven more referenced that digitalization should assist their associations to assemble new methods of communication with clients and make better approaches for offering administrations.

A few respondents were explicit in referencing specific innovations that they accepted had extraordinary potential for their organizations. Among them are distributed computing, web-based media, savvy computerized gadgets, and somewhat man-made reasoning.

Simultaneously, the region where the most striking advantages from digitalization were accounted for was client assistance. Explicit models referenced were further developed client experience and utilizing web-based media to both advance items and stay in contact with the center client base for speedy responsiveness. Genuine enhancements in client correspondences were referenced by six respondents while four more conceded that advanced instruments «made a difference» them in better understanding the requirements of their clients. In addition, three respondents asserted that computerized advancements have added to their income increment and extension of client base. Generally speaking, there was a reasonable message that business chiefs anticipated a wide scope of advantages from computerized changes of their organizations. Most usually coordinated instruments were interpersonal organizations, computerized specialized gadgets and computerization measures. Around here, our review discoveries were in accordance with the current writing on the normal and genuine advantages of computerized change.

### **The challenge of digital transformation**

Notwithstanding the detailed advantages of advanced change, scarcely any consider it as a simple interaction to carry out. Further, as per Fitzgerald et al. (2015), most organizations really battle to get obvious advantages from this cycle. Significantly, while it was recently accepted that the absence of mechanical information and the predominance of heritage frameworks was the normal deterrent to effective advanced change, ongoing writing upholds the possibility that the issue is regularly in the



absence of administration for this sort of change (Baculard, 2017; Kahre et al., 2017; Whitehurst, 2015). Without a doubt, as a rule, organizations where utilizing innovation is not an issue actually report difficulties in digitalization (Fitzgerald et al., 2015). Baculard (2017) composed that numerous associations submit a typical misstep by putting away enormous amounts of cash and sending advanced innovations straightaway. This regularly prompts the absence of exertion coordination and nonappearance of amicable incorporation of innovation all through associations. Essentially, Westerman (2014) noticed that disappointments in advanced change are generally results of one or the other sending without coordination or the absence of contribution from authoritative pioneers.

An exhaustive report by Fitzgerald et al. (2015) uncovered that there are a few arrangements of components that normally go about as obstacles during the time spent computerized change. In certain associations, the issues were identified with the absence of direness across all levels; in others, it was culture; but then in others the issues existed in hierarchical requirements. Nonetheless, a thorough glance at these arrangements of hindrances uncovers that they could be tended to through compelling administration. As Westerman (2014) noticed, the critical assignment in computerized change is to push the organization in an alternate functional mode, and this is the errand for chiefs. In case they cannot make a case for computerized change and lead association through changes, all endeavors are probably going to fizzle.

The significances of our overview likewise uncovered the many difficulties of advanced change measure. The greater part of the respondents (9 altogether) revealed considerable obstructions in gathering the destinations of computerized change. Curiously, five respondents attempted to recognize the reasonable plan for computerized change, which shows the absence of clear objectives. With ten respondents feeling that advanced change in their associations either did not bring the normal outcomes or just too some extent satisfied its underlying reason, the subject of impediments to the cycle stayed totally open. In any case, hierarchical governmental issues and initiative issues went to the front. Eight respondents could not obviously define the vision behind their computerized change endeavors. Six respondents could not recognize a guide for their computerized change measure.

While virtually all respondents recognized the significance of adjusting association initiative objectives with computerized change measure, no one but three could unmistakably form how that functioned in their associations. A few respondents referenced such snags as old innovation

commonness, worker reluctance to execute developments, and unbending hierarchical designs. Notwithstanding, when found out if these issues could be tended to and settled by initiative plan, everybody said yes. The absence of time then, at that point was referenced regularly as an issue that does not permit pioneers to address this viably.

### **The role of leadership**

Administration is a cycle where pioneers impact a gathering of individuals to accomplish generally shared objectives effectively (Avery, 2004). Freeman (1984) contended administration as an all-encompassing and multi-layered. The time of authority is colossal and incorporates a wide scope of initiative speculations, including, the characteristic methodology, the conduct approach, the situational and possibility approach, and the powerful methodology (appealing, groundbreaking, and coalitional administration) (Avery, 2004).

In the 21st century is the vision-making measure, various sorts of authority are grown to be specific, profound administration, worker initiative, versatile authority, followership, and desultory (casual) initiative (Sridhar 2017).

The aftereffects of our overview showed that innovation itself was not really an issue in deciding achievement or disappointment of computerized change endeavors. Maybe, authority was the essential factor. Whitehurst (2015) presented the possibility of «advanced intuition» in pioneers as a capacity to viably incorporate computerized developments all through associations. This term is firmly identified with what Fitzgerald et al. (2015) called «the computerized basic» – augmenting advanced extraordinary impacts through authority and coordination.

Critically, basic understanding the significant chances and difficulties of advanced change was found lacking. Building and imparting an unmistakable vision for change was discovered fundamental for adequately executing digitalization. This conveys a few significant ramifications for authority practice in general and consolidating administration with computerized change explicitly. Researchers identified that digital transformation often involves restructuring organizational context and culture (Chew, 2015; Rogers, 2016). Westerman et al. (2014) wrote that this requires strong leadership capabilities at least in four areas: 1) creating vision; 2) engaging employees; 3) focusing on digital governance; and 4) merging digital technologies with organizational processes. Baculard (2017) envisioned leading digital transformation as a three-step process where leaders would define

where change is needed; choreograph the change; and empower people. The first action assumes creating a clear point of view about where digital transformation will take place and what exactly is expected from it.

The subsequent activity expects characterizing new jobs and cycles, getting new abilities, and preparing others for change. At long last, the third activity accepts association of «computerized champions» who might go about as advertisers of advanced change as empowering agents of workers. In our review, we characterized respondents with high, medium, and low degrees of accomplishment in advanced change endeavors. In accordance with the analysts referenced above, we discovered solid connection between the capacity to lead computerized change and its prosperity for associations.

Effective leaders showed capacity to make the system of advanced change before real change endeavors. They referenced fostering a proper vision for change, distinguishing the critical spaces of change, and characterizing objectives and destinations. Those pioneers expressed that outfitted with these instruments they had the option to adjust hierarchical representatives to their own dreams of what the organization was and would be after the change interaction closes. Clear correspondence across association was likewise referenced as fundamental by the effective pioneers. They referenced that it was as much imperative to clarify why the organization would go through computerized change as to proclaim such change.

At the point when hierarchical individuals had a smart thought of why the association would travel that way, they would be simpler to lock in. One respondent explicitly referenced that «Clarification of objectives and headings made energy for change and rouse hierarchical individuals». Successful pioneers would likewise specify solid endeavors in planning change exercises across associations. As one reacted contended, «leaders need to watch out for the interaction and ensure that everybody completely comprehends their parts in it».

Interestingly, authoritative pioneers who prevailed in computerized change of their organizations had an in a general sense diverse view of deterrents and difficulties to this cycle according to the viewpoint of the people who saw unremarkable or no certain outcomes. While the last thought about obstructions as the significant purposes behind their disappointments, the previous regarded difficulties and impediments as an important piece of fruitful change. This accepting mentality was compactly clarified by one respondent: "No pioneer can foresee everything and run a totally smooth course of advanced change."

In any case, each leader ought to have the option to recognize deterrents when seeing them and address them opportune and viably. Doing nothing in this cycle or grumbling are equivalent to purposely attempting to slow down the interaction, and no one requirements that. «This echoes a usually referred to proposition by specialists in advanced change that the main wrong move by hierarchical pioneers not taking any action» (Fitzgerald, 2015, p. 12).

## **Conclusions**

The course of digital transformation, albeit especially wanted by numerous hierarchical pioneers, is an extremely confounded cycle. Understanding innovation being referred to and giving go-ahead for its execution infrequently brings victories. All things considered, chiefs need to comprehend that digitalization of their organizations frequently accepts an extreme survey of the manners by which numerous hierarchical cycles work and perceive the need of really driving this convoluted change. Authoritative and initiative hypothesis proposes that there are some significant regions without addressing which associations are probably not going to have the ideal aftereffects of advanced change. It begins from planning clear objectives and targets of advanced change. Pioneers should set up what they hope to accomplish with digitalization, where, and how.

On the basis of this knowledge, careful framework and mapping of the process should be established. Leaders must possess digital acumen and develop digital imperative, which involves a clear vision and the ways to engage everyone in the process. Successful leaders are able to align organizational members around the common goals and vision, empower them for action and coordinate the efforts by being engaged and offering rewards. Just as important is to embrace obstacles and challenges of digital transformation.

Productive leaders do not regard them as explanations behind disappointment; rather, they consider them as an extra wellspring of information and invest wholeheartedly in defeating them. The writing on the arrangement of administration and advanced change is still moderately scant and under hypothetical turn of events.

Nonetheless, an expanding number of exact examinations recommend that both express and understood connections are available. This review was not a special case. It showed that initiative issue with regards to advanced change. Very much like their friends abroad, Saudi pioneers look to gain by the chances guaranteed by computerized innovation, albeit generally few are really effective.

It was set up through a progression of meetings that the people who figured out how to get straightforwardly associated with advanced change of their associations and followed a few normal advances were figured out how to force and drive the necessary change and accomplish extraordinary outcomes. In expressions of Westerman et al. (2014), these people had the option to lead the innovation as opposed to being driven by it.

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# ROLE OF MOTIVATION ON EMPLOYEE'S PERFORMANCE

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“Others (organization) think they have chosen the best scheme for their employees, but, in fact, are choosing what the marketing or HR director would like to receive, not what is most welcome to the staff”

(The Chartered Institute of Personnel and Development, 2016)

## **Abstract**

Nowadays, leading organizations in various sectors of the economy implement effectual motivational tools to manage in achieving the organizations' objectives and goals. In any business environment, line managers and CEOs of the company ought to judge how to decide on and apply successful commitments and motivational approaches including different type of compensation to attain productivity and effectiveness among subordinates. Therefore, we treat *Human Resources Division* (HRD) as a solution in balancing the job satisfaction level of employees and the overall outcome of the company. However, the international practices prove that the managers and senior executives of the company are more responsible in this concern, which is a fundamental for having quality, productivity and awareness. Moreover, managers are constantly challenged to motivate and build trust in staff members. Hence, managers keep crucial role in maintaining performance, taking into account material value (income level) of the employees, which is significant aspect for the potential prospect of the company.

**Keywords:** *productivity of workforce, employee's performance, employee motivation*

We have quite often heard somebody talking about the urgent need of motivation in the content of their workplace. Certain factors may negatively influence the attitude of the employees towards their jobs and stops good intentions from growing into progress of the company. In many cases, it is a major problem of the companies' performance, even in our country (Uzbekistan), low motivation of employees creates barriers in their input to daily operations.

Motivation was defined by Armstrong et al [1] as «the strength and direction of behavior and the factors that influence people to behave in certain ways» Motivation is important in workplace because it directs, energizes and sustains employee that in turn increase performance level and productivity of workforce [2]. Employees are motivated when they believe that their certain needs will be satisfied when they achieve a wanted goal or reward [3].

«There is no doubt that monetary reward is one of the factor that motivate employees in workplace, but even here things are not straightforward» [4]. As noted by Marchington and Wilkinson, some employees have high level of motivation for working hard regardless of monetary reward, when for other employees monetary reward is important symbolically – as recognition of worth, and it can be stated that in workplace there are other benefits except the monetary reward such as scope of activities, variety, social contacts, status etc. «Reward should be handled as the strategic tool for the purpose of managing corporate performance and to influence corporate values, rather than tool to recruit, retain and motivate employees» [4].

Accordingly, in the changing world trends all companies are concerned and look for ways to progress the worth of work feeling inside and boost the efficiency of their subordinates. Motivation considered as a key factor in escalating work performance and efficiency of employees in productivity practices [5].

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# ORGANIZATION ISSUES AND ADVANTAGES OF INNOVATIVE TRANSPORTATION

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## **Abstract**

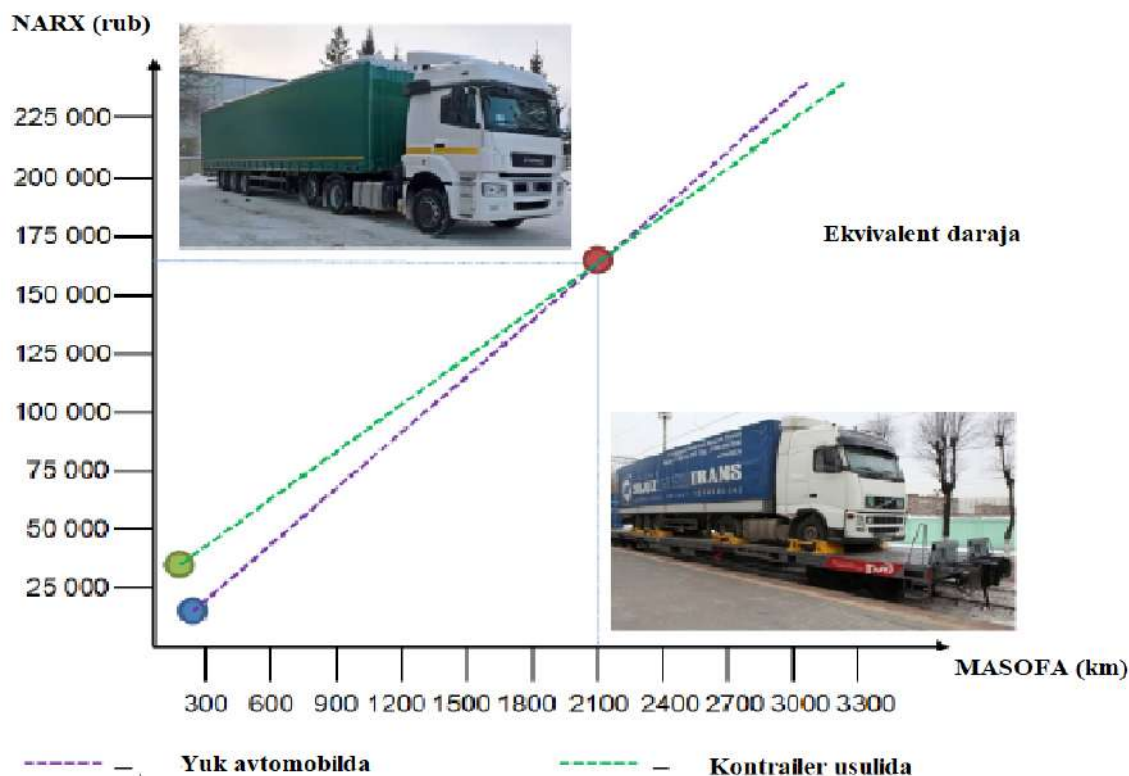
Piggyback clonal types of economic transport is a modern, attractive car cargo transportation. In order to accelerate the development and implementation of the road types of this transport of the commonwealth independent states (CIS) and the UNDP, it is necessary to address a number of issues discussed in this article.

**Keywords:** *Piggyback transport, multimodal transport, railway transport, road transport.*

## **Introduction**

Nowadays, there are many methods of transporting goods from producer to consumer, in addition to the well-known methods; new ones are emerging, such as the Piggyback method. At present, the official definition of the term «Piggyback method» is not clear in the normative-legal bases, but after studying this method of transportation, it can be concluded that the Piggyback method is a procedure of delivery of goods by road and rail, where the Piggyback is considered as a railway platform designed to transport road trains. The truck travels most of the way on a special rail platform and only a small part on its own wheels. [1]. According to the results of the analysis, the results of a comprehensive assessment of various types of cargo and transport infrastructure show that when the distance exceeds 2.1 thousand kilometers, the method of transport by counter trailer is more profitable than the method of transportation by truck [6].

Piggyback transport has been appearing in the CIS countries, especially in Uzbekistan, in recent years, although it is already popular in the West. For example, a mixed transport train «Viking» was introduced, passing through Ukraine, Belarus and Lithuania, connecting the Baltic Sea container and container lines with the Black and Mediterranean, the Caspian Sea. The total length of the route is 1753 km. The regular operation of the VIKING mixed freight train began on February 6, 2003. [2]



Picture - 1. Transport costs comparison.

The main reasons for the introduction of the counter-trailer method in Uzbekistan are as follows:

*First*, in the Republic of Uzbekistan, the state does not pay enough attention to the method of Piggyback transportation, which makes it more expensive for businesses to use this type of service.

*Second*, an important issue is that in order to organize the Piggyback transportation method as an efficient and attractive business, it is necessary to develop its own specialized moving content.

*Third*, certain technologies of this type of cargo transportation cannot be applied in the whole network model among the CIS countries, because their structural features do not correspond to the specific characteristics of the rolling stock fleet on the railways of the CIS countries, network and climatic conditions. It is necessary to create conditions in transport companies to accelerate the process of introducing counter-transport.

**The main advantages of the Piggyback method of transportation are as follows:**

1. Environmentally friendly - railway transport is one of the most environmentally friendly modes of transport compared to other modes of transport. With the same consumption of energy resources, the railways carry a much larger volume of freight. The energy efficiency of railway transport is two to three times higher than that of road transport. As used in freight transport, today the emission coefficient of exhaust gases in the air is 656 g / tkm, in road transport 72 g / tkm, in diesel trains the emission coefficient constitutes only 35 g / tkm and 18 g. / km in electric locomotives. [3];
2. Fast passage through customs points (for international transportation). The international cargo capacity is 32 million tons per year. According to Latvijas Auto (Latvian Carriers Association), in 2011 the average waiting time for vehicles under customs procedures at checkpoints on the CIS countries and the Latvian border exceeded 40 hours. At the same time, the Vi-king container-piggyback train crossed the CIS and Lithuania border in 30 minutes, so owners of perishable, seasonal, expensive and dangerous goods may be interested in using counter-technology.
3. High speed movement. Practice shows that the average daily speed of a container train in the CIS countries can reach 960 km per day.
4. Reducing the congestion of the transport systems of megacities by reducing the traffic of transit trucks. Practice shows that many accidents occur through the fault of truck and heavy truck drivers.

Piggyback transportation is one of the most promising types of cargo transportation today. It is necessary to take a number of priority measures to organize trailer transportation in the CIS countries.

**First**, to create a new type of universal rolling stock that meets all safety requirements, ensures the efficiency of loading and unloading operations, as well as has reliable fastening means.

**Second**, by subsidizing this type of transport by the state, the Piggyback method should provide the operator with an alternative tariff policy; as such, transport service is not relatively economically high. Government subsidies allow for the creation of attractive tariffs that will allow this mode of transport to compete with road transport.

**Third**, it is necessary to address legal issues, i.e. to develop and implement rules of transportation in the CIS countries.

**Fourth**, this transport type of demand stimulating additional favorable conditions to create the necessary. For example, the CIS states in some regions, environmental requirements and enhancing. Of the world, other developed countries in this issue, any unilateral approach. Cargo in the carriage of who put environmental complicate the norms, the machine axis download limit and the rest get and vacation days the load of the machine to the way out of that ban to be added you can.

## **Conclusions**

The Piggyback method itself is considered as a very controversial technique and its organization requires a comprehensive approach, but the fulfillment of the above conditions will have a positive impact on the development of Piggyback transportation in the CIS countries, especially in Uzbekistan.

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# CREATION OF A COMPETITIVE ENVIRONMENT FOR SECTORS AND INDUSTRIES OF UZBEKISTAN, AS WELL AS THE GRADUAL REDUCTION OF MONOPOLIES

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## **Abstract**

This article examines additional steps to further improve the competitive environment and to reduce government participation in the economy. Ensuring a competitive environment in the economy and protecting consumer rights are the basis for preventing, limiting, suppressing monopolistic activities and unfair competition, aimed at creating conditions for the formation and effective functioning of competitive relations in commodity markets. Today we need to learn about the joint use of antitrust institutions in the US and Europe, as well as in neighboring countries. Antitrust compliance enforcement has been around for a long time, so monitoring its implementation is multifaceted. However, this is very important when we look at how the COVID-19 pandemic has affected the economy. So far, there have been relatively short-term negative consequences for the Uzbek economy. While the pandemic has hit the economy, harmed and created serious problems in middle of 2020, quick and simple measures to mitigate and sustain a weakened recession effectively address public health and a range of financial problems, as well as monetary measures. If we look at the textile industry, then this is an important sector of the economy with a special marketing climate in its market. In the textile, spinning, garment, knitwear, footwear and silk industries, there are about 10,000 large and small companies and more than 400 joint ventures. Although, the pharmaceutical industry is currently undergoing regulatory changes. In recent years, the country has achieved promising results in the creation and development of the primary health care sector for the population. Additionally, it is necessary to reflect the existing jurisdiction of the antimonopoly authority of Uzbekistan in relation to transactions on the merger of foreign capital, revise the concept of a «group of persons», as well as introduce the procedure for establishing the boundaries of commodity markets, antimonopoly legislation.

**Keywords:** *competitive environment, monopolies, competitive environment, COVID-19, economy, industry.*

## **Introduction**

The Antimonopoly Committee in its modern format was created in 2019. It is the only authorized state body in the New Uzbekistan to regulate the fight against monopolies. It should be noted that in 1996 the Committee on De-monopolization and Development of Competition under the Ministry of Finance of the Republic of Uzbekistan was established by the Decree of the President of the Republic of Uzbekistan.

Over the past 25 years, the Committee has come a long way, rich in complex and, consequently, exciting changes. The structural changes that have taken place and each stage of development have been in line with the demands of the reforms of the period. For example, in 2000 it was separated from the Ministry of Finance as a State Committee with the authority to regulate antimonopoly legislation. In 2005, by Presidential Decree, the antimonopoly authority was reorganized and given new powers to develop and support competition and small and private entrepreneurship. In 2010, the merger of the two state bodies resulted in another change in the Committee, and in the same year, the Law on Competition was adopted.

The latest changes in 2019-2020 also depend on the demand of time. The reforms initiated under the leadership of the President of our country required significant changes in the economy, management of state assets, the Presidential Decree «on measures to radically improve the system of antimonopoly regulation and capital market» recognized it appropriate to allocate the Antimonopoly Committee into a separate state organization, and the decree «on additional measures for further development of the competitive environment and reducing state involvement in the economy» the committee was appointed accountable to the Senate of the Oliy Majlis of the Republic of Uzbekistan.

## **Implementation**

In 2021, the implementation of the competition scheme began in a pilot mode in government agencies, khokimiyats and various state-owned companies of natural monopolies, starting in 2022.

*Antitrust law is applied in two stages:*

1. From the beginning of 2021 - in a pilot mode in state institutions, local executive bodies and state enterprises included in the list approved by the Decree of the President of the Russian Federation

(No. 6019): *Uzbek Airlines, Quartz, Asaka Bank, UzAvto Motors, Uztransgaz, Navoiazot, Teplovye power stations, Uzbek national electrical networks and Kyzylkumcement.*

2. From January 1, 2022 - in natural monopolies, trade organizations playing a controlling role in assets or in the financial sector, as well as corporate clients, whose total annual revenue from the sale of goods has reached 30 billion soums over the past three years.

One of the economic objectives in the strategy of action is to create an effective competitive environment for sectors of the economy and a gradual reduction of monopoly in the market of goods and services.

In this direction, the Committee together with interested ministries and departments, as well as foreign experts in order to radically improve the mechanism of creating a competitive environment has developed a new draft law by unifying the laws of the Republic of Uzbekistan «On Competition» and «On Natural Monopolies». Proposals have also been developed to ensure and develop access to the private sector in monopoly areas, where there are opportunities to create an environment of free competition.

In general, the goals and objectives in this direction are clearly defined in the presidential decree of July 6, 2020. «On additional measures to further develop the competitive environment and reduce state involvement in the economy». Another important point. The Decree approves the «Strategy for the Development of Competition in the Commodity and Financial Markets for 2020-2024» developed by the Anti-Monopoly Committee to prevent restrictions on competition, aimed at eliminating barriers and introducing tools for the transition of natural monopolies to a competitive market environment.

To solve this problem, the Antimonopoly Committee analyzed the state of the competitive environment in 8 leading sectors of the economy and developed road maps to strengthen competition in the air and railway transport market, as well as the production of ferrous metals.

If we talk about the development of a competitive environment in the field of air transport, the Action Strategy provides for the approval of programs to implement the «open skies» regime in all regions of the country, as well as the establishment of private sector penetration in the field of air cargo transportation by air and the creation of low-cost national air services.

In general, the demonopolization of railway services is also envisaged.

President of Uzbekistan said during a meeting on the priority tasks of ensuring a competitive environment in the economy: «We must study world experience and form our own course. We must have a common vision regarding demonopolization, ensuring competition, protection of consumer rights».

In this regard, it is of great interest to study global experience. Today we can talk about the wide application of the institution of antimonopoly compliance in the *United States and Europe*, as well as in the countries of the near abroad. The institution of antitrust compliance has existed for quite a long time, and the practice of its application is diverse. In many countries, such as *Australia, New Zealand, Brazil, Great Britain, Germany, Italy, USA, France, Kazakhstan*, the compliance program is documented.

In the UK it is well and fully spelled out legal documents that regulate the structure of compliance in companies and the business incentives that can be obtained by implementing this system. Italy, South Korea and a number of other countries provide for reduced fines if an offense is detected. The main thing is that a legal entity's compliance should be approved by the antitrust authority before the violation takes place. In other countries, there are no additional incentives for businesses, but there is a certification procedure by the antimonopoly authorities. A number of states do not have a compliance document, for example, *India, the Republic of Korea, the Netherlands*.

The examples available in the world practice, despite their differences, have shown their high efficiency, as they all have one thing in common - the confirmation of the state's interest in the presence of such an institution. This gives a good signal to business - if you are responsible, competitive and willing to take on obligations, you will get certain benefits.

Implementation of measures in Uzbekistan based on global experience.

In order to further improve the competitive environment in the economy and protection of consumer rights, as well as based on the tasks set in the meeting, it is necessary:

- revise the approaches to the definition of the monopoly position of enterprises in the market;
- to develop a procedure for evaluating the effectiveness of benefits granted to sectors of the economy to improve efficiency based on the experience of Germany (in this regard, an interdepartmental



commission on the abolition of benefits granted to sectors of the economy is expected to be established);

- to introduce a procedure according to which draft government decisions that provide for the application of individual benefits will be submitted for approval only after receiving, on a mandatory basis, a positive opinion of the Commission;

- reconsider the exclusive rights previously granted, as they have a negative impact on the development of competition;

- to stop actions that limit competition in public procurement;

- to develop a bill on the abolition of direct purchases and the status of a «strategic buyer» (in cases where there are no compelling reasons);

- to revise the approaches to consumer protection by conducting a critical analysis of the documents developed by monopoly enterprises in terms of loyalty to consumer interests (16 socially significant areas, such as public utilities, public catering, mobile and Internet services, are expected to be studied);

- to expand the powers of the Agency for Protection of Consumer Rights under the Antimonopoly Committee of the Republic of Uzbekistan (it is expected to launch programs, social advertising and «control purchases» to protect the rights of consumers in the media and social networks).

In order to radically improve the efficiency of measures taken to develop competition, the head of state proposed to raise the status of the Antimonopoly Committee of the Republic of Uzbekistan by re-subordinating it directly to the Parliament.

Representatives of the Committee are expected to be directly involved in studying and solving problems of entrepreneurs and consumers, based on the results of which specific tasks will be set for ministers in Parliament on systemic issues.

Implementation of the mentioned measures will promote formation of healthy competition in state bodies and sectors of economy as well as effective distribution of tax benefits provided by the state.

## **COVID-19 pandemic impact on the economy of Uzbekistan.**

The COVID-19 pandemic has had a noticeable but so far relatively short-lived negative impact on Uzbekistan's economy. Although the pandemic hit the economy hard in the first half of 2020 and caused significant difficulties, the recession was mitigated by strong and timely containment and support measures. These included effective public health measures and the implementation of a set of fiscal, monetary, and financial measures made possible by substantial reserves due to prudent macroeconomic policies in previous years, as well as significant international support. This strong policy response allowed for a sharp rebound in activity in the second half of the year, while the agricultural and construction sectors showed resilience throughout the year. This resulted in Uzbekistan being among the few countries to show positive overall growth in 2020 of 1.6 percent, although this was still about 4 percentage points lower than the growth rate projected before the pandemic.

The authorities' large support package was timely and targeted. The amended 2020 budget included significant additional spending on health care, social assistance and investments, as well as business support, including through tax credits and financial support. Actual absorption was less than expected, in part reflecting faster-than-expected inactivity as well as some delays in investment spending, resulting in an overall budget deficit of about 4½ percent of GDP in 2020, or about 2½ percentage points less than envisioned in the amended budget. The Central Bank of Uzbekistan (CBU) lowered its discount rate and provided additional liquidity to banks, thereby supporting overall liquidity and credit. Banks were encouraged to allow firms and households to defer loan payments, providing significant financial assistance. Inflation continued to decline, although higher food prices kept overall inflation in the low double digits, ending the year at just over 11 percent.

Growth is expected to continue in 2021, but the level of uncertainty remains high and the recovery will be particularly dependent on vaccine introduction. With the introduction of vaccines worldwide, the expected recovery in growth of trading partners, and the development of a domestic recovery in the second half of 2020, the economy is projected to grow by about 5 percent in 2021. However, the recovery could be delayed by renewed infections, slower than expected vaccine introduction or possible new containment measures, as well as slower growth in Uzbekistan's main trading partners and fluctuations in commodity prices, particularly the price of gold. Given the current financial

limitations of the World Health Organization's COVAX program, the authorities are rightly seeking to secure vaccines from other sources.

If we look at the textile industry, then this is an important sector of the economy with a special marketing climate in its market. In the textile, spinning, garment, knitwear, footwear and silk industries, there are about 10,000 large and small companies and more than 400 joint ventures. The network employs 150,000 people. However, the share of Uzbekistan in world exports of textiles and clothing is only 0.3%. Reliable dominance in the production and export of textiles, the production of finished goods with high added value and the creation of national brands that can adequately compete in world markets do not allow companies to increase their competitiveness. These conditions make it important to increase the productivity of companies operating in this sector through marketing strategies. The action plan for five priority areas of growth of the Republic of Uzbekistan for the period 2017-2021 defines the main tasks for the fundamental development of new types of goods and technologies that ensure the competitiveness of national and international products. Effective implementation of these activities includes expanding work to improve the productivity of the textile industry through marketing strategies.

However in 2021, Presidential candidate Shavkat Mirziyoyev in his election program announced a new five-year strategy of Uzbekistan, which provides for reducing poverty in the country at least by half by 2027, development of digital economy, further deepening of reforms of the judicial and legal system and improving public administration.

For example, if we talk about the economic sphere, 45 large «mega projects» worth USD 1.3 billion will be launched in the region in five years, an industrial zone «Namangan textile» worth USD 560 million will be created on an area of 313 hectares in the city of Namangan, Turakurgan and Cherdak districts. It should be noted that 710 projects worth 2 billion US dollars worth 22 thousand jobs will be implemented and leading world brands will be attracted to the production of export-oriented products such as sportswear, summer and winter outerwear and jeans.

Additionally, it is necessary to reflect the existing jurisdiction of the antimonopoly authority of Uzbekistan in relation to transactions on the merger of foreign capital, revise the concept of a «group of persons», as well as introduce the procedure for establishing the boundaries of commodity markets, antimonopoly legislation.

## Conclusions

To create an effective competitive environment by increasingly reducing the hegemony of commodity and financial markets, the country is taking steps to reduce government involvement in the economy, eliminating unnecessary price controls and reducing government influence over the economy.

To radically increase the effectiveness of measures to develop competition, at the top it is planned to increase the Committee of the Republic of Uzbekistan by subordinating it to the direct participation of representatives of the committee in the study and questions of entrepreneurs and buyers are expected, based on the fact that ministers in parliament have been given specific tasks on general issues. Implementation of these measures can contribute to the creation of healthy competition in government institutions and sectors of the economy, similarly due to the economic distribution of tax benefits provided by the government.

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# **YOUTH ENTREPRENEURSHIP IN UZBEKISTAN: HOW TO INCREASE THE ENTREPRENEURIAL ACTIVITY OF YOUNG PEOPLE**

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## **Abstract**

The article offers a rapid overview of the present state of small and medium-sized firms, discusses the major impediments to the formation of business operations, and recommends programs and activities to encourage young entrepreneurship. A variety of steps are recommended to encourage young people to become entrepreneurs, to choose the most brilliant young people, to coordinate their training, and to assist the early phases of prospective business ideas.

**Key words:** *Business, youth development, start-up, entrepreneurship, governmental support, small and medium-sized businesses.*

## **Introduction**

The development of small and medium-sized businesses in Uzbekistan has noticeably intensified in recent years. The gradual recovery from the global post-pandemic economic crisis has increased the need for the formation of a new generation of entrepreneurs, young, dynamic, modern people capable of playing an active role in business, economy and in the development of society. According to the data obtained by the State Committee of the Republic of Uzbekistan on Statistics, from 46 to 63% of employees who were laid off during the economic crisis are young professionals who have not reached the age of 30 {1}. Annual polls and sociological studies show that the percentage of young people who want to develop their own business is several times higher than the percentage of those who have already started their own business. According to the Statistics Committee, 78% of respondents consider starting a small business an excellent way of self-realization, 60% prefer their own business, hoping to receive a higher level of income compared to employment. However, today only 3% of young people have their own businesses.

## **Problem statement**

The main problems that prevent young people from starting their own business were as follows:

*53% - insufficient or totally lack of funds;*

*16% - lack of personal observation;*

*11% - inadequate knowledge.*

In such a circumstance, only government support can make it easier for young entrepreneurs to enter the business environment. Notwithstanding the continuous formulation of programs aimed at developing youth entrepreneurship, issues that do have a substantial influence on young people's motivation to launch autonomous business enterprises remain unknown. The following are some of the major issues.

1. Social attitude of young adults. Among the youth, the willingness to take risks, to create something new is poorly expressed, and the spirit of entrepreneurship is absent.
2. The public's viewpoint of businesspeople. Entrepreneurs are seen by young people as persons who must continually overcome obstacles, rather than as businesspeople aiming for success.
3. The educational program's level and material. Classical academic establishments lay the groundwork for understanding of economics, but they do not develop the rewards and behavioral abilities essential for efficient enterprising engagement.

Against the backdrop of international comparisons, the Uzbek business climate looks unattractive. Our companies are much more likely to face difficulties and barriers in doing business. When comparing data for 27 countries that are members of the European Union, as well as Russia, Iceland, Turkey and Norway, the main barriers that hinder small and medium-sized businesses in 2018-2020 were identified. According to the study, the first among barriers in the European Union is the problem of purchasing power, and in the countries of Central Asia - the lack of qualified labour.

## **Small and Medium Business Support Programs in Uzbekistan**

The system of support for youth entrepreneurship includes organizational structures of the regional and local levels. All of them are united by a common goal and objectives, legislative and regulatory framework, organizational and legal relations and operate on the basis of uniform methodological

and functional approaches. The main organizations providing support and development of youth entrepreneurship in Uzbekistan include:

- *Youth Parliament under the Senate of the Oliy Majlis of the Republic of Uzbekistan;*
- *Agency for Youth Affairs of the Republic of Uzbekistan;*
- *Uzbekistan Youth Union;*
- *Academy of Youth under the Ministry of Innovative Development of the Republic of Uzbekistan.*

The Youth Union of Uzbekistan created a report on the business climate in Uzbekistan, which examined the situation of interaction with regional and municipal authorities [3]. Research has shown that only 5% of surveyed entrepreneurs feel clear support in their regions. Based on the data obtained, it can be concluded that 22% of the survey participants believe that the regional administration does not pay any attention to helping small and medium-sized businesses, 31% of respondents assessed the authorities' attention as clearly insufficient, 26% believe that there is help, but it is not enough. It should be noted that the majority of the respondents - 39% consider participation in programs useful for the development of their business, 34% call participation moderately useful and only 10% rated their participation as an absolutely useless business that does not give any result. The Chamber of Commerce and Industry of Uzbekistan, together with UNDP, developed a set of measures aimed at involving young people in entrepreneurial activities "Support for youth start-up initiatives" [4]. The program creates the most comfortable conditions for the involvement, selection and training of young people in the basics of entrepreneurial activity in order to further open their own companies. The following activities are being implemented within the framework of the program.

- 1. 196 applications out of 380 were selected at the interview stage. The first month - educational - is aimed at gaining basic knowledge about launching startups. Seminars, master classes with experts are organized for the participants.*
- 2. The second month is the time when the "traction card" was created. Intensive independent work of the project team together with the tracker and meetings with experts is expected.*
- 3. The third month is the time of creating the minimum working model of the product / service, testing and approbation of the created working model, making the necessary adjustments.*

*4. Based on the results of the program, participants will present their project to potential investors and professional market participants within the framework of a specially organized event "Demo Day" to attract investments or joint business development.*

An important guide to action in this direction is the decree of the President of our country "On additional measures aimed at the implementation of state youth policy in the Republic of Uzbekistan" dated February 6, 2014. [5]. The development of the state program "Involvement of youth in entrepreneurial activity" by the Youth Union as an example of a target program for implementation in the constituent entities of Uzbekistan is designed to stimulate the activity of young people in the field of entrepreneurship, aimed at involving young people in entrepreneurial activity [6]. It is assumed that during the implementation of the project, 10% of the participants who have completed the modular training will create their own enterprise. The regions need to develop their own programs on its basis and begin their immediate implementation.

**The priority tasks for the youth entrepreneurship development:**

1) To make entrepreneurship more attractive among young people. It is required to solve this strategic task by:

- Conducting particular games as well as training sessions;
- Engaging the youth into the Entrepreneurial Olympiad games;
- Arranging the meetings to make educational courses for young people;
- Coordinating the distribution of social advertising, which fosters a good attitude about entrepreneurship as a sought-after and deserving profession;
- Educating about the government's assistance for young entrepreneurs;
- Producing and disseminating publicity videos supporting the concept of a truthful and ethically aware entrepreneur as the foundation of the nation's economic development;
- Creating the Business Incubators to encourage young individuals on actual business venture competitions;

2) Involve a large number of young people in entrepreneurial activity. To address this issue, it is vital to provide promotional material regarding state-run programs and to organize interviews for young



folks in educational establishments. Every report must have a subsection with names and addresses. Following the completion of the surveys, it is required to create a database of young individuals who are eager towards becoming businesspeople. Successful entrepreneurs, corporate and state leaders should be invited to information conferences with young individuals who wish to start their own businesses.

3) Conduct a search for young persons with the ability to engage in entrepreneurial activity. Expert meetings in the form of interviews are required, during which actual entrepreneurs will analyse company concepts and speak with their authors. Business concept competitions help to uncover and implement highly innovative solutions.

4) Arrange professional training well with goal of teaching youngsters' business skills. Youth should get in-depth flexible training in the areas of organization planning and enterprise team development. It is vital to include real business coaches in learning, who will give master courses and organize expert sessions with successful entrepreneurs and specialists in many domains of company activity (tax officials, specialists in labour legislation, employees of sanitary and epidemiological stations, firefighters, environmentalists, and accountants).

## **Conclusions**

An analysis of the existing problems of youth entrepreneurship development, an understanding of insufficient number of young people striving to start their own business, and the limited resources of municipal and regional budgets, allows us to conclude that only the application of the program-targeted method can be successful in the development of the youth entrepreneurial movement. A systematic approach will make it possible to clearly define a strategy for involving young people in entrepreneurial activity in all constituent entities of the country and will make it possible to implement the main measures to promote entrepreneurship among young people, select the most talented youth, conduct their training and help them in the implementation of business projects.

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# INNOVATIVE DEVELOPMENT IN AGRO-LOGISTICS (ИННОВАЦИОННОЕ РАЗВИТИЕ В АГРОЛОГИСТИКЕ)

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## Аннотация (Abstract)

В статье рассмотрены теоретические особенности логистических формирований и их внедрение в практику агробизнеса. Выделены особенности практического использования агрокластеров в Узбекистане. Намечены конкретные мероприятия по инновационному реформированию в аграрном секторе. Предложен вариант мест расположения сборочно-распределительных терминалов. Определена емкость вывоза плодоовощной продукции по регионам Республики Узбекистан.

**Ключевые слова (keywords):** *аглологистика, кластер, инновации, плодоовощной потенциал, сборочно-распределительный терминал.*

## Введение (Introduction)

Современный этап развития экономики стран привел к необходимости обратить серьезное внимание на логистику, как прикладную науку, дающую дополнительные возможности для оптимизации многих бизнес и производственных процессов.

Кроме того, логистика в качестве основного мотива оптимизации технологических и экономических процессов определяет формирование логистических цепей и систем. Понятие «цепь» и «система» объединяет необходимость соединения. Соединение различных элементов практически может осуществляться для различных целей, в различных объемах, масштабах и на различные сроки. Таким образом осуществляется «интеграция-процесс, ведущий к состоянию связанности отдельных частей и функций системы» [1].

Анализируя мнения специалистов, можно выделить из них те, которые, по нашему мнению, наиболее приближены к практике формирования и реализации логистических цепей. Так, А. А. Канке [2] выражает мнение о том, что «в логистической цепи, т.е. цепи по которой проходит товарный и информационный потоки от поставщика до потребителя, выделяются

такие главные звенья, как закупка и поставка материалов, сырья и полуфабрикатов; хранение продукции и сырья; производство товаров; распределение, включая отправку товаров со склада готовой продукции; потребление готовой продукции».

Такое же мнение выражает и Т. И. Савенкова [3], которая «под логистической цепью понимает последовательность этапов прохождения материального потока от источника сырья до потребления готовой продукции. Основные звенья логистической цепи включают: поставку сырья, материалов, полуфабрикатов; хранение сырья и продукции; производство товаров; отправку товаров со складов готовой продукции потребителю и др.».

По мнению Уотерс Д. «Цепь поставок состоит из ряда видов деятельности и организаций, через которые материалы проходят во время своего перемещения от поставщиков начального уровня до конечных потребителей» [8].

Присоединяясь к вышеприведенным мнениям специалистов, авторы предлагают при формировании логистических цепей, тем не менее, учитывать следующие элементы: маркетинговая составляющая логистической цепи; закупочная логистика; логистика запасов; производственная логистика; сбытовая логистика; потребители готовой продукции; информационная логистика; материальный поток; финансовый поток; сервисный поток; транспортная логистика (I-магистральной транспорт и II-внутрипроизводственный, промышленный транспорт).

Понятия логистических цепей и систем исследуются авторами в связи с тем, что их свойства на практике могут проявляться сегодня в виде образования кластеров, выступающих в форме устойчивого сотрудничества независимых и географически сконцентрированных организаций, решающих логистические задачи в целях сквозной оптимизации потенциала всех его участников.

То есть кластер можно трактовать как взаимозаменяемый элемент в сфере производства товаров или услуг определенного направления. Основными направлениями развития кластеров на сегодня являются – транспортно-логистические и институциональные кластеры. Транспортно-логистические могут включать: транспортно-логистические узлы, дорожное хозяйство, склады и складские комплексы, таможенные посты, грузовые терминалы и другие структурные подразделения.

Но наибольший интерес представляет институциональный кластер, под которым подразумевается сконцентрированная на некоторой территории группа взаимосвязанных

организаций, компаний, корпораций, банков, поставщиков продукции, комплектующих и специализированных услуг, инфраструктуры, НИИ, ВУЗов и других организаций – взаимодополняющих друг друга и усиливающих конкретные преимущества отдельных компаний и кластера в целом.

Таким образом, при грамотной реализации кластера воплощается в практику мнение, высказанное В. В. Дыбской [4]: «Наилучших результатов в бизнесе, добиваются те компании, которые используют концепцию интеграции в логистике и методологию управления цепями поставок (УЦП), позволяющую объединить усилия фокусной компании и ее контрагентов в сквозном управлении товарными и информационными потоками в интегрированной структуре «проектирование – закупки – производство – распределение – продажи – сервис».

Исследование и соединение понятий «логистическая система-логистическая цепь-кластер» убеждают авторов в том, что кластеры являются практическим воплощением логистических цепей на практике.

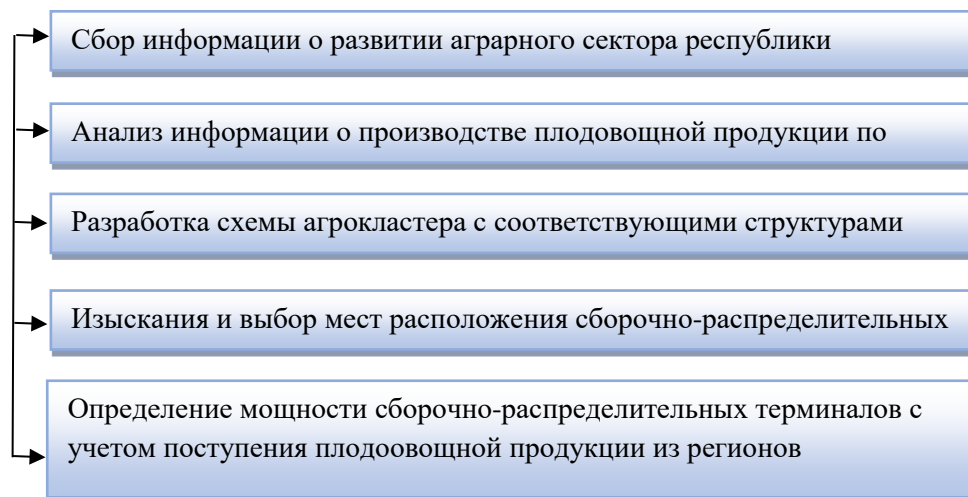
Бауэрсокс Дональд Дж. выражает своё мнение следующим образом: «Приступая к формированию логистической инфраструктуры, необходимо определить количество и местоположение каждого типа поздравлений (объектов), нужных для исполнения функций логистики» [9].

При этом важно подчеркнуть, что каждый элемент кластера должен работать на синергетический эффект, который является целью функционирования логистических систем и логистических цепей.

При формировании кластеров по мнению Сток Дж. Р. «К основным участникам (primary members) цепочек поставок относятся все независимые компании или стратегические единицы, фактически выполняющие операционные и/или управленческие виды деятельности в процессах, применяемых для обслуживания конкретного потребителя или рынка. К вспомогательным участникам (supporting members) цепочек поставок относятся компании, чье участие ограничивается только предоставлением ресурсов, знаний возможностей или активов основным участникам».

## **Метод (Methodology)**

Метод исследования проявился в использовании соответствующего алгоритма.



**Рисунок 1.** Алгоритм проведения исследований по принятию инновационных решений в агрокластере

В Узбекистане система кластеров наиболее активно начал использоваться в аграрном секторе и бизнесе.

Потенциал плодовоощной отрасли Республики Узбекистан велик и если правильно, целенаправленно его использовать, то республика в будущем может стать одним из крупных производителей и экспортеров высококачественной плодовоощной продукции в мире [12].

Урожай овощей и фруктов помогает фермерам создавать рабочие места и увеличивать их доходы. Этот сектор также обеспечивает безопасность питания жителей отдаленных и городских районов.

Одной из главных целей политики любого государства является обеспечение продовольственной независимости, продовольственной безопасности населения, которая создается путем оптимального использования всех потенциальных возможностей аграрного сектора экономики.

Ежегодно Узбекистан производит более 17 млн.тонн плодовоощной продукции, из них 53% - овощи; 15% - плоды; 14% - картофель; 10%- бахчевые и 8%- виноград.

Для населения республики используется 80% всего производимого объема плодовоощной продукции; 14% - промышленная переработка; 3% - экспорт; 3% - семенные цели.

В последние годы в плодоовощном секторе экономики наблюдается существенное развитие, которое происходит благодаря структурным преобразованиям, росту численности и активизации деятельности фермерских и дехканских хозяйств, реализации механизмов их льготного кредитования, своевременной финансовой поддержки, внедрению передовых технологий, а также повышению материально-технических ресурсов.

В Узбекистане реализации плодоовощного потенциала во многом способствуют агрокластеры. Их формированию, развитию и поддержке способствует Указ Президента Республики Узбекистан от 5 июля 2017 года №УП-5106 «О мерах по повышению эффективности государственной молодежной политики и поддержке деятельности Союза молодежи Узбекистана». В Указе закреплено создание кластеров молодежного предпринимательства. В нем обозначены меры государственной поддержки этого движения.

В частности,

- вовлечение молодежи в предпринимательскую деятельность;
- обучение молодежи основам ведения бизнеса;
- осуществление функций бизнес-инкубаторов и др.

А также выделение необходимых средств на модернизацию и обеспечение кластеров необходимой инженерно-коммуникационной инфраструктурой.

В Приложении к постановлению Кабинета Министров Республики Узбекистан от 16 октября 2017 года №834 определены основные понятия, в которых кластер молодежного предпринимательства обозначен как – территория, включающая производственные площади, обеспеченные инженерно-техническими коммуникациями, передаваемые субъектам молодежного предпринимательства в пользование на правах долгосрочной аренды.

Кластерами в республике предусматривается реализовать 96 проектов по организации переработки, хранения и сушки продукции мощностью 430 тысяч тонн. Разработаны проекты по созданию интенсивных садов на 6 тысячах и виноградников на 8 тысячах гектаров.

Принятая в октябре 2019г. «Стратегия развития сельского хозяйства Республики Узбекистан на 2020-2030 годы» определяет основной целью коренного совершенствования государственной политики, направленной на углубление осуществляемых реформ, на повышение конкурентоспособности агропродовольственного сектора. В принятой стратегии можно выделить следующие приоритеты:

- создание благоприятного агробизнес-климата и цепочек добавленной стоимости;

- развитие науки, образования, систем информационных и консультационных услуг.

Данные приоритеты выделены в связи с тем, что кластерная система является реализацией перехода на рыночные принципы. Однако важным моментом является определение правового статуса кластеров, который сегодня еще не определен. Его обоснование и закрепление позволит, по мнению авторов, глубже понять и сформировать их назначение, функции и оценку результатов деятельности.

Сравнивая определения «логистическая цепь» и «экономический кластер» следует отметить, что в кластерах обязательным условием являются производственные структуры, инфраструктура различных видов. Кроме того, дополнительными элементами является НИИ (в зависимости от мощности кластера это может быть отраслевая научная лаборатория); ВУЗ (или факультет, кафедра, осуществляющие подготовку специалистов и проведение научных исследований); филиалы банка, обслуживающие кластер; консалтинговые и др. компании.

Так же одной из особенностей кластера является концентрация всех подразделений на некоторой территории. Если рассматривать элементы логистических цепей, то это условие не является обязательным, так как участники логистических цепей могут быть объединены «виртуально» (допустим через Internet).

Рассматривая структуру кластеров следует отметить, что оптимизации результатов его функционирования будет способствовать внедрение в его структуру сборочно-распределительных терминалов(СРТ).

Учитывая условия, когда производство плодоовощной продукции в основном осуществляется субъектами малого бизнеса, следует иметь в виду, что освобождение предпринимателей от необходимости осуществлять транспортировку своей продукции (аутсорсинг транспортных услуг) будет несомненно улучшать результаты их функционирования.

## **Результаты и обсуждение (Results and Discussion).**

Сегодня агрокластеры создаются во многих областях Республики. Одной из важных целей их деятельности является обеспечение плодоовощной продукцией столицы республики – г.Ташкента.

Учитывая географическое расположение и климатические условия следует отметить, что из общего объема плодоовощная продукция производится [7]: в Самаркандской области



16,8%; в Ташкентской 15,5%; в Андижанской 12,9%; в Ферганской 8,7%; в Сурхандарьинской 8,1%; в Наманганской 7,1%; в Бухарской 6,8%.

г. Ташкент является потребителем различных видов плодоовощной прлдукции почти из всех областей республики. В связи с этим предлагается вариант создания грузовых сборочно-распределительных терминалов на границах въезда по автомобильным дорогам в г.Ташкент из областей республики. В их функции будет входить сбор плодоовощной продукции из областей республики (автотранспортом СРТ), его хранение, грузопереработка и дальнейшее распределение (внутригосударственные и международные перевозки автотранспортом СРТ).

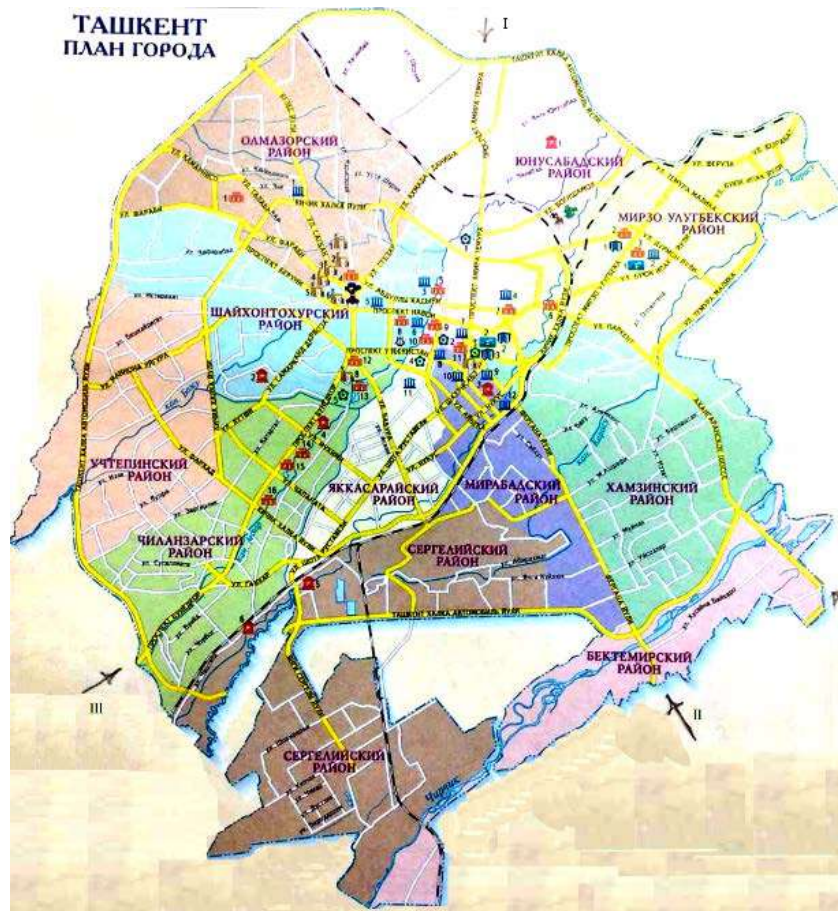
Предлагаемый вариант будет способствовать соблюдению медико-санитарных и эпидемиологических мер, особенно в чрезвычайный период, например пандемии. Кроме того, сборочно-распределительный терминал может быть сориентирован на сбор, переработку и транспортировку определенных видов плодоовощей, что повысит их сохранность и качество.

Разумируя вышерассмотренные предложения, принципиальную схему кластера в общем виде можно представить следующим образом (рис.1).

Анализируя производство плодоовощной продукции через агрокластеры, следует отметить необходимость разделить этот процесс на 2 части:

- I – непосредственно производство плодоовощной продукции;
- II – сбор, переработка, транспортировка.

Особо следует выделить транспортировку плодоовощной продукции, так как она является скоропортящейся, требует особых условий и использования специализированного подвижного состава, соответствующей тары и упаковки.



**Рис-3.** Схема г. Ташкента с указанием въезда из Областей Республики

Изучение схемы города Ташкента позволило определить конкретные пункты въезда из областей и обозначить их следующим образом:

- I- «Ипподром» - въезд из областей: Бухарская, Джизакская, Кашкадарынская, Сурхандарынская, Республика Каракалпакстан, Новойская, Сырдарынская, Самаркандская, Хорезмская.
- II- «Бектемир» - въезд из областей: Андижанская, Наманганская, Ферганская.
- III- «Кибрай» - въезд из Ташкентской области.

Зарубежные исследователи рекомендуют изменить режим питания, в частности Felipe Dizon «Наши результаты говорят о необходимости сменить еду политика сосредоточена от энергоемких продуктов к богатым питательными веществами» [13].

Исследования производства плодоовощной продукции в Узбекистане, численности населения по областям и учитывая медицинские нормы потребления плодоовощной продукции на душу населения с использованием информации с сайта stat.uz позволили разработать следующую таблицу (табл.1).

**Таблица - 1.** Определения емкости вывоза плодоовощной продукции по регионам Республик Узбекистан.

Республика Узбекистан, области	Численность населения на начало 2021г. тыс. чел	Объем производства плодоовощной продукции, тыс т.	Производства плодоовощной прод. на душу населения, кг	Размер возможного экспорта ПОП на душу нас, кг.	Возможный объем вывоза ПОП области, ТЖ
Республика Узбекистан	<b>34558,9</b>	<b>20321,4</b>	<b>588,0</b>	<b>320,2</b>	<b>11065,7</b>
Республика КК	1923,8	584,9	304,0	36,2	69,6
1 Андijanская	3188,2	2964,7	929,9	662,1	2110,9
2 Бухарская	1946,9	1630,8	837,6	569,8	1109,3
3 Джизакская	1410,6	891,1	631,7	363,9	513,3
4 Кашкадарьинская	3334,5	1136,9	340,9	73,1	243,8
5 Новойская	1013,8	652,9	644,0	376,2	381,4
6 Наманганская	2867,4	1629,2	568,2	300,4	861,4
7 Самаркандская	3947,4	3335,9	845,1	577,3	2278,8
8 Сурхандарьинская	2681,0	1945,9	725,8	458,0	1227,9
9 Сырдарьинская	861,1	651,1	756,1	488,3	420,5
10 Ташкентская	2994,0	1771,2	591,6	323,8	969,5
11 Ферганская	3819,9	2173,1	568,9	301,1	1150,2
12 Хорезмская	1893,1	1073,3	566,9	299,1	566,2

\*\*Суммарная медицинская годовая потребления плодоовощной продукции на душу населения равна 267,8 кг.

Разработанная таблица позволяет определить возможности ввоза плодоовощной продукции из областей Республики с учетом полного обеспечения своих жителей при выполнении медицинских норм потребления. Так как въезд в г. Ташкент из областей обозначен в трех пунктах, то можно определить величину объема по каждому из них:

1. Ишподром-6244,6 тыс. т/год
2. Бектемир-4122,5 тыс. т/год
3. Кибрай-969,5 тыс. т/год

Полученные результаты позволяют сделать вывод о том, что первоначальные изыскания по поводу формирования С-РТ должны проводиться в пунктах 1-2 учитывая также, что Ташкентская область располагается в непосредственной близости от г. Ташкента.

### **Заключение (Conclusions)**

Резюмируя представленный материал, следует отметить:

1. Кластеры на сегодня представляют собой практическое воплощение формирования логистических целей.
2. Для их ускоренного развития необходима государственная поддержка.
3. При формировании агрокластеров необходима ориентация на конечную цель – удовлетворение потребителей в их продукции.
4. Необходима поддержка и вовлечение молодежи в производство плодоовощной продукции через кластеры, решая тем самым проблемы их трудоустройства.
5. Содействие в развитии логистической интеграции участников кластера.
6. Необходимы конкретные технико-экономические изыскания для определения мест расположения и формирование сборочно-распределительных терминалов.
7. Поддержка конкретных логистических проектов и их мониторинг.

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