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C-17 Kailash Nager, Near New High Court, Gwalior-M.P. 474006 (INDIA)
Phone No. 0751-2230233,9425121133

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Message

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Dr. P. S. Bhadouria

PRODUCTION POTENTIAL AS A FACTOR OF OPTIMIZING THE EFFICIENCY OF THE ACTIVITIES OF INDUSTRIAL ENTERPRISES

Mirkomilov Miraziz Nodirovich[1]

ABSTRACT

This article considers the role and importance of improving the use of production resources, ways to improve, rationalize the use of industrial resources, as well as its importance for increasing production efficiency. The main aspects of solving these problems by creating a set of certain measures are introduced.

Key words: *Production Resources, Enterprise Capacity, Economic Potential, Material Production, Labor Force, Efficiency, Improvement.*

Introduction.

World experience shows that the transition to an innovative economy requires the fullest possible implementation of the production potential in industrial enterprises and its strategic development. The assessment of the use of production potential in the context of the global financial crisis takes on special significance. Improving the use of production potential at each enterprise will facilitate the growth of production, attracting the investment resources and increasing the sales. Today, among the countries of the world, there is a clear relationship between highly competitive industrial and production potential and effective economic growth. Among the leading countries, China stands out - 28.4% of world industrial production, the USA - 18%, Western European countries - 15%, India - 3%[1].

Literature review.

Currently, scientific research is being carried out in the field of sustainable functioning and further development of industrial enterprises, rational use of all available resources, improving the organization of production and the sale of competitive products. One of the key parameters that form the quantitative and qualitative directions of development of the economic system is a highly competitive production potential that meets such challenges as the globalization of the world economy, a decline in production growth and related negative consequences for the world economy. In these conditions, the task of assessing and increasing the efficiency of using production potential seems to be especially relevant for industrial enterprises.

We can especially mention the studies of foreign scientists in the field of increasing the efficiency of the production potential of industrial enterprises, such as R.S. Kaplan, D.P. Norton, M.L. George, J.Maxi, D. Rowlands, M. Price, D. R. Spitzer[2]. Also known are the studies of scientists from the CIS, who made a significant contribution to the development of proposals for increasing the industrial and production potential of enterprises. They are L.I. Abalkin, G. Birman, M. Bromvich, L. Zhukov, M. V. Kudina, R. Yu. Simonov, T. G. Khramtsova[3]. With regard to the conditions of Uzbekistan, the problems of improving the quality of products in the economic development of industries, improving the innovation infrastructure were considered

[1] Phd candidate, Tashkent State Technical university named after Islam Karimov

in the works of local scientists-economists: S.S. Gulyamov, I.I. Iskanderov, N.M. Makhmudov, B.T. Salimov, M.A.Makhkamova, M.A.Ikramov, G.Zh.Allaeva, Sh.E. Mustafkulov, B.B. Berkinov and others[4].

Research methodology.

In the article there were used various types of analyzes: heuristic and expert appraisement, statistical grouping, correlation, economic and statistical, graphical analysis and other methods.

Analysis and results.

The study gives the opportunity to determine that any material production - whether it is the production of consumer goods or tools of labor, agricultural products or mining - always presupposes the unity and interaction of its three main elements: expedient activity, or labor itself, objects of labor and means of labor. Only with the presence and interaction of these elements is possible the material production - the transformation of the object of labor into a finished product. This is shown schematically in fig.1.

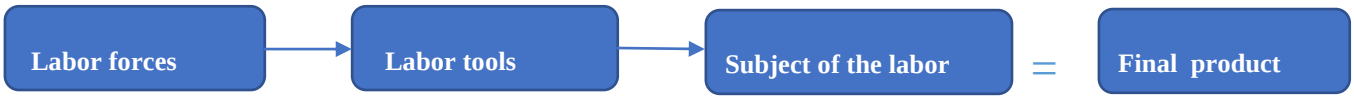

Fig.1. Interaction of production elements.[1]

Naturally, the effectiveness of production, the quantity and quality of the finished product produced per unit of time, will depend primarily on how perfect the basic elements of production are, i.e., labor power, tools and objects of labor. By being equal all other terms, more products will be produced, and they will be of higher quality if the work is performed by a highly qualified employee or a master of his craft, a person who possesses advanced labor techniques, professional skills, and is conscientious in performing the assigned task. It is also clear that the results of production will be higher, when the more perfect, more powerful, productive, reliable, easily controlled machines and mechanisms, fixtures and tools will be used in the process of manufacturing products. In many cases, the use of more advanced technology, automated equipment reduces the requirements for the qualification level of employees for the quality of raw materials and materials. Operators with little experience and skills can successfully work on many machines and special machine tools. When performing the same work on universal equipment or manually, using the simplest tools, not only large expenditures of labor and time but also, the most importantly, much more qualified labor are required.

The efficiency of production largely depends on the quality characteristics of the objects of labor, on their cost, readiness for further processing. The use of high-quality materials and semi-finished products, cheap and readily available raw materials may reduce labor costs for their processing, increase the output of finished products per unit of weight and volume of materials, and improve the quality of manufactured products. Improving the workforce through the training and retraining of personnel, tools and objects of labor, through the introduction of new equipment and technology, the use of innovative materials is the main road for the development of industrial production, the main factor in increasing efficiency and quality. Other equally important, condition or factor for increasing the efficiency of production and product quality is the rational use of the basic elements of production in the process of their production functioning.

[1] prepared by the author

No matter how perfect the basic elements of material production are, its efficiency may turn out to be low if in the production process these elements are not used fully and rationally enough. The fact is that the output per unit of time and production costs depend not only on the power and productivity of machines, the qualifications of workers and the quality of materials. The effect will be small if these machines and workers are systematically and a long time idle, if objects of labor are stored in warehouses for a long time and are transferred from one operation to another with long delays, if it is impossible to assemble a finished complex product from incompletely manufactured individual parts and components. Having large resources, great potential capabilities, such production will have low returns and will be ineffective. Therefore, the factor of improving the use of resources in increasing the efficiency of production is no less important than the factor of their constant development and improvement. Moreover, the achievement of scientific and technological progress can only bring real benefits when they are not only introduced into production, but also used with maximum completeness.

The links between factors affecting industrial efficiency and performance indicators are numerous and complex. At the same time, they can be subdivided into two main groups, the implementation of which is associated with the implementation of specific activities. The relationship between factors and indicators of industrial production efficiency can be clearly represented in the following diagram (Fig. 2).

Figure 2 shows the multiplicity and versatility of the considered links. This, in fact, reveals the complexity of solving the problem of increasing efficiency itself, when none of the factors acts in isolation and none of the performance indicators depends on any single factor. It should be added here that the implementation of factors to increase production efficiency requires certain actions, the implementation of certain measures of a technical, organizational, social nature. Thus, raising the level of professional training and qualifications of employees requires the organization of an appropriate training system for personnel. An increase in the power and productivity of equipment is associated with the design of new machines and mechanisms based on the achievements of science and technology, their manufacture, development and implementation. Reducing stocks of raw materials and materials, on the condition of evenly loading the production, requires the implementation of a set of measures related to improving the material and technical supply system, inventory management, storage methods, accounting and control of inventories, stock rationing, etc.

In other words, the implementation of each of the factors for increasing production efficiency shown in Fig. 2 is a whole area of activity with its own tasks and problems, with its own methods and solutions. The complexity of the problem of effectiveness is incommensurate with age factors. It is important here that these costs are also effective, so that they will be recompensed in the short period of time by saving other costs, increasing the efficiency of production as a whole. The analysis showed that the problem of increasing the efficiency of industrial production cannot be solved only on the basis of measures related to the development and improvement of the main elements of production. They are necessarily supplemented by measures aimed at improving, at a fuller and more rational use of existing opportunities, production resources, that the state has endowed each industrial enterprise. As the basic elements, or resources, of production develop and improve, the role of the level of their use will continuously increase, because the losses associated, for example, with the downtime of a walking excavator, an automatic production line, are simply incomparable with the losses caused by the underutilization of shovels, stretchers, primitive machines, etc. tools.

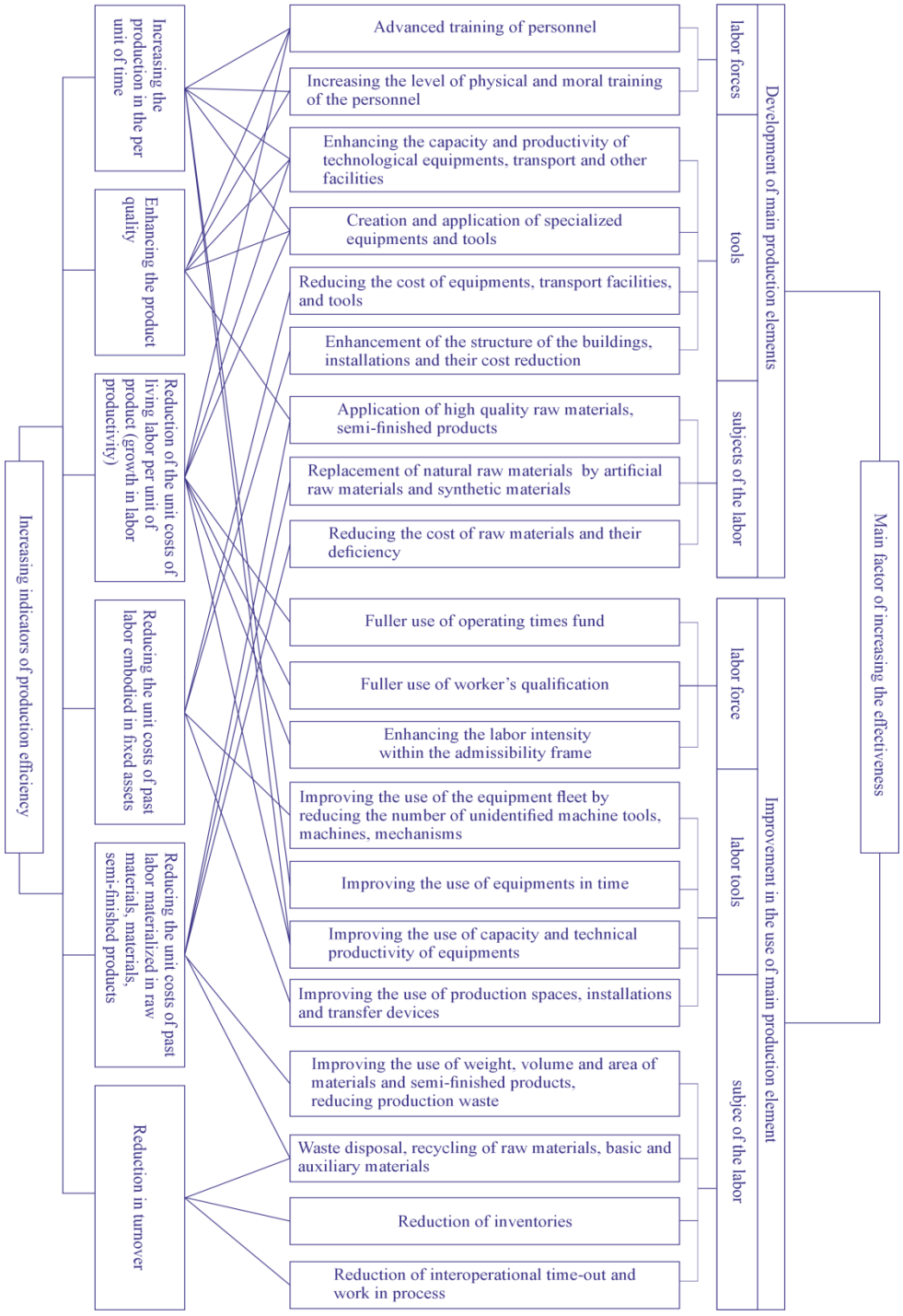

Fig 2. Interconnection between the factors and indicators of industrial production efficiency[1]

[1] Prepared by the author

Scientifically based proposals.

Studies have shown that efficiency is always a relative concept, implying a comparison of the achieved effect, the result, with the costs that caused this effect, or the result. One of the important results of the activity of an industrial enterprise is an increase in output over a certain period of time. This increase can be achieved both by intensifying production, in particular, by increasing labor productivity, and by simply expanding it - increasing the number of employees, putting into operation new enterprises, workshops, and additional equipment.

The productivity of living labor is, of course, a very important indicator and one must strive for its growth. But this growth, in turn, can be achieved due to various factors, namely: by increasing the productive power of labor and by improving its use.

An increase in the productive force of labor, that is, the ability of an employee to produce more work and products per unit of time, depends on his qualifications, physical and moral condition, and even more so on what instruments of labor he uses to perform this or that work, that is from the mechano- and capital-labor ratio. Naturally, a group of workers serving an automatic line produces more products per unit of time than the same workers when working on universal machines. But the automatic line, as a rule, is several times more expensive than the universal machines it replaces. The production of this line requires much more labor of machine tool builders than the production of a set of conventional machine tools that allow processing the same parts.

Therefore, taking into account the above-mentioned facts, we can conclude that the problem of increasing the efficiency of industrial production cannot be solved only on the basis of measures related to the development and improvement of the basic elements of production. They must be complemented by measures aimed at improving, at a fuller and more rational use of the already created opportunities, those production resources that the state has endowed each industrial enterprise.

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INTELLIGENT TRANSPORTATION SYSTEMS IN THE SPHERE OF URBAN PASSENGER TRANSPORT

Yusupkhodjaeva Gulchekhra Baxadirxodjaevna[1]

ABSTRACT

Due to the significant increase in the car park and the limited capacity of the road network, a large number of conflict situations arise and transport mobility is sharply reduced. To build intelligent transport systems in road traffic, first of all, it is required to organize the collection of information on the state of traffic. To collect information, an application can be developed where the user will indicate his route, helping the system collect data on speed, delays at certain sections, altitude and many other factors that can be used to analyze the traffic situation.

Keywords: *Intelligent Transport Systems, Data Collection, Smart Technologies, Electronic Means, Information Board, Automation, Management, Smart Transport.*

There is currently an increase in road traffic around the world. Due to the significant increase in the car park and the limited capacity of the road network, a large number of conflict situations arise and transport mobility is sharply reduced. The experience of large cities in the world shows that the problem of road congestion cannot be solved by building roads alone: a huge number of cars immediately rush to a new section of the road, forming a traffic jam. For effective regulation of traffic flow, it is necessary to introduce ITS. An intelligent transportation system is a complex of systems that helps to more efficiently operate the transportation network using information, communication and management technologies embedded in a vehicle or road infrastructure. Intelligent transport systems are based on information that needs to be collected, processed, integrated and disseminated. The ITS complex is capable of performing the functions of dispatching situational and operational coordination of interactions of all road users, special services and departments.

Data collection for the transport management system To build intelligent transport systems in road traffic, first of all, it is required to organize the collection of information on the state of traffic. One way to do this is to ensure that the data is received directly from the users. Almost every person has a smartphone with GPS and other useful sensors that allow them to transmit up-to-date information about the transport system. To collect information, an application can be developed where the user will indicate his route, helping the system collect data on speed, delays at certain sections, altitude and many other factors that can be used to analyze the traffic situation. The second method of collecting information does not require direct human participation: it involves the use of modern Big Data analytics. Already today there are programs and entire systems that help to analyze the movement of people through SIM-cards in phones, collecting large amounts of anonymous data.The information collected using smartphones allows you to receive and use real information about the position and dynamics of population movement in any part of the road network. Using such solutions, it is possible to start the construction of modern urban passenger transport management systems , as well as entire "smart cities". In addition to the above, monitoring of vehicles on the road can be organized using high quality cameras and road radars. These technologies provide the necessary information about speed, distance between vehicles, routes, traffic through

[1] Tashkent State Technical University named by Islam Karimov, Doctor of philosophy (Phd) economical sciences

intersections, delays and allocation between individual lanes. Localities should have the most accurate information about the situation on transport routes in order to properly plan and build urban road infrastructure, optimize it taking into account the needs of citizens and current conditions.

How smart transport technology works Building intelligent transport systems in a city requires:

- Collecting information;
- Traffic analysis;
- Traffic modeling;
- Data exchange;
- Traffic management and vehicle.

For smart city transport to work, technologies are needed, thanks to which data will be exchanged between the center of the system and all its components, as well as between individual elements of communication. An obligatory component of any modern transport solution is information subsystems, the main purpose of which is to increase the availability of information for users of public transport.

All of the above is required to manage intelligent transport systems, to ensure the efficient operation of roads, intersections and highways:to optimize the movement of private and public transport ;

- Quick response to the situation on the road;
- Improving traffic safety;
- Prevention of all kinds of violations, etc.

A single ITS control center should be created in the city, where data from detectors for monitoring traffic flows and traffic conditions from photo and video cameras will be transmitted online. The system must also record the flow rate, the number of cars and public transport, meteorological conditions and the state of the track. In the event of an accident, the system should warn of difficulties on the road and suggest detours. Traffic signals should change depending on the congestion of neighboring intersections. With the operation of the described system, it will be possible to coordinate flows in case of congestion, cancel unpopular routes and assign new ones.

Elements of ITS - Intelligent transport systems on the roads are a whole complex of functional equipment that collects information, controls traffic flow and informs road users. Only if the system is equipped with the necessary equipment and its comprehensive work can a significant improvement in the situation on the roads in megalopolises be achieved.

Traffic cameras act as the "eyes" of modern intelligent transportation systems. These are high-resolution cameras that are widely used by developers of ITS and complexes for video recording of traffic violations. The systems use industrial cameras that allow you to effectively monitor traffic flow, highlight and trace moving objects, capture frames with state registration plates of vehicles, as well as recognize alphanumeric images on license plates.

It is customary to call a traffic light smart, which is controlled by a special program that allows the device to make decisions on its own, including on the basis of incoming traffic information from other similar devices.

There are three modes of operation of traffic lights: Local. The device works according to a built-in scheme, which, for example, takes into account the morning and evening rush hours, as well as low load during the day.

1. Coordinated. It assumes the coordination of the work of several traffic lights in one zone. The mode is often used on outbound roads. Traffic lights work synchronously, let a certain number of cars pass, which helps to maintain heavy traffic on the site.

2. Adaptive. The traffic light works independently and automatically makes decisions based on the incoming traffic data. The device receives flow data through induction loops or sensors.

In cities where such systems are already in use, a situation center must function, which also helps to pass emergency vehicles to calls.

Traffic detectors these are special measuring instruments that work with sensing elements, an amplifier-converter and an output device. The device records the fact of the passage or presence of a vehicle in the controlled area, generates a primary signal, which is subsequently amplified, processed and converted into a form convenient for registration.There are several types of detectors differing in the principle of operation of the sensitive elements:

- Contact;
- Electromagnetic;
- Radiation detectors.

Electronic fare collection devices The need to pay for tolls contributes to the formation of congestion on the roads. To reduce traffic congestion, so-called electronic fare collection devices - transponders are used.These are receiving and transmitting devices that allow you to move non-stop through toll checkpoints. They are installed on the windshield of a car and have unique personal accounts and identification numbers. To pay the fare, the driver only needs to slow down to 30 km / h and the money will be automatically debited from the account.

Information boards It is the main vehicle for informing drivers about the traffic situation. The display can display various information:loading of road sections;

- The presence of an accident on the route;
- The number of public transport;
- Condition of roads, etc.

Parking meters To simplify and secure the city's road system, it is necessary to think over parking. Parking meters do an excellent job with this - devices that are located in the places of automated paid parking. With their help, a motorist can independently pay for parking in accordance with the specified tariffs.Appliances not only make life easier for drivers, but also make parking more economical by reducing employee costs.

Automated lighting control The lighting control system makes it possible to fully automate street and road lighting. She is able to independently decide whether to turn on or off the light in accordance with the situation on the road, time of day and other factors. The system works according to the laid down algorithm, receiving information from various sensors that record the load and illumination of the road zone.

Means of automatic fixation of violations One of the most important elements of ITS, which is intended not so much to record traffic violations, but to prevent such violations and accidents. Cameras are able to record any

violation of the rules and make the punishment for creating a dangerous situation on the road mandatory, thanks to which motorists will more responsibly comply with traffic rules.

Advantages of implementing Smart Transport systems Transport systems under construction, as well as those under development, have a number of advantages, thanks to which representatives of government and business in cities around the world are thinking about the possibility of introducing the technology. For example, in the Uzbekistan Intelligent Transport System (RITS) is being developed, aimed simultaneously at: reducing the danger of road traffic, reducing the number of accidents and deaths on the roads;

- Ensuring the unhindered movement of special services and special vehicles to calls;
- Prompt and accurate delivery of information to the special services about the situation on the roads;
- Informing drivers about traffic violations;
- Fixing any facts of violation of traffic rules by the driver;
- Increasing the driver's attention while driving and preventing falling asleep while driving;
- Creating the necessary conditions to reduce the time that passengers have to spend to get to work or to any other place in the city;
- Ensuring the possibility of choosing the route that is optimal in terms of convenience and speed;
- Optimization of traffic taking into account the situation on the roads, etc.

At the same time, more globally, the introduction of AI technologies in transport has two main advantages: convenience for passengers and integration with road transport services.

Convenience for passengers In Russia, it is planned to create intelligent transport systems in such a way that they would make the life of the population more comfortable and simple. Thanks to smart solutions, the driver or passenger of public transport will be informed about the real state of affairs on the road, and most importantly, he will be able to get from point "A" to point "B" as quickly and safely as possible. In addition, the search for parking spaces will be greatly facilitated, because information on the occupancy of parking lots will be easily accessible to any motorist.

Integration with road transport services The introduction of intelligent transport systems involves their integration with road transport services. In the event of any dangerous or emergency situation, the software will be able to quickly guide all authorized special services to the right place so that they can provide assistance to the population, for example, in the event of an accident.

Accident prevention Accidents happen for a variety of reasons. ITS make it possible to significantly reduce the influence of all factors that increase the chance of a car getting into an accident. Intelligent transport systems technologies allow:

- Track driving style and register dangerous trends;
- Identify vehicle malfunctions;
- Warn about dangerous sections of the road;
- To record and promptly respond to the facts of traffic violations.

Examples of implementation of transport management systems Smart public transport is extremely relevant today, therefore, in different countries and cities, the development and implementation of individual technical and software solutions are underway to make road traffic safer and more convenient.

Smart Transport System in Singapore In Singapore, traffic detectors and video cameras are installed on most roads - every 500 and 1000 meters, respectively. Traffic lights and city buses are also equipped with them. All data is sent to a single control center, where it is analyzed and used to improve the traffic situation.There is a trip planner in the country, for which information from taxi dispatch services is used. This data is used to calculate the average speed on major highways and the planner adjusts the route displayed. Radio channels are actively used, through which reports on the congestion of key roads and junctions are transmitted. During peak hours, citizens are informed more often.

Japan the basis of ITS in Japan is a system of automobile information and communication, on the basis of which navigators for cars are made and through which it is possible to obtain GPS data on the congestion of roads and bypass routes. Information is transmitted from roadside transmitters and lighthouses, installed back in 1995, to a single information center. Information about road accidents, coating repairs and traffic jams goes directly to the drivers' navigators.

United States of America In the country, transport control systems use the DSRC standard - a wireless communication channel. With this solution, road users can receive notifications and warnings about emergency situations. In addition, the American transport system allows you to monitor the performance of vehicles remotely in real time, collect duties electronically, warn of the possibility of a head-on collision or car overturn, etc.

ITS development Many companies today specialize in the development of intelligent transport systems and digitalization means, since they have enormous potential for all road users without exception. Already today, unmanned vehicles have entered our daily life, and the next step is unmanned buses and other public transport. In the future, passengers will be able to build the best route for their travels, taking into account all kinds of external conditions - traffic congestion, location of public transport, accidents, availability of stops, etc. Smart technologies will make life much more convenient and safer.

Implementation problems and cost of intelligent transport systems Many companies are thinking over the architecture of intelligent transport systems, offering more and more modern and technological solutions for monitoring the situation on the road, but not all of them are being implemented today. The task of modernizing the transport system of even one city is enormous. Projects sometimes require crazy investments - just install cameras every 500 meters on all roads, as is done in Singapore today. And projects are not limited to cameras alone: their work requires incredible resources, therefore, smart systems can only develop and build if there is an appropriate institutional capacity, which is not available in most states.

Smart transport in Uzbekistan Among the countries that have embarked on the path of intellectualization of transport, Uzbekistan is also distinguished. The state is doing a lot to modernize the outdated system. For example, geolocation is being introduced, which makes it possible to find out the location of buses, cars and other road users. It helps not only passengers and travelers themselves, but also business owners who want to control the current location of their vehicles. The work of smart transport with geo-positioning is implemented through the Internet of Things, where the elements of the system exchange information with each other. Data from sensors from buses and on the road are fed into a specially created application that informs passengers about the position of the vehicle. In addition, many cities are introducing a unified non-cash payment system, which makes all financial transactions completely transparent.In general, the Uzbek Intelligent Transport System (UzITS) is

capable of solving various problems, but it remains to be seen how all its capabilities will be implemented in practice.

Conclusion Not many companies are engaged in the development of smart transport systems in Uzbekistan, and one of them is Smartgeo. We create software and technological solutions for monitoring, tracking the location of vehicles, preventing misuse of vehicles, as well as predictive analytics for repairs.

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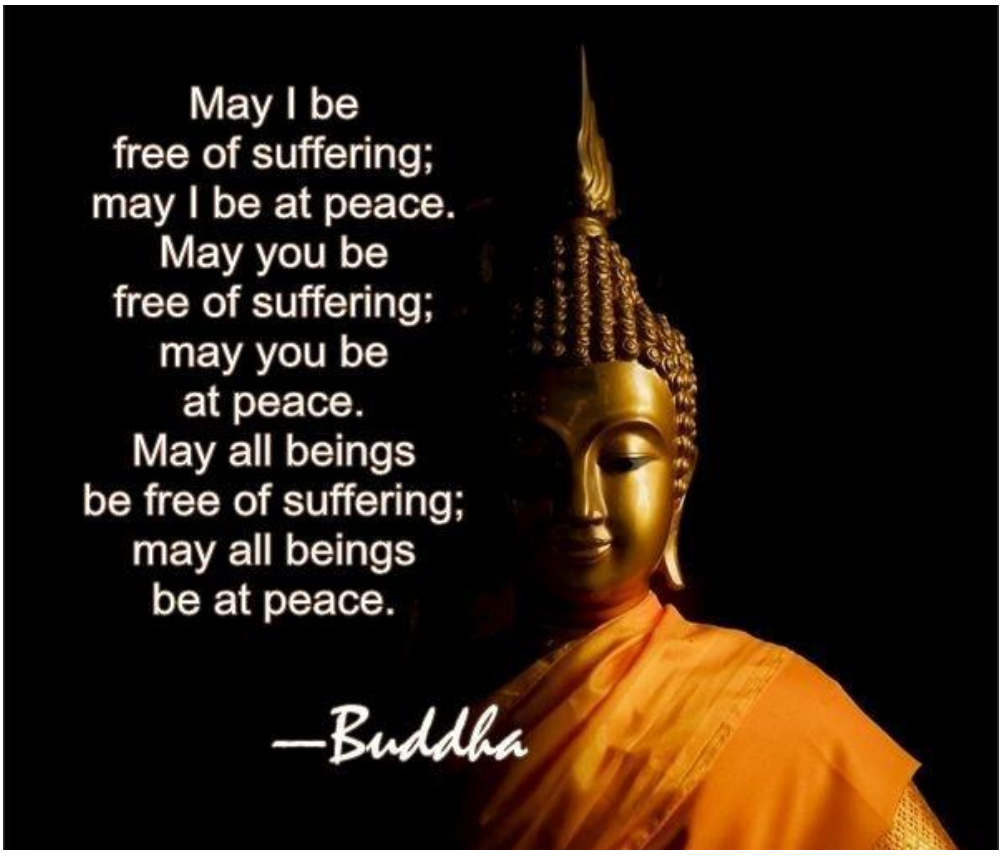

METHODOLOGICAL ASPECTS OF THE DEVELOPMENT OF THE FOOD INDUSTRY IN THE PROCESS OF TRANSFORMATION OF THE ECONOMY OF UZBEKISTAN

Ismailov O.Sh.[1]

In a market economy, any economic activity aimed at meeting the needs of society is considered expedient. In this regard, the food industry has a special place in the market economy.

It should be noted that the processing industries of the food industry and agro-industrial complex (AIC) are, first of all, industrial sectors with all the features of industrial production, the final consumption of which is food that meets all specific requirements during its preparation. Manufacturing industries produce food raw materials or food products for further processing in the food industry or ready-to-eat food products for direct consumption. Thus, these industries form a group of food processing sectors.

Thus, the food industry can be described as a set of industries and individual industries specializing in the production of food.

The food industry is a collection of the same food and processing enterprises of the entire industry, characterized by the uniqueness of the direction of consumption of the final food product produced, as a rule, in the form of processing of agricultural raw materials, machinery and equipment. Some of them have their own material and technical base and appropriate personnel.

The food industry is united, first of all, by the uniqueness of a specific product - the consumption of food products, which is primarily due to the specific requirements for similar raw materials, applied technology, equipment, the entire material and technical base and personnel.

The food industry branches are classified in different directions depending on the characteristics underlying the formation of the industry - the direction of the product, the nature of the raw materials used, the technology used.

The food industry includes mining, processing and processing industries. The mining (hunting) industry includes the extraction of salt, fishing, and part of the non-alcoholic industry - the extraction and bottling of mineral water. The rest of the food industry is divided into processing and food according to the stages of food processing and food production. These are different stages in the processing of raw materials and the production of a finished product.

The food industry is inextricably linked with all sectors of the economy, and it is the objectively formed interactions between these main sectors of the economy that have formed the agro-industrial complex. Thus, the food industry can be considered as part of the agro-industrial complex, and the processing industry - as its integral organic component.

The processing of agricultural products and the development of the food industry play an important role in the efficient use of the potential of natural resources, ensuring the economic stability of the agricultural

[1] Associate professor, Dean of the Faculty of Innovative Pedagogy, TSPU named after Nizami

sector and increasing the well-being of the population. This sector of the economy consists of the following elements and has its own characteristics:

• First, added value will be created in agricultural production in this area, which is a source of additional income and has great potential for creating new jobs in both rural and urban areas;

• Secondly, the development of agricultural processing and the formation of a competitive food industry will serve to improve and increase the range of food rations: 1) indirectly - the use of a wide range of food products with better nutritional properties; obtaining a possible additional income; 2) directly - the production of high-quality food products that serve to improve the nutrition of the population[1].

The food industry of the Republic of Uzbekistan consists of three subsectors: food industry, meat and dairy industry, and fishing industry. These key subsectors include a number of areas for processing a variety of products (Figure 2).

The food and processing industry is an integral part of the entire industrial and agro-industrial complex. This situation makes him, on the one hand, a representative of the most advanced sector of the economy, and on the other hand, the final link and basis of the food complex. At the same time, priority will be given to the food industry as a sector that ensures the country's food security.

Enterprises in this sector are located in almost all regions of Uzbekistan. The share of the food industry in the total industrial production is 14.6%.

The structure of the food industry of the Republic of Uzbekistan

Food industry of the Republic of Uzbekistan

Food and beverage industry (excluding fishing, meat, butter - cheese and dairy industries) Meat and dairy industry, Fishing industry	**Meat and dairy industry**	**Fishing industry**
Sugar industry	Meat industry	Fisheries industry (without production of canned fish)
Bakery industry	Meat (without gluten) industry	Production of canned fish
Confectionery industry	Gluten industry	
Pasta industry	Oil, cheese and milk industry	
Oil industry	Butter production, cheese production and dairy industry.(without production of canned milk)	
Perfumery and cosmetics industry	Production of canned milk	
Alcohol industry		
Liquor industry		
Vine industry		

[1]"Uzbekistan's entry into the world trade organization: threats and challenges for the food industry." A study by the US Agency for International Development USAID Project Bearing Economic Reforms in Uzbekistan. Tashkent - 2005.

Brewing industry		
Production of soft drinks		
Yeast industry		
Starch-molasses industry		
Fruit and vegetable industry		
Salt industry		
Tea industry		
Tobacco industry		
Production of food concentrates		

The country's food industry includes “O'zbekoziqovqatxolding”,“O'zdonmahsulot”, “O'zyog'moysanoati” and over 11,800 private sector enterprises and other similar sectors. In particular, in the oil and gas industry - 400, in the processing of fruits and vegetables - 1800, in the processing of meat and dairy products - 1150, in the production of confectionery - 1300. “O'zbekoziqovqatxolding” operates about 190 enterprises. They are engaged in the processing and storage of fruits, vegetables, meat and dairy products, food, canned food, vegetable oils, margarine, sugar, mineral milk, food and confectionery. Following the results of 9 months of 2019, 6 trillion 200 billion soums were produced, which is 135% more than last year.

The volume of exports doubled compared to the same period in 2018, or by 64 million 100 thousand dollars, the plan was fulfilled by 160 percent. At the end of the year, this figure is 91 million. dollars. 132 projects worth $ 160.2 million have been implemented, including $ 108.8 million in foreign direct investment. In 2020, Uzbekozikovkatholding produced goods for 12.6 trillion soums (140% by 2019). Products worth $ 120 million will be exported (132% by 2019). 38 projects worth $ 221 million, including the processing of vegetables and fruits at Korean Multi Fruit (20,000 tons), Exzim Agro Logistics (4.4 thousand tons) and Sab-Dry (2.5 thousand tons). The production of margarine and sunflower oil will be launched at the Mehnat Agrofirma enterprise (6,000 tons). It is also planned to launch the production of confectionery, dairy products (cheese, butter, yogurt), tea and other products worth 560 billion soums. The sector plans to attract at least $ 170 million in foreign direct investment and international financial institutions, halve imports by optimizing food imports and increase exports at import prices. In the modern food industry, as in any other industry, today the requirement is effective cooperation between science, education and developers (founders) of the food industry. This is due to the fact that innovative knowledge is the product of an active collaboration of research and practice, which begins with the idea of fully concentrated integration, a rich and prosperous life based on innovation, a factor that ensures social and economic growth.

At the same time, the incomplete compliance of agricultural products with international standards and safety requirements, the lack of normal relations between food producers and exporters hinder the growth of the country's export potential and the opening of new markets.

Increasing the processing volumes of fruits, vegetables, meat, dairy and other agricultural products based on international quality standards, introducing a system of state support for the production of local food products that are competitive on the domestic and foreign markets. To further improve the supply of safe food, several governments are working to develop this sector.

Prospects for the development of the food industry in Uzbekistan can be expressed in the following key aspects:

- The need to increase food production in sufficient quantities to ensure that the population of our country observes scientifically grounded physiological nutritional standards;
- Bringing the capacities of enterprises of the processing industry to a size that ensures the optimal processing of all agricultural raw materials in a timely manner;
- Rapid growth in the production of small-sized consumer goods in accordance with the requirements of the food industry market;
- Production of finished ingredients and semi-finished products as an economic factor, and not their preparation in the field of public catering or at home;
- Structural changes in the food industry due to market requirements, competitiveness and innovative development of the economy.

The demand for food in our country is determined by scientifically grounded physiological norms of per capita consumption and the constantly growing population of our country, but the consumption of food per capita is also growing. This means that the food industry will develop in proportion to population growth and per capita consumption through improved consumption patterns and population growth.

Thus, the need to achieve physiological norms of food consumption per capita is an important economic factor in the development of the food industry.

The trends in the further development of the food industry are determined by the fact that the processing of agricultural raw materials in the large food industry is more economical, and its products are more competitive than the products processed in small ASM shops. In addition, small packaging operations are more cost effective in the food industry than in the retail sector of finished goods. For example, packaging of sugar, flour, pasta, cereals in the food industry in the amount of 0.5-1.0 kg or less is 8-12 times more economical in terms of labor costs than packaging them in commercial enterprises. This saves time not only for the buyer, but also for the seller, and also enhances the service culture. Modern market demand makes this direction of development of the food industry even more relevant.

It is also economically profitable to produce semi-finished products in the food industry, in particular, the production of cutlets, dumplings, cakes and other confectionery products at food enterprises is 5-7 times more difficult than in public catering. ... In turn, it is desirable to increase the production capacity of these semi-finished products and products in the food industry.

Structural shifts inevitably accelerate due to the needs of the developing economy, especially in the food industry, which, along with the constant diversification of production, stimulates the development of this sector.

In modern conditions of innovative development, modernization and reconstruction of the food industry are of decisive importance, primarily due to the social significance of this sector. Consequently, the rate of reproduction of technological equipment in the food industry must match the rate of innovation and the requirements of a competitive market. For this sector, in which the share of fixed assets accounts for about half of their total value, the annual rate of renewal should be at least 10 percent, and the rate of reproduction of technological equipment should be 15-20 percent.

In practice, the reproduction of the industry's production base is carried out through the planned replacement of obsolete capacities, technical re-equipment, renovation, expansion and reconstruction of existing enterprises in the industry and the construction of new ones.

Therefore, the factors and resources to increase the efficiency of food industry production determine certain ways of their implementation. The following are relevant in this regard:

- Improving the quality of raw materials, taking into account the amount of nutrients in the raw material, its technology and product availability;
- Minimization of losses of raw materials and useful substances during transportation and storage;
- Economical use of raw materials in the process of industrial storage and processing;
- Reducing the loss of useful substances in waste, i.e. development of industrial waste disposal;
- Introduction of innovative achievements, first of all, the introduction of waste-free, low-waste, resource-saving technologies and equipment for their implementation;
- Introduction of the latest technological equipment, more efficient and economical;
- To increase the level of concentration of production to the optimal size;
- Development of combined production, which involves vertical and horizontal forms. As a result, the efficiency of production at enterprises using raw materials as a whole is one and a half times or more higher than at individual specialized enterprises;
- Diversification of production and amalgamation of enterprises in the industry as an important factor in increasing competitiveness, increasing production in a market economy, allowing full and efficient use of the production capacity of enterprises;
- Optimization of the level of specialization and cooperation of production;
- Coordination of the location of the network, in connection with which the power of the network should be located mainly in areas with the best natural, climatic and socio-economic conditions;
- Creation of economic incentives to improve production efficiency. At the same time, a high level of equipment utilization, its accelerated depreciation and replacement with modern high-performance equipment are important conditions for the development of enterprises in this industry.

It should be noted that the creation of a practical mechanism of economic relations between producers and processors of raw materials within the framework of agro-industrial systems and small complexes is vital for the efficient production of food processing enterprises in a market economy.

IMPACT OF MARKETING STRATEGY ON BUSINESS PERFORMANCE

(A Study of Selected Small and Medium Enterprises)

Dr.Praveen Srivastava[1], Dr.Nidhi Agrawal[2]

Dr.Swati Yadav[3], Dr.Kanupriya[4]

ABSTRACT

This research paper investigates the impact of marketing strategy on business performance with special reference to the selected SMEs.The survey research design method was used in this study which involves using a self-design questionnaire in collecting data from one hundred and three (103) respondents. The instrument used in this study is a close-ended questionnaire that was designed by the researchers. Correlation coefficient and multiple regression analysis were used to analyse the data with the aid of statistical package for social sciences (SPSS) version 20. The results show that the independent variables (i.e. Product, Promotion, Place, Price, Packaging and After sales service) were significant joint predictors of business performance in term of profitability, market share, return on investment, and expansion.(F(6, 97) = 14.040; R2 = 0.465; P< .05). The independent variables jointly explained 46.5% of variance in business performance. Subsequently, recommendation were made to SMEs operators to produce quality products; charge competitive prices, position appropriately, use attractive package for the product, engage in after sales service and provide other distinctive functional benefits to consumers.

Key words: *Marketing strategy, Product, Price, Place, Promotion, Packaging, after sales Service and SMEs.*

Introduction The current globalization market has made companies to see the internationalization of their activities as a way to remain competitive. Marketing strategy has become important tool globally for any organization to remain in competitive market environment and was stronger. Aremu and Lawal (2012) sees strategy as a pattern of resource allocation decisions made throughout an organization. This encapsulates both desired goals and beliefs about what are acceptable and most critically unacceptable means for achieving them. Aremu and Lawal, (2012) say that strategy implies that the analysis of the market and its environment, customer buying behaviour, competitive activities and the need and capability of marketing intermediaries. Marketing strategy therefore, can be defined as a method by which a firm attempts to reach its target markets. Marketing strategy starts with market research, in which needs and attitudes and competitors' products are assessed and continues through into advertising, promotion, distribution and where applicable, customer servicing, packaging, sales and distribution. Marketing strategy must focus on delivering greater value to customers and the firm at a lower cost (Chiliyaet al, 2009). Owomoyelaet al,

[1] Associate Professor, Institute of Management Commerce and Economics, Shri Ram Swaroop Memorial University, Barabanki, U.P.

[2] Assistant Professor, Institute of Management Commerce and Economics, Shri Ram Swaroop Memorial University, Barabanki, U.P.

[3] Assistant Professor, Institute of Management Commerce and Economics, Shri Ram Swaroop Memorial University, Barabanki, U.P.

[4] Assistant Professor, Institute of Management Commerce and Economics, Shri Ram Swaroop Memorial University, Barabanki, U.P.

(2013) also see marketing strategy as way of providing a quality product that satisfies customer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy. Marketing strategy is a vital prerequisite of Industry's ability to strengthen its market share and minimize the impact of the competition. Small and medium enterprises (SMEs) are the engine of economy growth and development globally. By their very nature, SMEs constitute the most viable and veritable vehicle for self-sustaining industrial development (Oyebamiji, kareem and Ayeni. 2013).SMEs.Developing countries, are struggling to survive under intense competitive environments both domestic and international. Oyebamiji, kareem and Ayeni (2013) discover that Small and Medium Enterprises (SMEs) in developing countries have not performed creditably well and hence have not played the expected vital and vibrant role in the economic growth and development. They note that the situation has been of great concern to the government, citizenry, operators, and practitioners. These challenges could be as a result of perceived ineffective marketing strategy which is having negative effect on the organization's performance, product quality, customer satisfaction and profitability. Small and medium enterprises (SMEs) operators need to provide a quality product with good packaging that satisfies customer needs, offering affordable price and engaging in wider distribution and back it Submitted date 04June 2013 Accepted Date: 10 June 2013 Impact Of Marketing Strategy On Business Performance A Study Of Selected Small And Medium www.iosrjournals.org 60 | Page up with effective promotion strategy in order to survive the pressure from global market competitive environment. The main objective of this research work is to examine the impact of marketing strategies on business performance.

Literature Review There are numerous definitions of marketing strategy in the literature and such definitions reflect different perspectives (Liet al, 2000). However, the consensus is that marketing strategy provides the avenue for utilizing the resources of an organization in order to achieve its set goals and objectives. Marketing strategy is define as in a given market area, the proper allocation of resources to support enterprises to win competitive advantage. Goi (2005) define marketing strategy as the set of the marketing tools that firms use to pursue their marketing objectives in the target market; the view which was earlier expressed by researchers. Therefore, the function of marketing strategy is to determine the nature, strength, direction, and interaction between the marketing mix- elements and the environmental factors in a particular situation. According to (owomoyela, et al, 2013), the aim of the development of an organization's marketing strategy development is to establish, build, defend and maintain its competitive advantage. Managerial judgment is important in coping with environmental ambiguity and uncertainty in strategic marketing. Lin (1993) as cited in Long-Yi and Ya – Huei,(2012) proposes that marketing strategy can be divided into four ways to research that: (1) Dual-oriented marketing strategy: using rational and emotional product name, easy to remember, and pricing to take into account the cost of service and quality orientation, psychological factors and competitors‟ prices. (2) Rational marketing strategy: the use of functional demands of a rational position, consider after-sales service, warranties, delivery and installation attached by the product factors. (3) Emotional marketing strategy: the emotional appeal to locate, emphasis on physical product shape, colour design, the use of emotional product names, and so on memory, attention to product packaging and labelling. (4) Maintenance marketing strategy: consumers are more concerned about price and quality, it is not suitable to use a lot of marketing techniques, manufacturers can improve product packaging and labelling, give a simple name for remember, consider the quality position and competitor pricing during pricing. Lin (1993) divides marketing strategy into four parts that is dual-oriented, rational, emotional and low involvement, different product types with different marketing strategy. When the industry lack of competition, the business performance would be better even when companies are not entirely

market-driven, the performance will have a more excellent performance (Kohliet al., 1993). Previous studies have established relationships between the marketing strategies and performance (Owomoyelaet al, 2013; Shoham, 2002; Theodosiou&Leonidou, 2003). Leonidou, Katsikeas and Samiee (2002) propose a study in which a meta-analysis was also conducted to evaluate the relationships between the marketing strategies and performance. . Manufacturer's marketing strategy can be divided into five parts which is the choice of target market like product strategy, promotion strategy, place strategy and packaging strategy, after sales service strategy which are explained as under.

Product Strategy Kotler and Armstrong (2006) define a product as anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need. They further define a consumer product as the product bought by the final consumer for personal consumption. Consumers buy products frequently, with careful planning, and by comparing brands based on price, quality and style. Borden, (1984) sees a product as about quality, design, features, brand name and sizes. Mohammad et al, (2012) also say that product is the physical appearance of the product, packaging, and labelling information, which can also influence whether consumers notice a product in-store, examine it, and purchase it. Past researchers have clearly suggested that product influences have a significant impact on business performance (KazemandHeijden, 2006; Kemppainen, Vepsäläinen, andTinnilä, 2008; Ogunmokun and Esther, 2004; Owomoyelaet al, 2013),

Pricing Strategy Kotler (2007) defines price as a cost of producing, delivering and promoting the product charged by the organization. Zeithaml (1988) is of the view that monetary cost is one of the factors that influence consumer's perception of a products value. Price can be stated as the actual or rated value of a valuable product which is up for exchange; some define it as amount of money paid for product (Kotleret al, 2005). In the studies of Colpan,(2006); Dooleet al., (2006) and Owomoyelaet al, (2013) they establish significant relationship between price and business performance. The price you set for your product or service plays a large role in its marketability. Impact Of Marketing Strategy On Business Performance Study Of Selected Small And Medium www.iosrjournals.org 61 | Page Pricing for products or services that are more commonly available in the market is more elastic, meaning that unit sales will go up or down more responsively in response to price changes (Jones, 2007).

Promotion Strategy Zeithamlet al. (1995) describes promotion as a part of specific effort to encourage customers to tell others about their services. According to Duncan (2005), promotion is the key to the market exchange process that communicates with present and potential stakeholders, and the general public. Every firm or store must cast itself into the role of communicator and promoter. Hakansson (2005) also reports that promotion appears as an issue of how to create an optimal mix of marketing communication tools in order to get a product's message and brand from the producer to the consumer. Borden, (1984) defines promotion as sales promotion, advertising, personal selling, public relations and direct marketing. Kotler, (2007) discovers that Promotions have become a critical factor in the product marketing mix which consists of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that the company uses to pursue its advertising and marketing objective. Previous researches (Amine and Cavusgil, 2001; Francis and Collins-Dodd, 2004) have established significant relationship between promotion and business performance.

Place Strategy Jones, (2007) defines place as any way that the customer can obtain a product or receive a service. Bowers ox and Closs (1996) give distribution as another name for place. According to them, it is the third element of the marketing mix, and it encompasses all decisions and tools which relate to

making products and services available to customers. Kotler and Armstrong (2006), also define place or distribution as a set of interdependent organizations involved in the process of making a product available for use or consumption by consumers. Place strategy calls for effective distribution of products among the marketing channels such as the wholesalers or retailers (Berman, 1996). Owomoyela et al, (2013); Amine and Cavusgil, {2001}; and McNaughton,(2002) agree that place has significant effect on business performance.

Packaging Strategy Packaging is a crucial component of the "marketing mix" for a product. It is the "least expensive form of advertising" and is of particular importance at the point of sale, as the package is the manufacturer's last chance to convince the customer to purchase the product (Sajuyigbeet al, 2013). Packaging is a very important marketing strategy to glamorize product in order to attract the consumer's attention. Sometimes packaging is so important that it cost more than the product itself in order to lure the consumers to buy its (Sajuyigbeet al, 2013).Olayinka and Aminu (2006) see packaging as all activities of designing and producing the container or wrapper for a product. Kottler (2007) defines packaging as all materials products used for the containment, protection, hard delivery and presentation of goods. Packaging is the protecting products for distribution, storage, sale and use, packaging also refers to the process of design evaluation and production of packages. Packaging can be described as a coordinated system of preparing goods for transport, warehousing information and sell. It is fully integrated into government business, institutional, industry, and personal use (Diana, 2005).Sajuyigbeet al, (2013) point out that packaging is one of the inevitable communication tools that influence buying behaviour and enhance business performance.

After Sales Service Strategy After sales service involves a continuous interaction between the service provider and the customer throughout the post-purchase product life cycle. At the time the product is sold to the customer, this interaction is formalized by a mutually agreed warranty or service contract. Urbaniak, (2001) defines after sales service as those activities that enhance or facilitate the role and use of the product. (Asugman, et al., 1997) also define after sales service as those activities in which a firm engages after purchase of its product that minimize potential problems related to product use, and maximize the value of the consumption experience. Past researchers (Ruben, 2012; Saccani, et al., 2007;; Raddats, 2011; Goffin and New, 2001) agree that after sales service is a marketing strategy that enhance and establish strong and long relationship with customers, which in long run lead to customer satisfaction, retention and profitability.

Research Design and data Collection The target population of this study was SMEs operators and their customers. The sample for this survey was comprised of one hundred and three (103) respondents who are the SMEs operators and their customers who were randomly selected. A structured questionnaire was used in gathering relevant data from the respondents.

Measuring Instrument The measurement used in this paper is the Likert Scale Method of summated ratings. It consists of statements where respondents indicate their degree of agreement or disagreement on a five- point scale - Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. In respect to measuring the reliability of the scale, the reliability coefficients (Cronbach"s _) of the product, promotion, place, price, packaging and after sales service were 0.76, 0.85, 0.82, 0.72, 0.80 and 0.77 respectively. Business performance scale was used to assess respondents" level of their organizational profitability, market share, and return on investment and expansion compare with their competitors. The scale was subjected to item analysis in order to ensure it is valid and reliable and it yielded reliability alpha of .76.

Data Analysis And Interpretations: zero - Order Correlation Showing the Relationship between Business Performance and Marketing Strategies. Mean SD 1 2 3 4 5 6 7 1. Business performance 4.625 0.486 - .422 -.030 .449 .603 .408 .434 2. Product 4.576 0.496 - .087 .483 .357 .363.3993. Promoti on 4.596 0.493 - .087 .053 -.127 .011 4. Place 4.615 0.488 - .502 .035 .376 5. Price 4.673 0.471 - .292 .432 6. Packaging 4.615 0.488 - .292 7. After sales service 4.673 0.471 Key: P< .05). The independent variables jointly explained 46.5% of variance in business performance. P< .05).

DISCUSSION This study reveals that product consideration has impact on business performance in term of profitability, market share, return on investment, expansion etc. This is because customers do really look at product attributes such as quality, features, design and style. The relationship between promotion consideration and business performance is significant, but the relationship is negative. This may be due to the consumer perception that heavily promoted products could be problematic products, of poor quality, with passed expiry dates, and from clearance stocks. Consumers may also perceive that heavier promotions also mean that the products are sold at higher prices, which will turn-off consumers who are in the low-cost segment of the consumer market. Place consideration is seen to be another factor having an impact on business performance. This simply means the location, accessibility and channel of distribution employed by business organization is a major concern. The study also indicates that price consideration has a significant positive impact on business performance. This is because many consumers are motivated to buy products at lower prices. The customer base in the low-price segment of developing countries consumer market is big. These consumers in the low-cost segment always look for products that offer value for money. The study also reveals that packaging has positive impact on business performance. This is in line with Chaneta,(2012) who says that packaging can increase sales by such promotionally-oriented moves as offering smaller or larger sizes more multipacks, better pictures of the product itself, illustrations of the product in use and more effective use of colour. Positive significant relationship between after sales service and business performance is established. This simply means customers are motivated to buy product that has guaranty contract, installation and effective delivery.

Conclusion And Recommendations The study investigates the impact of marketing strategy on business performance with special reference to the selected small and medium enterprises operators. The study found that marketing strategies (product, place, price, packaging, and after sales service) were significantly independent and joint predictors of business performance. The study however, discovered that promotion has no positive significant effect on business performance. The study conforms to the positions of Shaharudinet al, (2009); Muhammed, et al (2011); Sajuyigbeet al (2013); Francis & Collins-Dodd, (2004); Shamsuddoha and Ali, (2006); Chiliyaet al, (2009) and Owomoyelaet al, (2013) except the result of promotion which has contrary opinion to the previous researches. Therefore SMEs operators should produce quality products; charge competitive prices, position appropriately, use attractive package for the product, engage in after sales service and provide other distinctive functional benefits to consumers.

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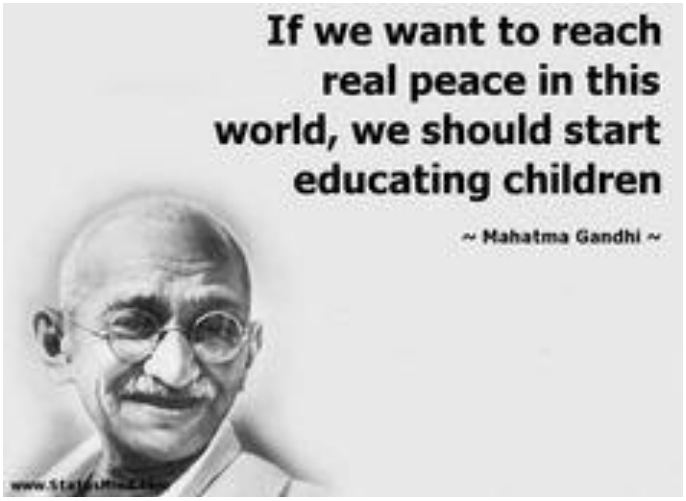

THE NEED AND OPPORTUNITIES FOR INTRODUCING INCLUSIVE EDUCATION IN HIGHER EDUCATION IN UZBEKISTAN

Shoev Alim Khalmuratovich [1]

ABSTRACT

The article discusses the need to introduce an inclusive model of education in higher educational institutions of Uzbekistan. The author analyzed the socio-economic essence and significance of the inclusive model of education in society, the current state of universities in the development of inclusive education, identified problems that negatively affect the adaptation of the inclusive model of education, and developed and proposed appropriate recommendations for the effective implementation of inclusion in the practice of higher education in the republic Uzbekistan.

Key words: *Inclusive Education Model, Persons With Disabilities, Humanism, Equality, Barrier- Free Environment, Higher Education Institutions, Financial, Architectural, Technical And Technological Barriers.*

Introduction: Today, in the context of the democratization of the socio-economic development of society, one of the urgent and paramount tasks of the state in the field of higher education is to ensure equal access for all members of society to the educational process, regardless of social status, race, nationality, ethnicity, gender, religious and political beliefs, status health, employment and residence. When implementing this task, the state largely adheres to the principles of humanism and equality in obtaining higher education for each member of society. A striking example of the implementation of this task throughout the world is the practice of introducing and implementing an inclusive education model in higher education institutions.

One of the new approaches in this area is “Inclusive Education”. The inclusive form of education is a fairly new form of education. Inclusive education has been widely used in the West as the most acceptable and humane form of education for children with disabilities, as well as for children at social risk groups (children from dysfunctional families, immigrant children, refugees affected by violence, wars, terrorist attacks) since 70s XX century. [1.p.18]

***The problem studing level*:** Today, “Inclusion” is understood as the process of involving children with disabilities in the educational program along with their peers, because it is this area of education that has shown itself in international practice as the most effective in terms of academic performance in mastering educational material for people with disabilities.

According to M.T. Matantseva, education is vitally important for persons with disabilities, since it is one of the effective mechanisms for personal development and raising social status. In personal terms, higher education gives the freedom to choose life goals, spiritual and material independence, gives the resilience of the individual, harmonizes its existence, which is especially important for young people with disabilities. [2.p.5]

[1] Lecturer at the Department of Economics Gulistan State University Republic of Uzbekistan, Gulistan

Mastering any profession by people with disabilities gives them a chance to be socially in demand and financially independent, which ultimately turns this category of people from passive consumers of social services into active, creative citizens.

In this regard, we believe that the development and promotion of the practice of inclusive education in the Republic of Uzbekistan is vital both from the point of view of humanism and from the point of view of building a legal-democratic state with market relations.

Research methods: In the study, the author used such generally accepted methods of cognition as dialectics, scientific abstraction, inductive and deductive methods, monographic observation, comparative analysis and the method of economic statistics.

Analysis and results: In recent years, positive changes have been observed in the Republic of Uzbekistan in the development and implementation of inclusive education, which is manifested in the adoption of a number of legal acts and the ratification of international acts to protect the rights and interests of persons with disabilities. In particular:

1. On June 7, 2021, the President of the Republic of Uzbekistan Sh.M. Mirziyoyev signed the Law of the Republic of Uzbekistan No. ZRU-695 “On Ratification of the Convention on the Rights of Persons with Disabilities” (NEW YORK, DECEMBER 13, 2006) [3.p.1], which provides : Ratify this Convention on the Rights of Persons with Disabilities and recognize that persons with disabilities have legal capacity on an equal basis with others in all aspects of their lives and taking into account this circumstance, take appropriate measures to ensure that persons with disabilities have access to support and replacement of decision-making mechanisms, including the limitation of the legal capacity of persons with disabilities, in appropriate circumstances and in accordance with the law.
2. On October 13, 2020. Decree of the President of the Republic of Uzbekistan Sh.M. Mirziyoyev No. 4860 “On measures to further improve the system of education and upbringing of children with special educational needs” [4.p.1-2] was adopted, which provides:
    - improve the legal and regulatory framework for the system of inclusive education;
    - establish a mechanism for the training, retraining and advanced training of qualified teaching staff for the system of inclusive education,
    - to strengthen the material and technical base and provision of institutions in which inclusive education has been introduced, with special devices (lifting devices, ramps, railings and others), necessary literature, teaching aids, equipment and teaching aids for various professions;
    - introduce modern information and communication technologies and innovative projects in the field of inclusive education, take measures aimed at ensuring the rights of every child with special educational needs to receive inclusive education;

- improve teaching methods in inclusive education and gradual introduction of the principles of individualization in the educational process;

3. On October 8, 2019, a decree was adopted by the President of the Republic of Uzbekistan Sh.M. Mirziyoyev No. UP 5847 “On approval of the concept for the development of the higher education system of the Republic of Uzbekistan until 2030” [5.p.1-3], which provides:
   - increase the types of educational services provided to students with disabilities and improve their quality;
   - widespread development of inclusive processes in education, introduction of adaptive technologies;
   - create additional conditions for students with disabilities in the buildings of student hostels and higher educational institutions;
   - take measures to provide educational institutions with the necessary literature and teaching aids for this category of students, financial incentives and support for students from the population groups in need of social protection.

All this testifies to the close attention of the government of the Republic of Uzbekistan to the gradual and widespread introduction of an inclusive model of education in the educational process.

Despite the active actions taken by the government of the Republic of Uzbekistan to introduce an inclusive model of education in higher educational institutions of the republic, the higher education system faces a number of problems that negatively affect the process of adapting inclusion to the educational process, the most important of which, in our opinion, are:

Financial barriers - equipping buildings with auxiliary educational equipment for teaching people with disabilities, as well as providing educational institutions with specialists in the field of working with special children require significant financial investments, which, unfortunately, many universities in the country are poorly provided with or they are not independently entitled to dispose of these funds without knowledge of higher authorities.

Architectural barriers - most of the higher educational institutions of the Republic of Uzbekistan are not equipped with the necessary infrastructure for the needs of persons with disabilities, which is one of the most acute problems, which is a kind of stumbling block in access to education for persons with disabilities. These barriers in the universities of the country include: the lack of ramps and elevators in educational institutions, the lack of vehicles specialized in transporting persons with disabilities (in wheelchairs). For example, most public transport (metro, tram, trolley bus, bus) in large cities do not have auxiliary doors designed for a wheelchair, which determines the physical inaccessibility of the environment for a person with disabilities. Also, the lack of elevators and ramps, handrails, equipment and technical teaching aids, as well as specially equipped classrooms in classrooms are serious barriers for people with disabilities to study in educational institutions.

Technical and technological barriers. According to the team of authors headed by A.I. Akhmetzyanova, the modern educational process at the university is high-tech in terms of the use of

technical and information teaching aids, which for a student with disabilities can act both as a barrier and as a resource. On the one hand, complex laboratory work, including the use of technical devices, which are mandatory for many specialties and areas of training, can be difficult or dangerous for a student with visual, hearing, or motor impairments. On the other hand, modern computer and information technologies make it possible to provide information in a form accessible to a student with sensory impairments (electronic magnifiers for the visually impaired and voice programs for the blind; sound amplifying equipment and multimedia tools for hearing impaired). Computer simulators allow students with movement disorders to perform experimental procedures that are inaccessible to them in simulation mode.

A variety of electronic educational resources cannot and should not fully replace live communication with a teacher and other students during various forms of classroom studies, but can significantly help a student with disabilities. In this regard, providing an inclusive educational process with technical means of receiving and transmitting information in forms that meet the special educational needs of students with disorders of various nosologies, as well as the development and application of appropriate pedagogical technologies, is an effective means of overcoming barriers of this type. [6.p.31]

A number of problems were also identified in the learning process associated with the lack of adaptation of the educational process in teaching people with disabilities. In particular:

- Extremely poor provision of higher education institutions with educational and methodological aids;
- Psychological difficulties caused by stereotypes;
- Lack of professional training of the teaching staff of universities in teaching people with disabilities;
- Partial implementation of a barrier-free environment. Although some universities have an accessible learning environment for people with disabilities, however, there is a problem in the accessibility of nearby infrastructure, which means that people with disabilities are forced to go to study where education is possible, and not where they want;

Conclusions and recomendation: In our opinion, in order to solve the above problems, it is necessary to combine the efforts of the state, public authorities and the leadership of higher educational institutions in the field for more effective implementation of an inclusive model of education in the educational process of universities.

In order to effectively implement an inclusive model of education in higher educational institutions of the Republic of Uzbekistan, in our opinion, it is appropriate to adhere to the following recommendations:

- To implement the regulatory framework in the field of higher education into international standards in this area;
- To fundamentally review the existing architectural and construction parameters of buildings and structures of the universities of the republic with their further reconstruction to the needs and standards of education, both for healthy and for people with disabilities;

- To develop, in accordance with international standards, educational, methodological and educational programs of inclusive education in higher educational institutions of the republic;
- At the republican level, to achieve replenishment of the motor transport fleet in large cities with modern vehicles equipped with everything necessary for the transportation of persons with disabilities;
- Actively use the system of benefits and preferences from the state for universities, enterprises and organizations directly involved in training and employment of persons with disabilities;

The implementation of these measures contributes to a wider coverage of higher education for people with disabilities in the republic and, as a result, will form effective mechanisms for the development of the individual and improving the social status of people with disabilities, which is the ultimate goal of all ongoing reforms in this direction.

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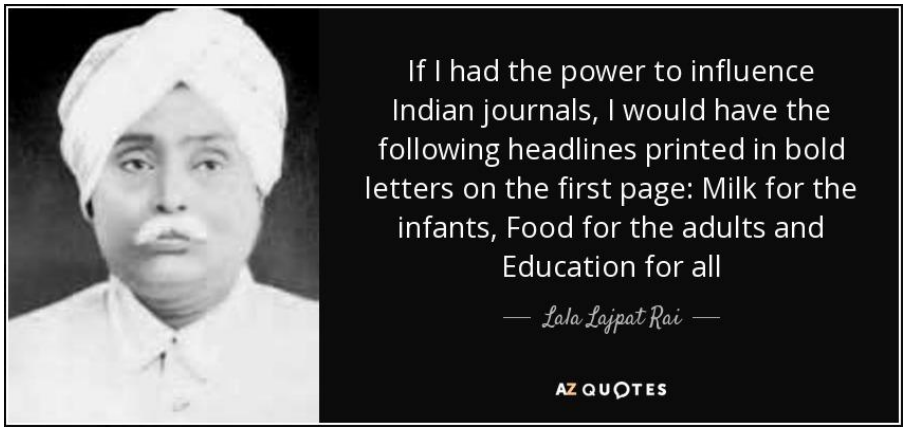


A CASE OF AGRICULTURAL PROCESSED FOOD EXPORTS OF INDIA: A STRATEGIC APPROACH

Dr. Neeraj Kumar Dubey[1], Dr. Rajiv Kumar[2]

ABSTRACT

Self-reliant agriculture sector is crucial for the objective associated with developing Atmanirbhar Bharat. For becoming self reliant Indian agricultural export of agriculture produces is extremely essential for acquiring foreign exchange in the country, the exports of agriculture produces of India facilitate Farmers/producers/Exporters to get benefits of wider international market and opportunity to increase their financial gain and economic interest. The exports of Indian agricultural produces promoted producers to enhance the production in farming sector with qualitative and standardized agriculture produces for availing the intensive opportunity of exports of their produces in to other countries. As per World Trade Organization (WTO) worldwide trade statistics, India's share of agricultural produces exports is in 2017 was 2.27% and imports of agricultural produces were 1.90 % in the world. Moreover, even throughout the tough time of the COVID-19 worldwide Pandemic lockdown to control the spread of life threatening decease, India decided not to disturb the global food supply chain and continue to exports of agriculture produces to ensure and protecting the Indian agricultural economy. The exports of various commodities and processed food were Rs. 25552.7 Crore. Whereas it was 20734.8 Crore in 2019 in the same time frame which was showing growth of 23.24% in the year 2020. In India growth in the exports of agricultural produces and commodities has augmented from 9.4% in the financial year 2017-18 and 9.9% in the financial year 2018-19 of Indian agriculture GDP. Whereas the imports of agriculture produces in India has turn down from 5.7% to 4.9% affirmed exportable surplus and decreased dependence on import of agriculture commodities and produces in India. Department of Agriculture, Cooperation & Farmers Welfare has prepared a comprehensive action plan and strategies for the promotion of agriculture trade. An in depth exploration of information and problems related to production, pre-production, and post-harvesting has been carried out to developing a holistic strategy for the sustainable development in the agriculture produces and commodities. A detailed analysis of group of commodities and specific commodity has been conducted to explore the present status of production and exports. The potential strengths and upcoming challenges has been examined and necessary intervention have been identified after consultation with the exporters/farmers/producers. Thus, the present case study will focus on the barriers in the process of exports of agriculture processed commodities and various issues pertaining with exports policy, infrastructure facilities, logistics, and administration etc. and strategic approach towards the enhancement of the exports of Agri-prodces of India. The authors of this study have tried to develop the way ahead for supporting the stakeholders in their strategic decision making. This case includes the stake holder's opinion and feedback related to exports of agricultural processed food of India. The present case study have applied both type of information i.e. mixture of secondary and primary information. The Secondary information was supported with qualitative and quantitative data, records, documents and

[1] Dr. Neeraj Kumar Dubey, Faculty at Vaikunth Mehta National Institute of Cooperative Management, (VAMNICOM) Pune (Maharashtra)

[2] Dr. Rajiv Kumar, Faculty at Institute of Cooperative Management, Jaipur (Rajasthan)

knowledge available in public and government reports and projects undertaken by Agricultural Produce Development Authority (APEDA) and DOAC &FW of Ministry of Agriculture & Cooperation & Farmers Welfare Govt. of India. The primary data and information has been collected through interacting with the varied officials of the APEDA and exporters of Agri. Produces to realize the specified objectives of the case study.

Keywords: *Atmanirbhar Bharat, Agriculture Commodities, Key Challenges, Export, Import, Food Processing Industries, Agri-Commodities, APEDA, DAC&FW etc.*

INTRODUCTION:

Agriculture Start from the cultivation and harvest of agriculture produces and different crops by the farmers and its consumption of product by consumers, there is some development and value addition in the each agriculture produces. These value additions may be in different types as it moves from producer, to distributer, distributor to retailer and eventually to the consumer, each stage of supply of commodities and agricultural produces adds some monitory value and quality addition to the supplies. These value additions may be in the form of Sorting, grading, branding, packaging etc. These assortments of agricultural commodities and produces not makes product more eye-catching, increase utilities, provides alternative choices and awareness to customers and also increase the life of Agri-produces. The supply chain through which the Agri-produces are distributed also additionally important as well as the value addition in agri produces. Generally all the agricultural products and commodities are not in the form of final consumption immediate after cultivation and harvesting. it's required standardized processing so that it can be developed and graded for final consumption. Like wheat is processed into flour, Paddy is processed into rice, sugarcane into jagery, Sugar, ethanol, alcohol etc. These products will be further processed like flour into bread and the scarp of this processed Agri-food like husk can even be processed to urge some products for e.g. Rice Bran oil, animal feed, Sugarcane pulp will be used for power cogeneration. Hence, food process not just adds value to the agriculture produces, however additionally will increase their utility.

India has made a sustainable growth and development to providing food security to its poor population and has been introduced as a self-reliant country in agriculture. Accordingly, the course of action and mission has shifted from accomplishing self-sufficiency to producing better and revenue generation for the farming population. Food processing Industries (FPI) are the key institutions which has its significant role to add additional values through food processing mechanism to increase the price and quality of agriculture produces and commodities to benefitted the growers/traders/exporters and also create employment prospects, percentage increase in exports and assurance towards the effective supply chain in domestically and internationally. In India, with approximately 11.2% of general arable land of the world, India is ranked at first position in the production of milk, pulses and jute, and second position in the production of fresh fruits and vegetables and third position in the production of cereals. India has also got the 6th largest market of food and grocery worldwide. The food processing industry of India counted about 8% of production of Gross value addition in the agri-food and 9.5% in agriculture value added. The agri-food processing industry of India is also a major employment provider likewise employed about 11.5% of organized production sector.

The exports of Indian agricultural produces promoted producers to enhance the production in farming sector with qualitative and standardized agriculture produces for availing the intensive opportunity of exports of their produces in to other countries. As per World Trade Organization (WTO) worldwide trade statistics,

India's share of agricultural produces exports is in 2017 was 2.27% and imports of agricultural produces were 1.90 % in the world. Moreover, even throughout the tough time of the COVID-19 worldwide Pandemic lockdown to control the spread of life threatening decease, India decided not to disturb the global food supply chain and continue to exports of agriculture produces to ensure and protecting the Indian agricultural economy. The exports of various commodities and processed food were Rs. 25552.7 Crore. Whereas it was 20734.8 Crore in 2019 in the same time frame which was showing growth of 23.24% in the year 2020. In India growth in the exports of agricultural produces and commodities has augmented from 9.4% in the financial year 2017-18 and 9.9% in the financial year 2018-19 of Indian agriculture GDP. Whereas the imports of agriculture produces in India has turn down from 5.7% to 4.9% affirmed exportable surplus and decreased dependence on import of agriculture commodities and produces in India. Department of Agriculture, Cooperation & Farmers Welfare has prepared a comprehensive action plan and strategies for the promotion of agriculture trade. An in depth exploration of information and problems related to production, pre-production, and post-harvesting has been carried out to developing a holistic strategy for the sustainable development in the agriculture produces and commodities.

Since the export and import of agricultural produces and commodities depends on the numerous factors, such as the situation of foreign and domestic demand and supply, international and domestic markets, quality and food security issues, no export or import goals are set.

Below table shows the share of agriculture sector during the last three financial years in the total exports of India:

Year	Agriculture Produces Share in total exports
2016-17	12.08%
2017-18	12.66%
2018-19	11.76%

Source: Directorate General of Commercial Intelligence & Statistics (DGCI&S)

No research has been undertaken by the Department of Commerce to determine the long-term effect of exports on the agricultural and horticultural market. It is predicted, however, that exports not only provide growers with better market opportunities, but also generally help to increase their profits. The Government has adopted a detailed Agriculture Export Policy with the following vision for the promotion of agricultural exports:

1) To diversify the export destinations and increase agricultural produces exports of high value and value added commodities exports, including concentrating on perishables.
2) Promoting exports of novel, local, organic, multicultural, conventional and non-traditional commodities from Agriculture.
3) To have an institutional framework to seek market access, to overcome obstacles and to resolve health and plant health issues.
4) By integrating with global supply chains, to try to double India's share of world agri-exports.
5) Make it possible for farmers to benefit from overseas export opportunities.

The Government has also introduced a new Central Sector Scheme, 'Transport and Marketing Assistance for Specified Agricultural Products,' to provide assistance for the foreign freight portion, to mitigate the freight disadvantage of agricultural exports and to market agricultural products. Within the Department of Commerce, there are also several export promotion programs, including exports of agricultural products, i.e. Links, Market Access Initiatives Scheme (MAI), India Merchandise Exports Scheme (MEIS), etc. In addition, assistance to exporters of agricultural products is also available under the Export Promotion Schemes.

Country-wise Details of Export and Import of Agricultural Commodities -Top 10 Countries Exports in Million USD :

Country	2016-17	2017-18	2018-19
U S A	3,648.58	4,643.83	4,581.16
VIETNAM SOC REP	4,327.88	5,280.10	3,703.01
IRAN	880.48	1,321.15	2,283.41
CHINA P RP	1,052.35	1,175.65	2,256.53
U ARAB EMTS	2,127.87	2,182.97	1,907.86
BANGLADESH PR	1,378.91	2,241.42	1,833.88
SAUDI ARAB	1,457.03	1,579.74	1,623.78
MALAYSIA	878.56	910.73	951.67
INDONESIA	733.94	652.87	948.83
NEPAL	837.04	874.83	913.34
OTHER COUNTRIES	15,960.78	17,562.24	17,735.64
Total of Agricultural Exports	33,283.41	38,425.52	38,739.10

Source: Directorate General of Commercial Intelligence & Statistics (DGCI&S)

Import in Million USD			
Country of Import	2016-17	2017-18	2018-19
INDONESIA	4,808.58	5,745.44	4,067.45
UKRAINE	2,170.27	2,073.38	1,966.64
ARGENTINA	2,353.63	2,120.33	1,785.71
U S A	1,455.69	1,833.87	1,659.40
MALAYSIA	1,987.68	1,643.43	1,643.35
BRAZIL	1,454.45	1,382.66	950.04

SINGAPORE	55.43	57.95	638.18
U ARAB EMTS	362.53	362.53	636.20
VIETNAM SOC REP	382.88	419.10	470.48
COTE D' IVOIRE	393.03	353.82	434.42
OTHER COUNTRIES	9,615.50	8,311.34	6,098.89
Total Import	25,039.64	24,303.84	20,350.76

Source: Directorate General of Commercial Intelligence & Statistics (DGCI&S)

Thus, this Study of Agricultural Processed Food Exports of India: A strategic Approach is examines the strategic development in the exports of agri-processed food, scope and growth in agricultural processed food, food processing industry in India (FPI) and the various problems and issues in the context of processed food exports from India in the medium run, despite the challenges and problems faced by the stakeholders. This study tries to compile the secondary information available from numerous data sources in analytical format for decision and policy making.

STATEMENT OF THE PROBLEM:

Agricultural exports in India has become an important current affairs so the first reason is the unstable agricultural exports the government of India has done very little in order to improve the situation of agricultural produces exports from the country. One of the major focuses of the government of India is to double the farmer's income. For this concern the government has introduced new agricultural export policy and this policy aims to increase the exports in agricultural sector from the country so this is one important feature of current policy of the government in agricultural exports. The statistics interpret that the agricultural exports from India for the past four years it is almost stable and there is no significant improvement. The statistics from the financial year 2014-15 to 2017-18 that the agricultural exports from the country has remained almost stable and it is on an average 35 to 40 billion dollars. The stable exports for the past four years show that there have been lesser efforts from the side of the government in order to improve the export of agricultural commodities from India. The significant commodities which are exported from India this includes rice that is both basmati rice as well as non basmati rice this accounts for around 7.7 billion dollars that means rice has a significant share in the agricultural exports from the country now second is the Marine products which accounts for almost 7.4 billion dollars and third category is meat and poultry which accounts for 4.6 billion dollars then spices which accounts for 3.1 billion dollars all seeds oil Mills and castor oil which accounts for almost 3.1 billion dollars fruits and vegetables and other category this accounts for almost 2.4 billion dollars and grow cotton accounts for 1.9 billion dollars coffee tobacco tea and cashew as a group they account for less than 1 billion dollars to these are the significant commodities in the agricultural exports. Agriculture produces share to total exports is not accounting any significant improvement it has almost remain the same over last few years so the share of agriculture in total exports is almost 12.5 to 13 % in the last few years that is there is no significant improvement in the export of commodities from India for the last few years through considering the statistics for the last four years the exports are stable and also the share of agriculture in total exports are also not improved as per expectation. So this is clear that there is an absence of a strategic approach and export promotion efforts in India. Therefore, the present study focused on the following questions of problems like the status of exports of Agri-processed food of India challenges

and opportunities, the various hurdles and issues attempted in the exports of Agricultural Processed food and the government efforts to promote the exports of agri-processed food and the strategic approach and way ahead to improve the exports of these processed commodities.

SIGNIFICANCE OF THE STUDY:

The present study is supposed to highlights the information & data about the exports of agricultural processed commodities and food of India with specific focus on the issues attempted by the stakeholders and government efforts to promote the exports of agi-processed food and the strategic approach to overcome the issues and hurdles related to the agricultural processed commodities and food. The study has provided inputs & strategic support to the different stakeholders i.e. researchers, students, Agriculture producers, Food Processing Industries (FPI), Agriculture traders and exporters and government also to take constructive policy decisions in this regards. The result of the study is helpful in developing the constructive strategic approach and way ahead to enhance the exports of agricultural processed commodities and food. These findings are based on the government policies and efforts made to promote the exports of agricultural produces from India. As the areas of exports of agricultural processed commodities and food of India are infected with the different hidden factors the study is helpful in finding out the measures for the improvement of efficiency of Government and exporters of agricultural processed commodities and food of India.

OBJECTIVES OF THE STUDY:

The Case study is to suggest the strategic approach and way ahead to resolve the bottlenecks for improving the exports of agricultural processed commodities and food of India.

Objectives:

i. To explore the role of Government and export policy to promote the exports of Agri-produces of India.
ii. To explore the difficulty faced by Food Processing Industry (FPI) & Agri-exporters related to logistics, infrastructure, Export policy, export promotion and administrative issues.
iii. To Recommend the strategic approach and way ahead to resolve the bottlenecks in exports of agri-processd food.

LITERATURE REVIEW:

Aksoy and Beghin, (2005) Trade liberalization has led to a rapid transition in developed countries' export and import situations. **Shinoj and Mathur, (2008)** In particular, the W.T.O gave countries the ability to develop and realize their export potential. The approval of the Agriculture Agreement by India has resulted in a shift in the degree of comparative advantage of the different agricultural commodities exported to the global markets. **Jongwanich, (2009)** In the world economy, fundamental shifts in the composition of agricultural trade have also been noted. Gradually, conventional food exports have been replaced by refined food exports. **Athukorala, et al. (2002)** It noted that as developed countries have improved manufacturing technology, packaging facilities, etc., they are better prepared than developing countries for the food processing sector's export prospects. **Athukorala and Jayasuriya (2003)** It has been stressed that the effect of food safety standards on processed food exports in developed countries remains inconclusive due to some infrastructural insufficiency. **Mehta and George (2003)** It claimed that processed food exports can be a viable tool for the preservation and enhancement of social welfare in developing countries, and that this

would be possible if all trading partners seek to combine the trinity of research, protection and trade in food products into harmonious unity. **Wilkinson (2004)** From the point of view of export earnings, domestic industry restructuring and dietary problems, the transformations under research in the food processing sectors of developing countries are increasingly seen as strategic. **Chenggapa et al (2005) and Mukherjee & Patel (2005)** While Indian consumers have preferred fresh and unprocessed food over processed and packaged foods, the recent changes in consumption patterns show ample opportunities for processed food segments in the country, especially in middle and high income groups.**Goyal and Singh (2007)** Find, increasing wages, increased urbanization, shifting habits, a greater willingness to experiment with new goods, a rise in the number of working women, etc., contributed to a strong increase in the consumption of processed food products. **Dharni and Sharma (2008)** The food processing sector has been shown to be a significant link between agriculture and industry. The non-parametric DEA approach to export output of processed food in India 263 is used in this analysis to measure the shift in Malmquist Total Factor Productivity (TFP). **Jongwanich (2009)** It stressed that food safety requirements implemented by developed countries have a negative effect on developing countries' processed food exports.

RESEARCH METHODOLOGY:

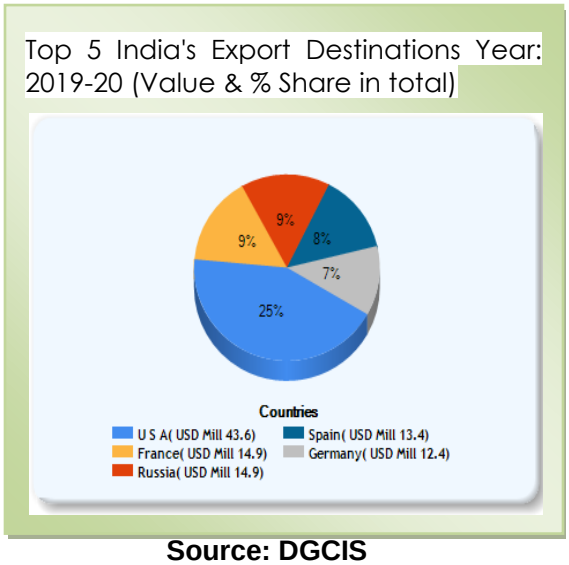
The present study is of exploratory & descriptive in nature. i.e. combination of secondary and primary information has been applied. The Secondary information was supported with qualitative and quantitative data, records, documents and knowledge available like government reports and projects undertaken by Agricultural Produce Development Authority (APEDA) and DOAC &FW of Ministry of Agriculture & Cooperation & Farmers Welfare Govt. of India. The primary data and information has been collected through interacting with the varied officials of the APEDA and exporters of Agri. Produces to realize the specified objectives of the case study. The main question and the problem has been identified as the various problems of the Agri-exporters with specific reference to processed food and to efforts has been made to recommend the way ahead to resolve the bottlenecks. The statistical data has been presented in the form of tabulation and charts and analyzed via applied various statistical tools.

I. STATISTICAL DATA PRESENTATION & ANALYSIS:

1. ANALYTICAL TRADE PROFILE OF CUCUMBER AND GHERKINS (PREPD. & PRESVD)

Source: DGCIS

Source: DGCIS



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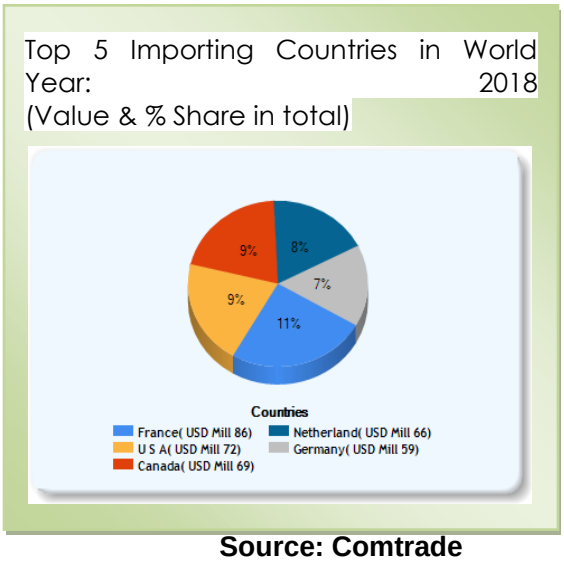

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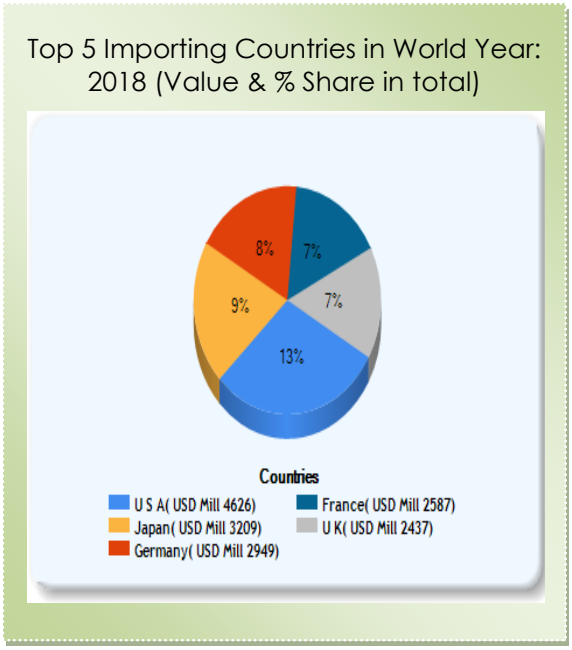
2. ANALYTICAL TRADE PROFILE OF PROCESSED VEGETABLES



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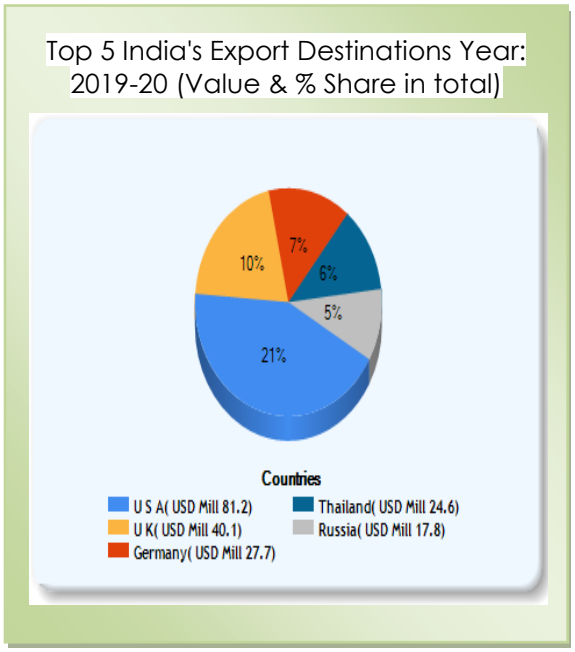

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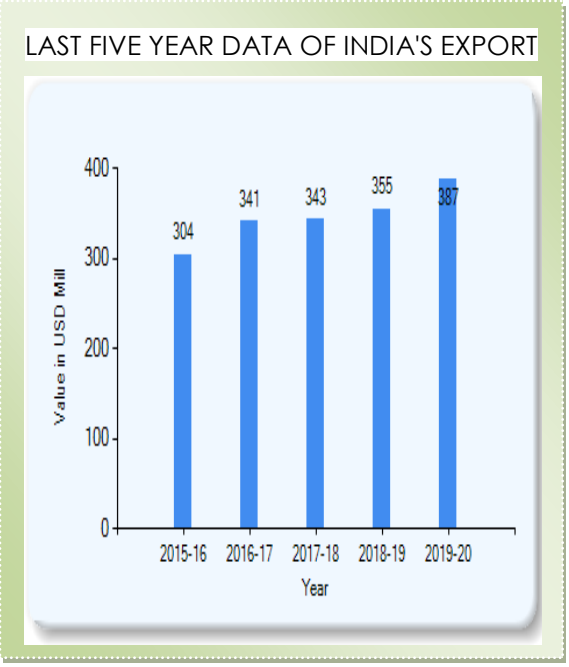

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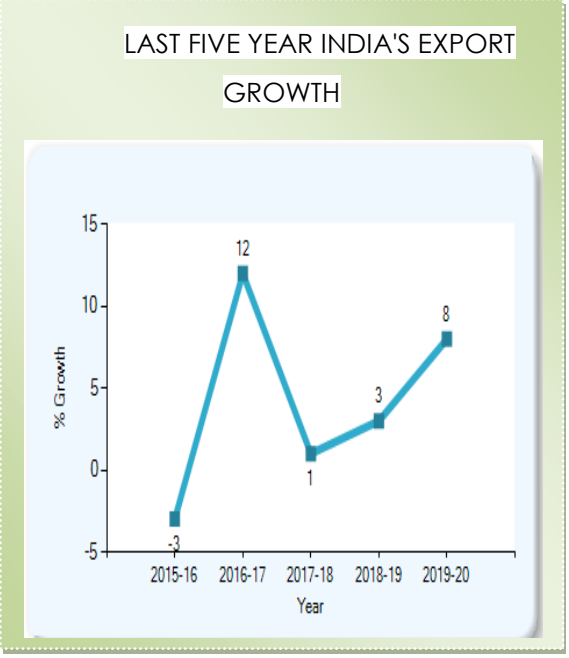
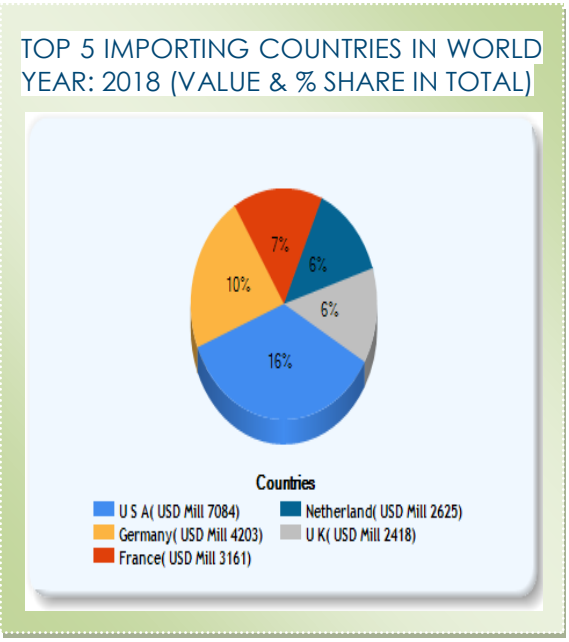
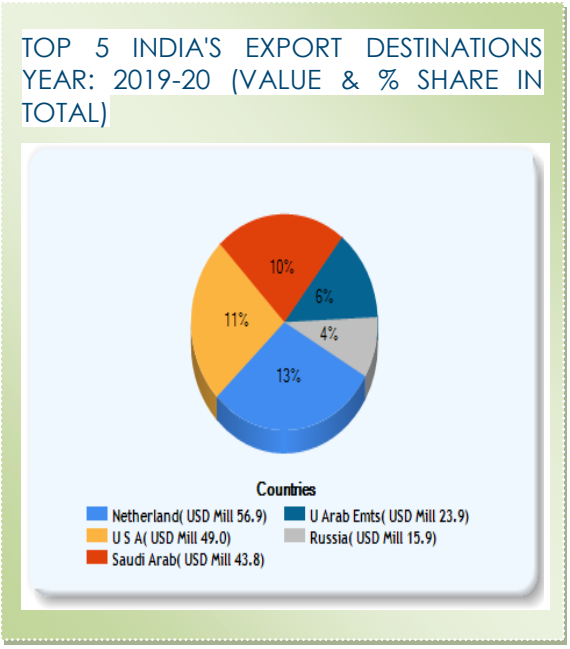
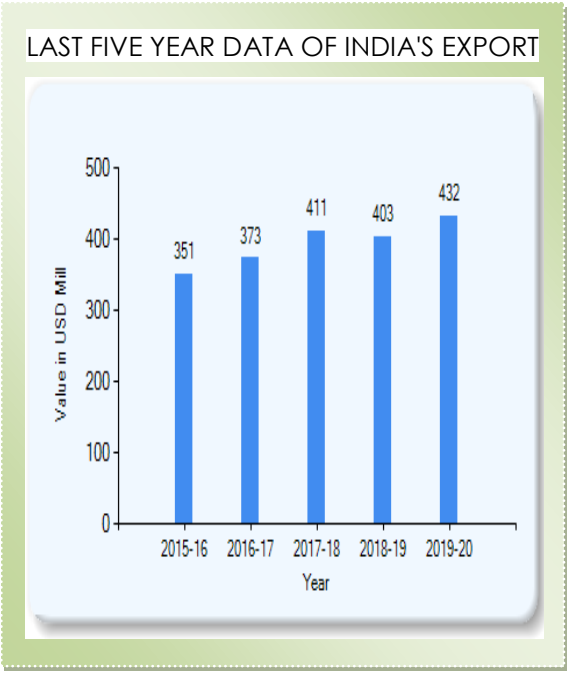


3. ANALYTICAL TRADE PROFILE OF PROCESSED FRUITS, JUICES & NUTS







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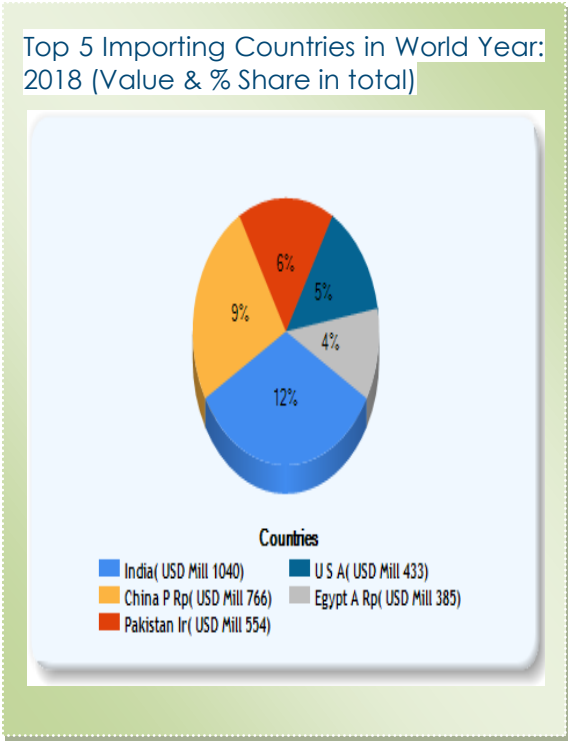
4. ANALYTICAL TRADE PROFILE OF PULSES



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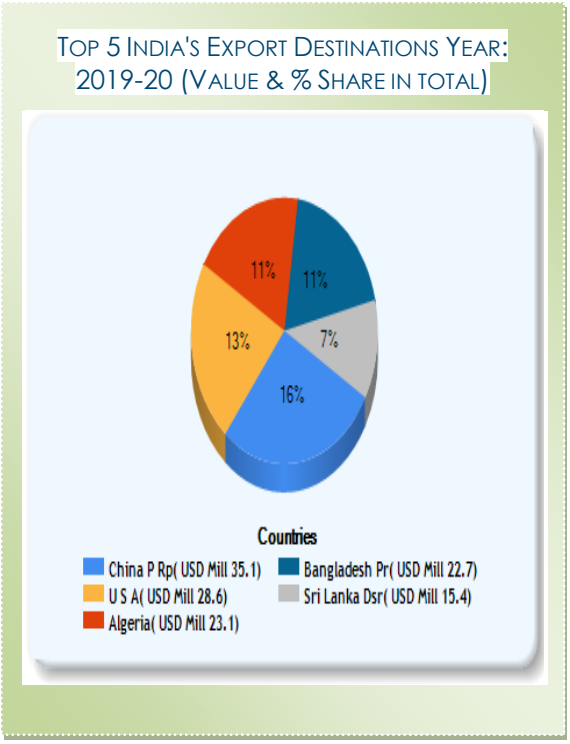

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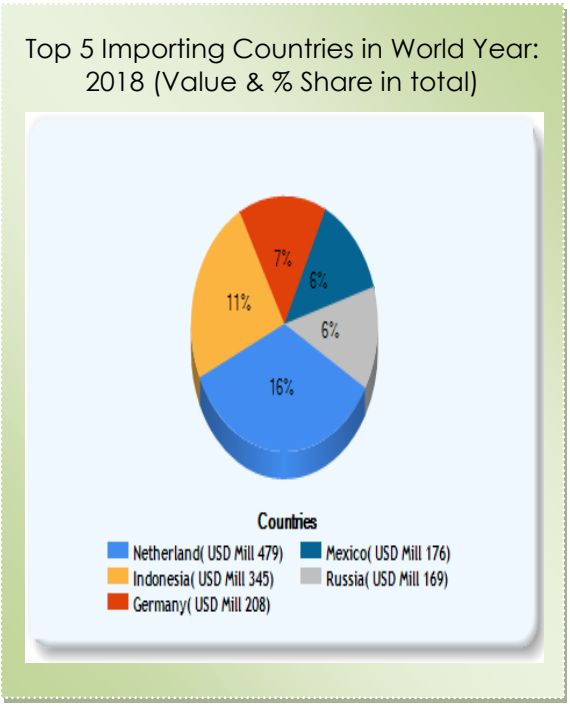
5. ANALYTICAL TRADE PROFILE OF GROUNDNUTS



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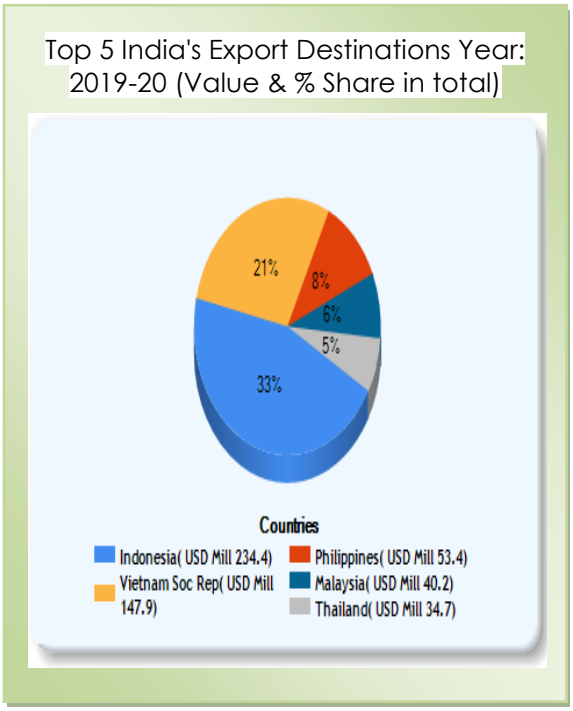

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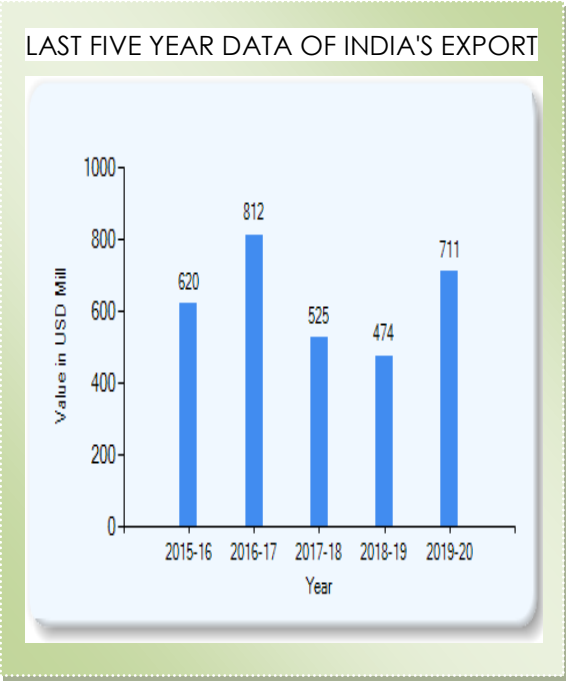

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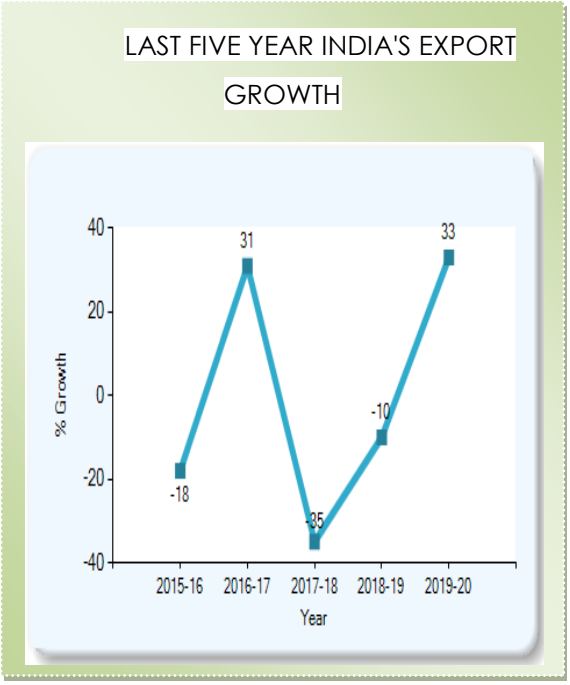

Source: DGCIS

Results and Findings:

Barriers in the exports of agriculture processed food of India:

- While India is the world's second largest fruit and vegetable producer, the proportion of processable varieties is minimal.
- The approval process for importing ingredients is very lengthy and takes months to complete. No protocols have been developed for many ingredients to date.
- High production costs due to packaging technology inefficiencies. Obsolete equipment is used by the industry (e.g. confectionery machines, milling units, pulping units and other processing units), which hampers productivity and adversely affects production costs.
- The dehydrated field falls under the ingredient category. At events based on food products, there is a need for a specialized presentation of the industry's potential.
- For commodities such as guava, orange, papaya, potatoes etc., there is a pressing need to grow cluster wise processable varieties so that the desired quality raw material is available to the processing industry.
- The procedure for approvals of exports is very sharp and FSSAI protocols for all food ingredients have not been prepared.
- The main markets for the dehydration industry are Europe and the US.
- There is insufficient export infrastructure, particularly port-related infrastructure. There is no state-of-the-art infrastructure at the best of our ports in Singapore, Rotterdam and Shanghai. Port infrastructure problems currently include lack of port connectivity; congestion; poor handling of cargo; high transaction costs, etc., which threaten market access and competitiveness.

- In order to direct exports of agricultural products to the stated markets and to promote their products overseas, the government is providing several promotional schemes. However, due to the lack of sufficient funding and business intelligence, exporters continue to face difficulties in successfully marketing their goods on the international market.

Recommendations:

- The availability of post-harvest infrastructure and ease of logistics are important for export promotion. Investments in logistics sectors such as cold chains, warehouses, reefer trucks, silo s should be attracted by policy makers. Adequate and improved infrastructure not only encourages exports, but also manages waste, deterioration and losses associated with perishable goods.
- APEDA should encourage exporters to recognize new technologies from different countries that can bring efficiencies in the process (& lower production costs) and make export prices competitive.
- Ministry of Commerce to take up this matter with the Ministry of Agriculture/ICAR so that region-specific processable varieties are produced in a time-bound manner by the respective research institutes.
- Information and data to be collected from industry organizations to comprehend the market for processable grades.
- Primary F&V producing states in India (AP, Karnataka, WB, U.P, Bihar, Maharashtra, Tamil Nadu, Gujarat, M.P, Odisha etc.) may be given special importance so that processable varieties can be grown in these regions.
- The import demand for ingredients will further increase as the Indian processed food industry expands. APEDA to raise FSSAI's understanding of this issue and promote the concept of the import process.
- In consultation with CFTRI (Ministry of Science & Technology) and NIFTEM (MoFPI), the technologies defined need to be evaluated and similar technologies suitable to Indian conditions need to be developed.
- Research institutions need to cultivate seeds of varieties currently being imported over the longer term. The production of seeds/varieties may also take place in a PPP mode, where exporters, research institutions and seed companies come together to assume this mandate.
- In order to ease the difficulties faced by exporters, cooperation between different departments involved in exports is a crucial move. It is important to create a single window scheme so that all clearances/approvals/applications and inconsistencies can be resolved at a single stage, saving both time and expense.
- There should be more educational and training institutes for promoting the new entrepreneurs/incubation/start-up/FPOs and there should be an incentives and scholarship schemes for these entrepreneurs in all states.
- A concerted effort by all stakeholders, including the government and the food processing industry, is needed to ensure food security for more than a billion people. Industry bodies and academia will also play a key role in the progress of these projects, in addition to private actors and governments.

Strategic Approach and way ahead for enhancing the exports of Agri-produces:

A comprehensive approach is needed to increase Indian food and agriculture produces and commodities exports, including:

- Establishment of a Nodal Agency with members of all ministries and departments concerned.

- Linkage of the grievance redresses mechanism on the website of APEDA to leading research institutions.
- Prepare state guidelines relevant to exports
- Agriculture is a subject of the state, while exports are a key issue. There is therefore a need to build synergies between the two countries in order to achieve the true potential of India's agricultural exports.
- This includes the establishment of clearly established guidelines and the role of state departments in promoting the export of agricultural products.
- Inputs from the MoA, MoC, MoFPI and state agri/horti departments will be used to collaboratively prepare the guidelines. The following points must be given more consideration i.e. Registration of Farmer, Effective extension/capacity-building facilities, infrastructure, Market Intelligence, Harmonization with international standards/practices, certification and testing, Supply chain alignment with international standards & Logistics.
- Staff need to be qualified and educated on a frequent and structured basis within the country as well as overseas to raise awareness of the country's quality scenario, inspection and testing as well as the latest testing techniques, sampling methods, risk analysis, document and record monitoring, auditing techniques, etc.
- Multiple ministries, agencies and laws regulate the entire food value chain in India. A holistic strategy would ensure that different department-wide policies are consistent with the overarching objective of ensuring food supply, visibility, affordability, access, quality and protection.

QUESTIONS:

1) What is the export status of Agricultural Processed Food of India?
2) What are the barriers in the exports of Agricultural Processed Food of India?
3) What is the role of Government to promote agri-produces of India?
4) What are your key suggestions to promote export of Agricultural Processed Food of India?

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INVESTMENT CLIMATE IN UZBEKISTAN AND INFLUENCING ON SOME FACTORS

Mukhitdinova Kamola Alisherovna[1]

ABSTRACT

The article analyzes the principles of attracting foreign investment in the economy of Uzbekistan, the experience of developed countries in this area, the factors affecting the investment climate in the Republic of Uzbekistan.

Keywords: Investment environment, factors influencing the investment climate, factors determining the state of the investment climate, BERI index for assessing the attractiveness of the region for foreign investment.

The issue of attracting foreign investment to the economy of Uzbekistan is one of the most important issues in stabilizing the economy and transforming the agrarian republic into an industrial state. Attracting foreign investment is based on the following principles: pursuing a goal-oriented policy in the field of further liberalization of foreign economic activity; gradual improvement of legal, socio-economic and other conditions that ensure the wide attraction of direct capital to the economy of the republic; further support of foreign investors, who are helping to create a modern structure of the economy, providing the country with world-class technology ; Concentration of funds in the most important priorities related to the independence of the republic and the production of competitive products.

Currently, the problem of attracting foreign investment to the national economy is not only the study of international experience, but also the need for foreign investment in the economy, their forms, problems of creating a favorable investment climate for foreign investors, in-depth analysis, generalization and justification of financial and economic activities. , requires proposals to address the existing problems in the country in this regard.

The experience of developed countries confirms that investment policy plays a central role in their economic growth. Accordingly, the goals of socio-economic development of Uzbekistan need to be fully reflected in its investment policy. These include the need for Uzbekistan to move to a market economy, the secrets of which have not yet been revealed to it. to find new ways and opportunities, to organize a strong flow of investments into the country's economy, to develop measures for their use, to influence the development of modern types of investments, based on the fact that investment is considered the most important concept of the XXI century as a key factor in new economic development ways, and so on.

As the President of the Republic of Uzbekistan noted, life itself demands that priority be given to the development of vital sectors. These include mining, oil and gas industry, energy, gold mining and other industries of non-ferrous metallurgy, chemical fiber, plastics production. The scale of development of these industries should not only meet the demand of Uzbekistan for their products , but also serve as a reliable source of foreign exchange earnings, as an object of attracting foreign investment.

The investment climate in any country depends, first and foremost, on its political stability . The same

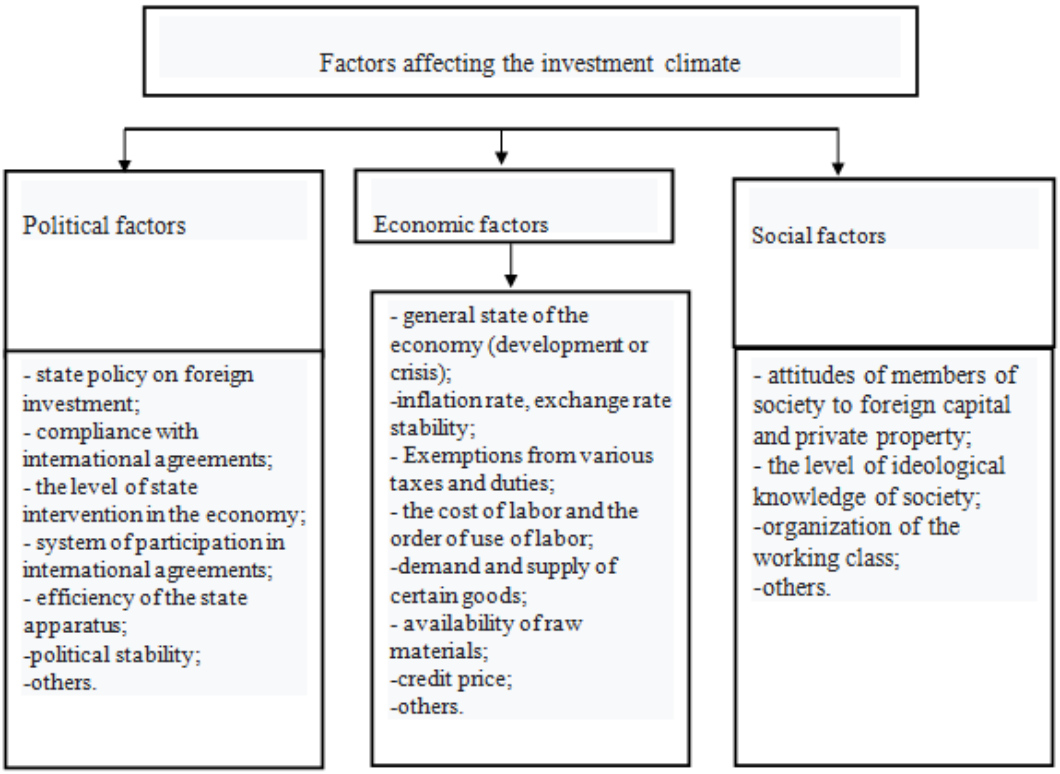
[1] Senior Lecturer, PhD, Tashkent State Technical University Named after Islam Karimov, UZBEKISTAN

factor allows foreign investors to invest in another country on the basis of long - term contracts. Such an environment allows for the implementation of long-term investment plans. The main feature of the investment climate in Uzbekistan is that it is the most stable country in Central Asia.

The level of modern economic development of the country, as well as the growth rate of ongoing investment activity will depend on the investment climate. It is necessary to create the existing conditions for attracting foreign investment in the economy of the republic, foreign investment can be made in the economy of the country only when the economic, political, social and legal conditions exist.

One of the important aspects of creating a favorable investment climate is the legal and regulatory framework, which should protect and guarantee the property interests of each potential investor, as well as ensure the understanding and clarity of the existing investment mechanism in the country.

Figure 1. Factors affecting the investment climate



Simply put, the investment climate is a reality that reflects a set of opportunities and conveniences that can be realized in an investment relationship. The purpose of improving the investment climate is to create the necessary and favorable conditions for increasing investment potential, accelerating investment activities and economic growth, solving social problems, increasing production efficiency.

Investment climate is the pros and cons of the existence of economic, social, organizational, political and other conditions that determine the expediency and attractiveness of investing in a particular country (or region).

The state of the investment climate requires a created legal framework and its foundations, a quality structure of legislation and their compliance. In the process of assessing the investment climate, the investor determines the level of risk of the investment. The worse the level of the investment environment, the higher the investor's risk to his business. At the macroeconomic level, we can describe the investment environment in the following figure (Figure 1).

The investment climate is not only unfavorable due to restrictions on the activities of enterprises established with foreign investment or high costs, but also the incompleteness of some laws or regulations, which has a negative impact on the investment climate. The presence of such shortcomings reduces the ability of the investor to determine his own prospects, to determine the level of profitability of the investment. What they know about the investment climate in our country abroad, how it is presented and evaluated, stems from Uzbekistan's potential for global investment.

At the microeconomic level, the investment climate is reflected in the bilateral relationship between the investor and specific government agencies and businesses. The investment environment is an objective situation for any specific period of time and includes a set of conditions available for capital investment (see Figure 2). However, the investment climate is shaped by the management of government agencies. Therefore, the investment policy of the state is one of the main factors.

In this sense, each country will have its own system of capital intake when importing capital. The system of capital reception is a set of state policies and laws, regulations in relation to foreign capital. In Uzbekistan, too, the system of receiving capital for production is improving year by year. At present, laws and decisions on foreign investment are being developed on the basis of modern rules of international economic relations, as well as the infrastructure of foreign investment is being created.[1]

All of the above factors are important for a foreign investor. That is why in many developed countries there are institutions that evaluate special investment projects, study the investment climate in countries where investments are required, and provide clear conclusions for investors. For example, the authoritative information services of a number of countries, such as Switzerland and Germany, have a business environment risk index (BERI), which takes into account 15 key indicators, each assessed on a 4-point scale from 0 to unsatisfactory and 4 to very favorable.). The BERI index is published 3 times a year in 45-48 countries. The following graph shows these indicators in terms of their importance in making investment decisions. Among the indicators included in the BERI index, political stability (12%) is the most important. The analysis shows that Western experts have given Georgia, Ukraine and Tajikistan the last places in the rankings precisely because of military actions or the escalation of the internal situation.

[1] Mahkamova, M. A. (2020). Market-based methods of estimation of loss of value intellectual property at enterprises of the fuel and energy sector. In *E3S Web of Conferences* (Vol. 216, p. 01174). EDP Sciences.

Figure 2.Factors determining the state of the investment climate

A group of influencing factors	Appearances
I.POLITICAL FACTORS	**1.** Government investment policy, in particular foreign investment **2.** The degree of state intervention in the economy **3.** The degree to which a country has acceded to international agreements **4.** Compliance of the country with international agreements **5.** Stability of the political situation (political movements, conflicts, peace in neighboring countries) **6.** Targeted action of political power **7.** Effective functioning of the state apparatus **8.** The position of multi-party and political groups **9.** The compatibility of tax, currency, price, monetary policy with investment policy **10.** The environmental situation in the country and the scope of the government's environmental health policy
II . ECONOMIC FACTORS	**1.** The economic situation of the country **2.** Inflation rate **3.** Tax benefits **4.** Customs procedure **5.** The state of the country's natural and raw material resources **6.** Manpower status and value **7.** The order of use of labor **8.** Demand and supply for certain goods **9.** Freedom of competition and price **10.** Currency conversion and national exchange rate stability **11.** Bank interest rates **12.** Foreign economic relations of the country **13.** Geographical and territorial location of the country (natural disasters, sea and land routes, climatic conditions, etc.)

III . SOCIAL FACTORS	**1.** The attitude of the local population to private property and foreign investment **2.** Socio-economic situation of the country and its diversity **3.** Ideological views of the population and their diversity **4.** Attitudes and attitudes towards different nationalities in the country **5.** Level of education of the population **6.** Growing and striving for the qualifications, skills and experience of workers **7.** The attitude of the population to innovations and various inventions and the level of their acceptance
IV . LEGAL FACTORS	**1.** The degree of robustness of the legal framework for investment activities **2.** The degree of robustness of the legal framework that directly supports investment activities **3.** Normative bases of investment activity (decrees, decisions, laws, regulations, instructions, etc.)

In general, the BERI service is a reputable organization in this regard. This service organization analyzes the investment climate in capital-importing countries and determines the level of risk of investment. The BERI service uses the press to determine the level of risk (risk) of investors investing in foreign countries with different indices. Currently, this service organization determines the investment climate in more than 55 capital-importing countries with a criterion (score) covering 15 indicators. The higher the score, the more stable the country. The influence of political, economic and social factors is also taken into account in the calculation of these score indices. This organization assesses not only the current period, but also the expected changes in the future.

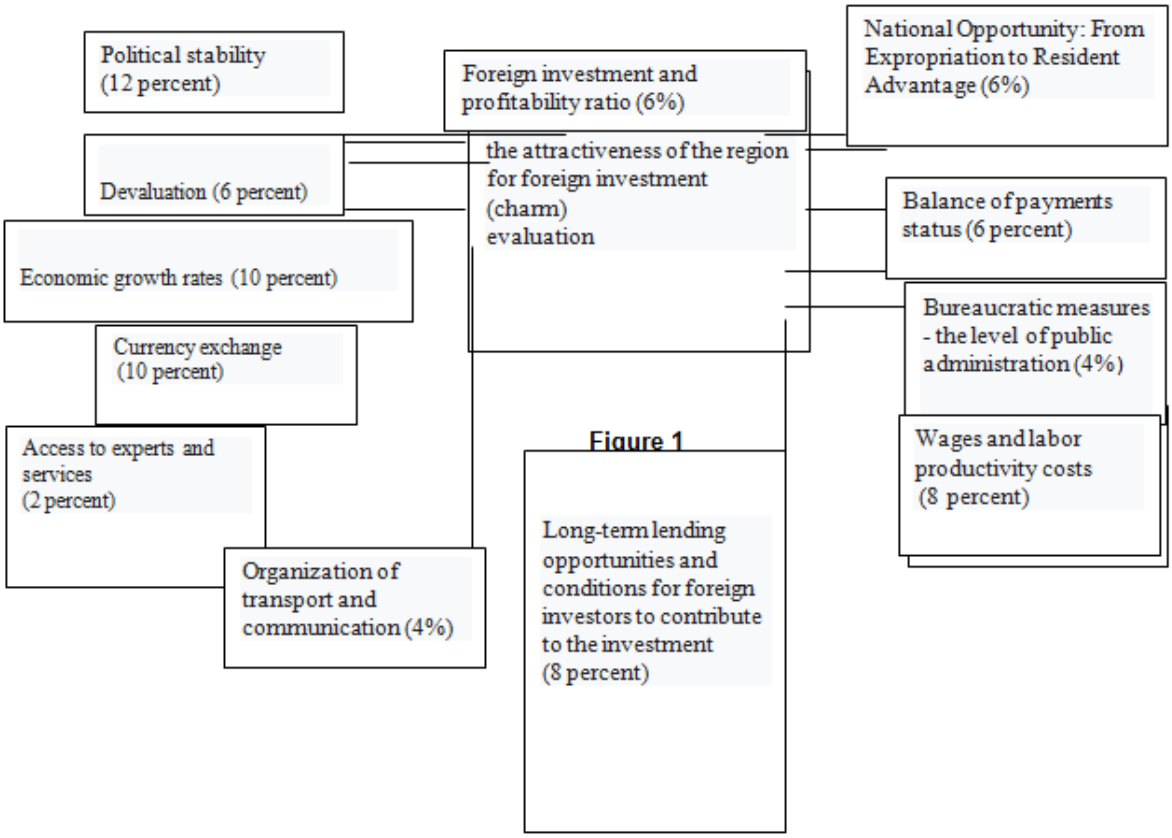
Such services are provided not only by private firms but also by public or public-private firms . The organization of such services should be offered by countries that require more investment. Therefore, in our opinion, the establishment of such organizations in Uzbekistan would be important for both foreign and domestic investors.

The legal, economic and organizational conditions of foreign investment in the territory of Uzbekistan are reflected in a number of laws and regulations. The main principles of investment policy in Uzbekistan are, first of all, ensuring the sustainability of economic growth on the basis of technical armament and modernization of production, creation of new jobs; development and in-depth examination of the list of priority investment proposals in terms of export-oriented and import-substituting projects in order to ensure economic efficiency; The implementation of investments in the development of various sectors of the economy is reflected in the conduct of tenders. In our opinion, the priority of investment policy in the country should be, first of all, investment, structural restructuring and technical upgrade of the economy, as well as

modernization (renewal, modernization) and re-equipment of fixed assets of enterprises.

Figure 3. BERI Index for Assessing the Attractiveness of the Region for Foreign Investment

Figure 3. BERI Index for Assessing the Attractiveness of the Region for Foreign Investment



The role of investment projects in the development of the national economy is enormous, first of all, foreign investment will develop the production of export-oriented products by introducing modern techniques and technologies in production; secondly, the introduction of import-substituting goods, which will allow to attract foreign investment to priority sectors of the economy and, ultimately, to ensure a decent standard of living for the population; third, it will help solve the problem of unemployment by providing jobs to the population through the development of small business and private entrepreneurship and the acceleration of agricultural production; fourth, it will renew and technically re-equip outdated production facilities, material and technical base of enterprises; fifth, it promotes the establishment of natural resource processing enterprises, and so on.[1]

[1] Alisherovna, M. K. (2020). Analysis and evaluation of sources of investment in automotive transporti enterprises. *South Asian Journal of Marketing & Management Research*, *10*(4), 74-78.

The policy of attracting foreign investment for the development of priority sectors of the economy is based on the effective use of available funds, time and opportunities, the effective allocation of wealth, taking into account various risks and existing conditions, and thus the country's economy, its integration into the world economic system. It is aimed at attracting and, more effectively, investing in the priority sectors of the economy by encouraging the inflow of goods. Today, there are several forms of attracting foreign investment. These include:

- the establishment of joint ventures through joint ventures;
- Establishment of foreign enterprises where 100% of the property belongs to a foreign investor;
- Establishment of subsidiaries and branches of large foreign companies and firms;
- Conclusion of concession and leasing agreements;
- Announcement of tenders;
- Establishment of free economic zones;
- Sale and purchase of financial assets, etc.

It is known that foreign investment is the transfer of capital from one economic entity to another, resulting in capital movements across countries and regions. Attracting foreign investment will ensure the growth of national income in the capital-importing country through an increase in taxes, rents, stable foreign exchange earnings, fixed capital, and so on. The inflow of foreign investment into the country is based on cheap natural and labor resources and other conditions. At the same time, by ensuring the implementation of new investment projects in the economy, they bring them new skills, technologies, know-how, management experience, austerity skills and other tangible and intangible assets. Attracting foreign investment in the country's economy will accelerate the expansion of its economic potential and serve to increase its economic power.

Although the investment climate in the Republic of Uzbekistan is stabilizing from year to year, so far large investments in the economy of the republic are gradually entering. These include:

Uzbekistan's lack of direct access to sea trade routes; slow development of telecommunications;

- Low exchange rate of the national currency in the economy relative to the freely convertible exchange rate;
- Shortcomings in some laws and regulations and, in particular, the lack of special laws on minerals;
- Existing shortcomings in the credit system, currency conversion;
- Slow development of the securities market;

We know that the benefits provided by the government are not coordinated with world practice.

So, today it is necessary to bring the economy of the republic closer to the world economy. To do this, it is necessary to pursue a policy with a clear goal of further liberalization of foreign economic activity, the establishment of direct contacts with foreign partners, the introduction of more preferential procedures for the export and import of goods.

In our opinion, the need to implement investment projects in priority sectors of the economy of the republic stems from:

- Physical and spiritual obsolescence of production capacity, their restoration or technical re-equipment or complete overhaul;
- Extremely low material and technical base in the industrial sector and the presence of many loss-making enterprises;
- The ratio of savings to consumption in the national income of the republic is spent more on consumption and the savings are declining as a source of investment;
- Uzbekistan is rich in natural resources and has the opportunity to build many processing enterprises;
- Population growth (labor resources) and the need to build small modern compact enterprises, bringing them closer to the village, which is a source of labor resources;
- The need to reduce the share of raw materials in the republic's exports and to be able to produce more finished products, etc.

In short, we will be able to solve many tasks related to building a developed market economy through the development of effective investment projects. Its implementation will not only ensure the establishment of additional activities and production, but also serve to increase the welfare of the population and increase the wealth of the state, as well as increase its economic power, which reflects the real standard of living of society.

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THE ECONOMIC ROLE OF OIL PRODUCTION IN THE BUKHARA-KHIVA REGION AND ITS SIGNIFICANCE FOR THE COUNTRY

Bobojonova Zarnigor Shokirovna[1]

ABSTRACT

In this article, the role and significance of the Bukhara-Khiva region for the country in terms of mining is described. In addition, the article provides the industrial and economic significance of the Bukhara step in the Bukhara-Khiva region.

Key words: *oil industry, economics of petroleum products, economic significance of the oil fields of the Bukhara stage.*

In view of the influence of the oil industry on the world market economy, the American economist and scientist David Dixon argued that “The unforeseen should always be expected. The oil industry cannot predict anything. You should always have alternative plans". Today, despite the desire of the world's population to overcome the pandemic period, the need for oil and oil products remains the economic category that affects the main prices of the world market economy. In recent years, in a number of states, the oil industry is aimed at expanding the types of products by enriching them on the basis of various innovative projects. In addition, these projects, being the "Green Economy", acquire a strategic character, which environmentally justifies itself.

Given the above projects, the oil industry in Uzbekistan began to attract the attention of many states and served as an impetus for the growth in the number of alliance enterprises in the country.

Uzbekistan ranks 47th in oil production and 45th in terms of proven oil reserves among 181 countries of the world. This is 0.3% of the total world reserve, i.e. 0.594 million tons of oil reserves. In 2020, daily oil production in Uzbekistan amounted to 47,000 barrels of crude oil and 86,000 barrels of liquid oil.

The oil industry of our country occupies a significant place in the global industrial economy. The Bukhara-Khiva region occupies an important place in the strategic development of the oil and gas industrial complex. The Bukhara-Khiva region, being a unique geological structure, consists of rich oil and gas fields such as Gazli, Kukdumalok, Zevarda. The Kukdumalok field accounts for 70% of the country's oil reserves.

The Bukhara step is the highest part of the Bukhara-Khiva region in the form of fences and the rich oil and gas fields mainly consist of “traps”. At this stage, there are most of the fields that belong to the lower Crete and upper Jurasic complexes, such as Moshokli, Yangikozgon, Gazli, Kogon, Alan, Dengizkul, Shodi, North Pomuk, South Nishon, Urtabulok, Muborak, as well as large gas deposits are concentrated in Gazli deposit on horizons IX and X (Senomanian) of the high part of Crete.

The depth of deposits located on the Bukhara step differs in significant depth due to uplifts and troughs in this area (Table 1).

[1] PhD student at Tashkent state technical univerisity

Table 1 : The area of deposits at the Bukhara step

№	Name of fields	Depth, m	Corresponding geological period
1.	Moshoklin uplift	1000	Paleozoic
2.	Yangikozgon uplift	1200-2200	Jurassic
3.	Tuzkuy trough	1400-2500	Jurassic
4.	Gazli uplift	1400-2500	Jurassic
5.	Romitan trough	1400-2500	Jurassic
6.	Muborak dislocation system	1500-3000	Late Jurassic

The Bukhara step has a strategic role being the largest oil-containing territory of the country. Its area is shown in Fig.1.

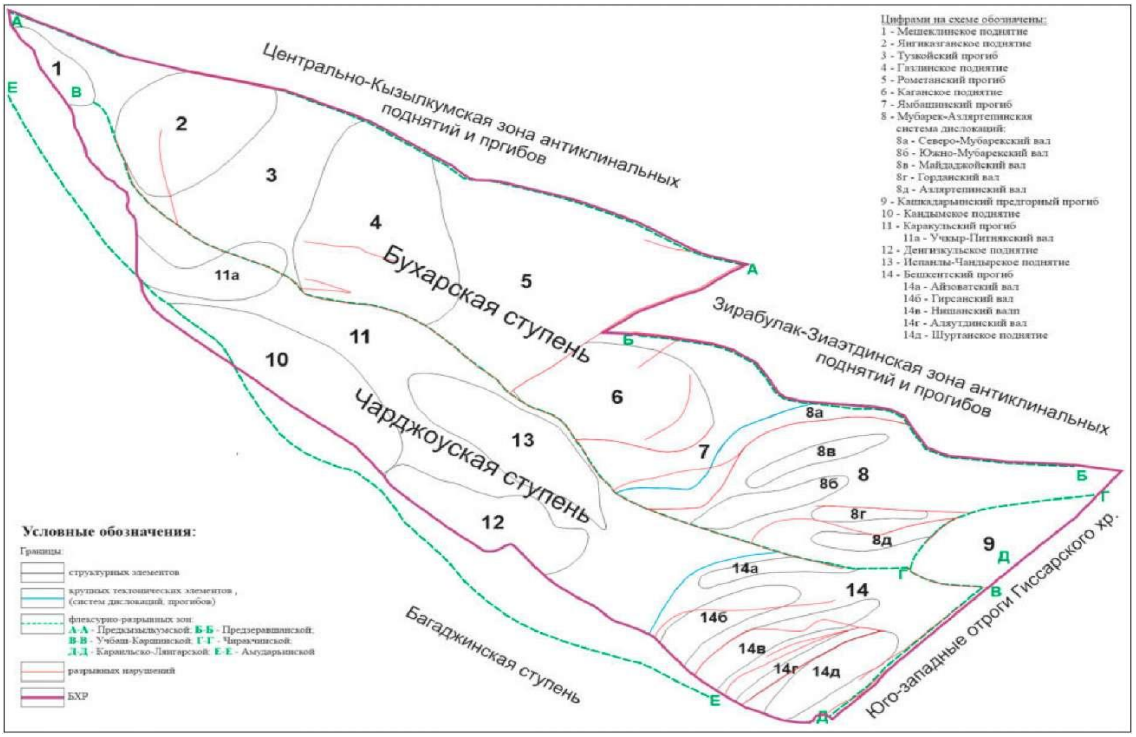

Fig. 1. Tectonic scheme of the BKR (compiled on the basis of the map of the tectonic zoning of the BKR)

The Bukhara Step is separated by the Chardjou Step, and the uplifts are complex with low-lying faults and structures. The depth interval of these faults, as well as the period of formation, serve to distinguish complex troughs at the Bukhara step. If the density of the hydrochloric anhydrite formation at the Bukhara step remains and does not depend on the density of the carbonate deposit located under it, in this case, a decrease in the density of the carbonate deposit at the Chardjou step at the place of the maximum limit to the minimum value is observed. Also the opposite can happen, i.e. the maximum density limit of carbonate

deposition at the Chardjou stage can preserve the carbonate deposition at the Bukhara stage of the hydrochloric anhydrite formation. The Bukhara step is separated by the Chardjou step, which is surrounded by complex fences in the southwest of the Bukhara step. All deposits located in this area are concentrated in five areas of oil and gas deposits, which correspond to the Jurassic period and are directly connected with the folds of salt mines.

Due to the maximum saturation of the Mugrob depression and the Kopetdog trough with oil and gas, the oil-rich layers of the Bukhara step are characterized by a minimum limit. Oil and gas bearing layers were also discovered at the Cent field, which is located on the Khiva trough of the Bukhara step.

The oil and gas bearing horizons on the territory of the Bukhara step correspond to the Upper and Middle Jurassic periods, i.e. Senon, Turon, Cenoman, Alb, Apt, some Cretaceous. In this area, deposits are mainly found in complexes of the Lower Cretaceous and Upper Jurassic. The Gazli field is concentrated on horizons IX and X on a large complex of Upper Cretaceous gas deposits.

In the southern part of the Mubarek uplift of the Bukhara step, the northeastern extension is concentrated in the brachianticlinal complex. (Brachianticline is an anticline fold, the hinge of which plunges in the opposite direction. The layer of rocks on the wings lies on opposite sides of the folded layer. The washed-out rocks that make up the brachianticline form concentric ellipses on the surface of the earth, in the center of which are older ones, and closer to the edges - younger rocks). Therefore, for young deposits, there is a slight change in the northern pressure of the water.

In the course of studying the geological history of the Bukhara-Khiva region, many tectonic schemes were developed that reflect different views on the structure of the region. Preliminary data on this topic were obtained from the study of rocks in nearby mines, and the introduction of geophysical methods, combined with deep drilling, made it possible to obtain more information about the structural features of the region and study its internal features.

According to some researchers (Sh.D. Davlyatov et al.), the second one is combined into zones of uplift (Gazli-Yangikazgan, Muborak-Uzlartepa, etc.) and decline (Beshkent-Kashkadarya, Birgutly-Karakul, etc.) Other authors (A G. Babaev, L. G. Zhukovsky, V. D. Ilyin, E. V. Lebzin and others) studied two depths within the Bukhara-Khiva region (Bukhara, Pitnak, Mubarak). A.A. Bakirov distinguishes between the Bukhara and Chardzhou-Darganata linearly elongated uplift zones. At the same time, the terminology used and the boundaries of the constituent elements vary among different authors. However, most researchers recognize the presence of two different main constituent elements that divide this region into two parts - Northern and Southern.

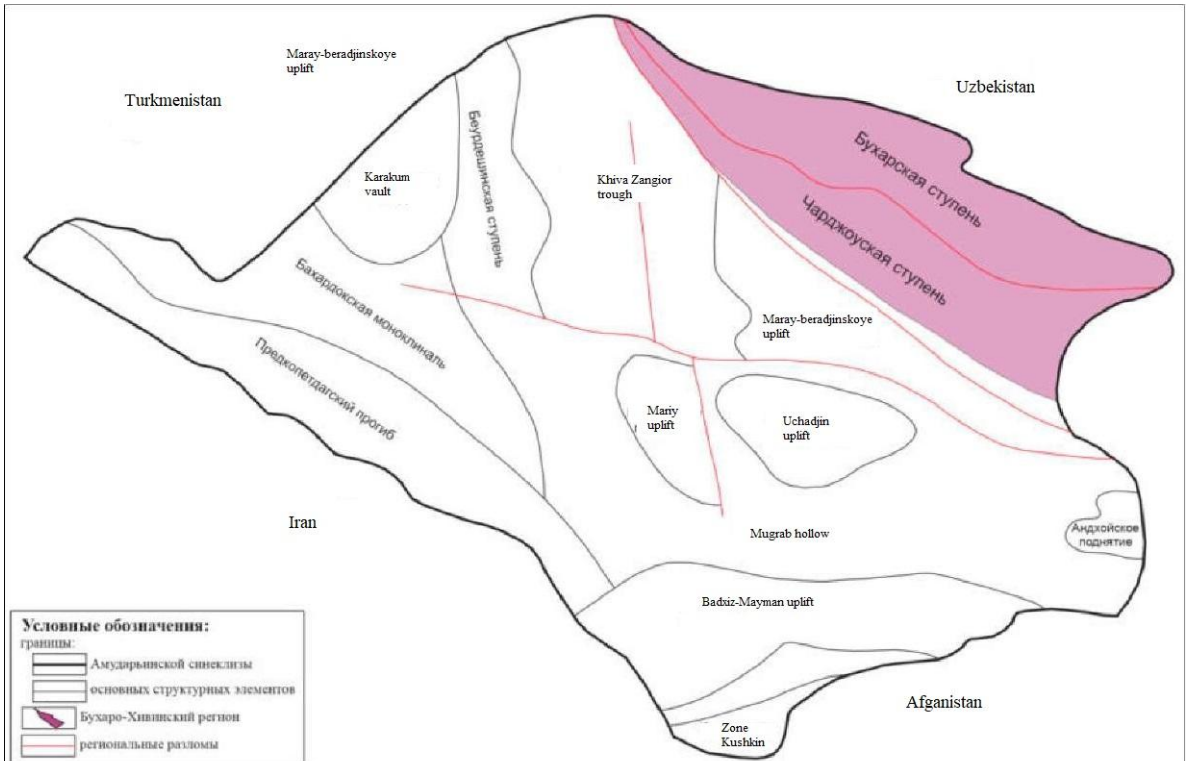

Fig. 2. Tectonic scheme of the Amudarya syneclise (compiled on the basis of the structural map of the Amudarya basin

The Bukhara and Chardjou steps were divided into systems of blocks submerged to different depths, resulting in the formation of large positive structures (uplifts and ramparts) separating them from deflectors and local uplifts associated with them.

The role of the Bukhara stage in the industrial production of the country is characterized by significant gas and oil fields, with a low oil-bearing potential, deposits. Wells were drilled in the Shurchi field - 100 wells (average depth 1200 m), Alan field - 300 wells (depth 2700-3200 m), Yulduzkok field - 50 wells (average depth 1200 m), Kemachi field - more than 170 wells (average depth 2900 m) and the Maimanak field - approximately 20 wells (average depth 2500 m), which significantly increased the proven reserves of natural gas. Also, although the oil and gas condensate reserves of the Gazli field are small, gas reserves are 470 billion m3 (about 0.5 trillion m3 have also been identified). The oil and gas bearing area is about 460 km^2.

According to the personnel demonstrated at the meeting, Uzbeknetfegaz was assigned 111 fields with 50% of current reserves - 934.1 billion cubic meters of gas, of which 312.8 billion cubic meters (16.8%) fall on the Mubarek oil and gas production department, Ustyurt gas production department - 235, 5 billion cubic meters (12.6%), Gazli oil and gas production department - 195.4 billion cubic meters (10.5%), Shurtan oil and gas production department - 187.3 billion cubic meters (10%), Vodiy oil and gas production department - 0.4 billion cubic meters (0.2%).

A number of large and medium-sized deposits are known on the territory of Uzbekistan - Gazli, Achak, Beurdeshik, small oil deposits and rims have been found in the deposits of the Bukhara stage. Oil deposits can be traced to 19% of all discovered fields in the Bukhara-Khiva region. Most of them are concentrated in

the southeastern part of the Bukhara and Chardjou steps, single deposits are noted in the central part of the Murghab basin. 81% of all discovered fields are gas and gas condensate deposits. In the areas of its distribution, gas is found only in the subsalt part of the section, and is characterized by an increased content of hydrogen sulfide (up to 6.5%). The gas content of Cretaceous deposits has been established only outside the area of salt accumulation, mainly within the boundaries of the Bukhara step.

Although the Bukhara Stage is not enriched with oil reserves, a total of 20 years of oil has been recovered from the 275 wells being developed in the area to date. In particular, such fields as Gazli, Tashkuduk, Sepalitera, Karaulbazar have been depleting their oil reserves in recent years. The wells formed during the drilling of the fields were not developed due to the difficulties in extracting oil reserves after extracting gas reserves.

The picture shows oil and gas condensate produced over 10 years in the amount of 33,939.4 thousand tons. Over 20 years, 95,092 thousand tons of oil and gas condensate have been produced. The extraction of oil and gas condensate on the Bukhara slope for 20 years amounted to about 95,052 thousand tons. Despite the complexity and small volume of oil production on the Bukhara slope, it can be understood that these volumes of oil reserves are very small for 20 years. The interpretation of these figures in economic analysis means that they have made a significant contribution to the source of reserves. However, it should be noted that the Bukhara slope is not saturated with oil and requires high qualification and drilling in the right technological direction.

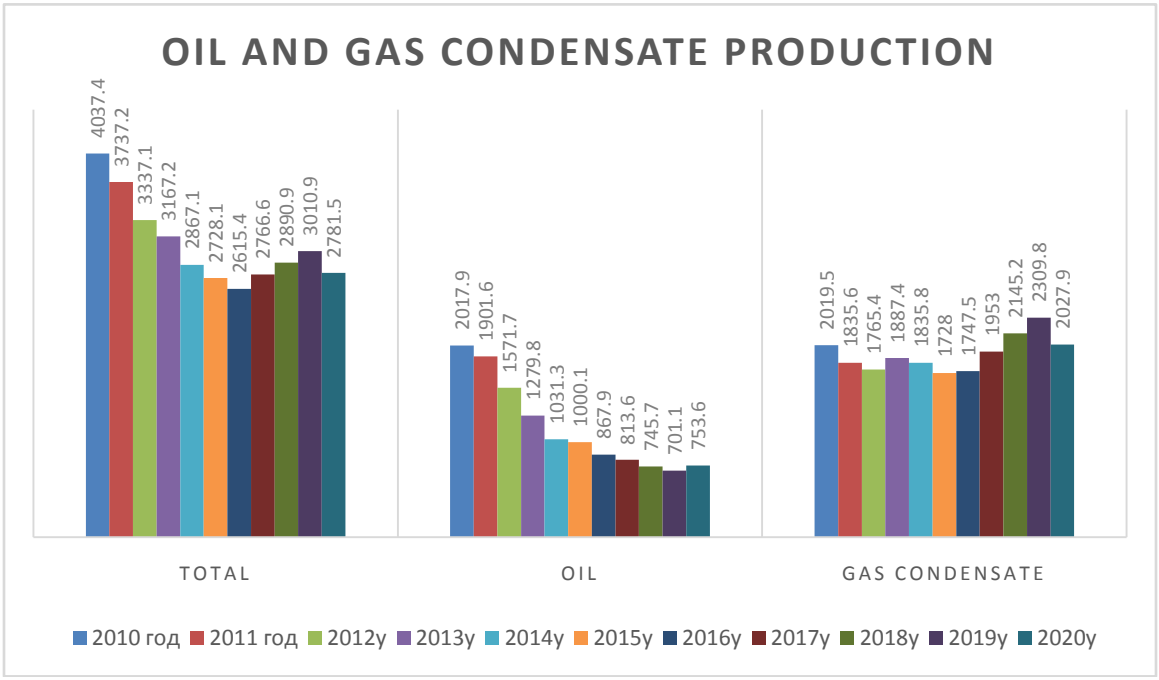

Fig. 2. Oil and gas condensate production (thousand tons)

Source: stat.uz (industry)

The mineral resources of the Bukhara slope of the Bukhara-Khiva region of the country, according to the State balance of minerals of the Republic of Uzbekistan, are represented by the following raw volume (Table):

Table 2. The state of the mineral resource base of the Bukhara slope in the state balance sheet of the mineral resource base of the Republic of Uzbekistan, As of 09/01/2021, in thousand tons

№	Name of deposits (wells)	Mining depth, km	Mineral name	Reserve condition (01.09.2021)		Manufacturing enterprise	Note
				$A+V+S_1$	S_2		
1.	Takazgan	170	graphite	9171,3		OOO "Richland International Industrial"	It is suitable for the production of concentrates obtained after ore beneficiation (the amount of graphite in the concentrate reaches 66 and 74%).
2.	Crook	40	iodine	0,6	0,3	Geological Committee	Iodine waters of oil and gas fields
3.	Khuja Khayron 1	14	Brick and tile (thousand m3)	177,4		OOO Olim said Subhiddinbek	Loess rocks are suitable for the production of bricks of class 75 and above.
4.	Tozbulok	180	Facing stones	16006		Geological Committee	Marble color dark gray Yield of blocks 34.2%, slabs 11.9 m2 / m3.
	Koroulbozor	4	building stones	780,3		«BUXORO KAR'ER» LLC	Dolomitized limestone for crushed stone is white, light gray.
	Koroulbozor	3	Cement	12096,7		"Bukhara Euro Cement" LLC	limestone cement production
	Korasigir	30	Gypsum and anhydrite	5654,6		"Navoiy Sanoat Savdo" LLC	Development of viscous plaster chikarish
	Chialin 1	22,7	glass	128,2		Production of viscous gypsum	Production of quartz sand for fiberglass pipes
	Zevarda	50	mineral salt	12		ChNPF Qamay	Halite is useful for technical purposes

Source: Data of the Committee of Geology and Mineralogy of Uzbekistan, 2021y.

The economic importance of the Bukhara slope of the Bukhara-Khiva region plays an important role in providing it not only with oil and gas, but also with products related to key industries.

As part of the Uzbekneftegaz program to develop and expand the hydrocarbon and raw material base for 2020, drilling was carried out at the Shurkum field to provide the resource base of mining companies. Particular attention is paid to the development of this direction due to the fact that it is an important contribution to the economic strategic development of the country.

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ANALYSIS OF THE METHODOLOGY FOR ASSESSING THE TECHNOLOGICAL COMPETITIVENESS OF ENTERPRISES

IsayevJakhongirMuzaffarovich [1]

ABSTRACT

The article analyzes various methods for assessing competitiveness based on research. The features, advantages and disadvantages of these methods, directions of their use are described.

Key words: *competition, enterprise competitiveness, methods for assessing competitiveness, complex indicators, shortcomings, analysis.*

Introduction

In addition to theoretical studies of the essence of competition and competitiveness, an important issue is its practical assessment. To date, various methods for assessing competitiveness have been developed. However, a universal and generally accepted approach to assessing the competitiveness of an enterprise by economists has not yet been developed.

At the same time, there is a need to assess the competitiveness of an enterprise, since in a market economy, the assessment of their competitive positions is an integral part of the activities of any business entity. The study of competitors and the conditions of competition in the industry is required for an enterprise, first of all, in order to determine what its advantages and disadvantages are over competitors, and to draw conclusions for developing its own successful competitive strategy and maintaining a competitive advantage.

Results and discussion

Such foreign scientists as M. Porter, I. Ansoff, J.-J Lamben, A. Thompson, A. Strickland, F. Kotler, A. Golovachev, R. Ivut, N. .Penshin, H. Faskhiev, G. Bagiev, A. Zakharov, V. Fedorovich and others whoformed the theoretical and methodological aspects of assessing the competitiveness of the enterprise.

At the same time, most of the authors consider the competitiveness of the enterprise as a whole, not taking into account its industry affiliation. Moreover, in each sector of the economy there are features that should be taken into account when assessing. There are many classifications of methods for assessing the competitiveness of an enterprise: according to the theoretical content, according to the form of displaying the results of the assessment, according to the form of the mathematical relationship of indicators, and a number of others.

As part of the study, we will consider a meaningful (classical) classification of methods for assessing the competitiveness of companies:

- Methods based on assessing the competitiveness of products (product);
- Matrix methods;

[1] Head of the Department for Youth Affairs, Spirituality and Education of the Samarkand Branch of the Tashkent State Agrarian University

- Methods based on the theory of effective competition (operational);
- Complex methods.

Product methods based on assessing the competitiveness of products can historically be considered the first methods for assessing the competitiveness of an industrial enterprise.

This group of methods is based on the judgment that the competitiveness of an enterprise is the higher, the higher the competitiveness of its products. In turn, to assess the competitiveness of products, various marketing and qualimetric methods can be used, most of them are based on finding the price-quality ratio. Within the framework of this approach, the relationship between the competitiveness of a product and the success of a company is so strong that these categories are practically identified.

Product methods for assessing the competitiveness of an enterprise are described in the works of A. Yudanov, N. Yashin, M. Porter, T. Poznyakova, A. Pechenkin, V. Fomin. The authors consider the competitiveness of products as a basic concept in the system of competitiveness, and other aspects are its derivatives.

Matrix methods for assessing competitiveness are based on building a single matrix based on considering the processes of competition in dynamics, determining the place of the investigated company, and choosing a marketing strategy. The methodology is based on the analysis of competitiveness, taking into account the life cycle of the company's products. The most competitive are those enterprises that occupy a significant share in a rapidly growing market.

These methods are considered in the works of M. Porter, I. Ansoff, J.-J. Lamben, A. Thompson and A. Strickland, the developments of the Boston Consulting Group, McKinsey, Shell, Arthur D. Little and many others.

The most famous method for determining the competitiveness of an organization is the matrix of the Boston Consulting Group (hereinafter - BCG) "market share - sales growth rate".

The methodology is based on two concepts: the experience curve (according to which enterprises with a large market share minimize their costs), and also the product life cycle (according to which the growing market segments have the greatest prospects).

Based on these concepts, the products of the enterprise are differentiated in terms of the relative market share (along one axis of coordinates) and the growth rates of the respective markets (along the other axis). In this case, the relative market share is the ratio of the share of a given enterprise to the share of the largest competitor in the market of the corresponding industry. Possession of a high market share should lead to the minimum (relative to competitors) level of costs and the maximum level of profit.

The disadvantages of the method include the impossibility of analyzing the causes of what is happening, which complicates the development of management decisions.

McKinsey & Co developed a strategic analysis matrix for General Electric in the 1970s, hence the model is also called the General Electric Matrix. Unlike the BCG model, which has the dimension [2x2], the McKinsey matrix has the dimension [3x3] and is built in the axes "Market attractiveness" - "Competitive position".

Market attractiveness is determined based on the size and growth rate of the market; technological requirements; the severity of competition, the magnitude of barriers to entry and exit from the industry;

seasonal and cyclical factors; capital requirements; emerging opportunities and threats in the industry; the actual and projected profitability of the industry; social, environmental factors and degree of regulation. To obtain an indicator of the attractiveness of an industry, factors are weighted according to their importance. The sum of the weighted ratings of all factors characterizes the attractiveness of the market.

Attractiveness ratings are calculated for each product line represented in the company's portfolio.

Factors taken into account when assessing a competitive position include: market share; the relative state of unit costs; product quality; knowledge of buyers and markets; availability of competencies in key areas; sufficient level of technological know-how; leadership qualifications; as well as profitability versus competitors.

To get a quantitative measure of the competitive position of the company's divisions, each of them is assessed using the same approach as when assessing the attractiveness of the industry (through the sum of the weighted ratings).

The Shell model is very similar to the McKinsey matrix, developing the idea of strategic business positioning. A feature of the Shell matrix is the assumption that the market is an oligopoly. Therefore, for business units with weak competitive positions, an immediate or gradual exit strategy is recommended.

Also, the attractiveness of the industry presupposes the existence of a long-term development potential for all market participants, and not only for the enterprise in question.

The Shell model is a [3x3] matrix built in the "Industry Outlook" - "Competitive Position" axes. As in the McKinsey model, each of the dimensions is determined by finding a multivariate rating indicator. At the same time, the Shell model places even greater emphasis on the quantitative parameters of the business. By analogy with the previously described models, a specific strategy is prescribed for each position of the Shell matrix.

Another development of McKinsey's concept is the Hofer / Schendel model. In it, the search for an optimal strategy is carried out along the axes of the “Stage of Market Evolution” - “Competitive Position”.

At the same time, the “Competitive position” indicator is also a multifactorial rating value.

A similar principle is used to construct the Thompson-Strickland matrix, as well as the model developed by Arthur D. Little (ADL matrix).

Separately, it should be noted the matrix of J.J. Lamben, which is based on a comparative assessment of the competitiveness of companies operating in the commodity market.

J.J. Lamben defined competitive advantage as the characteristics and properties of a product (brand) that create a certain superiority for an organization over its direct competitors.

These characteristics can be very different and relate both to the product itself (basic service) and to additional services accompanying the basic one, to the forms of production, marketing or sales, specific to the enterprise or product.

Competitiveness is assessed by 6 criteria (indicators) on a 5-point scale. The competitiveness ratio is defined as the ratio of the companies' scores to the leader's scores. The leader is the company with the highest total score and is assigned a coefficient equal to 1.

The advantage of this method is the visibility of the competitive advantage and competitiveness of the organization in relation to competitors, but a small number of factors are taken into account.

SWOT analysis (strenghts - weaknesses - opporrtunities - threats) is an analysis of the strengths and weaknesses of an enterprise in the competition, emerging opportunities and threats. Competitiveness indicators are assessed by blocks: finance, production, organization and management, marketing,personnel, technology.

This method of assessing the competitiveness of an enterprise does not provide an integral indicator of competitiveness and, as a consequence, it is difficult to compare the competitive advantages of competing enterprises.

The methodology for assessing the competitiveness of an organization based on "4P" is based on a comparative analysis of the organization and competing enterprises by factors: product, price, market promotion and distribution channels. Unlike SWOT analysis, it allows you to give a quantitative assessment, both for individual factors and for all factors in general. The method is also implemented through a scorecard, where all competitiveness factors are assigned a quantitative assessment, for example, from 1 to 5 points. The disadvantage of this method is that the assessment of competitiveness factors is carried out by experts.

Today there are many different matrices of strategic management, which to one degree or another are the development of the models discussed above.

In general, matrix methods for assessing the competitiveness of industrial companies are simple to calculate and give a clear idea of the current position of the company, its products and competitors. In the presence of information on sales volumes and relative market shares of competitors, the method allows to ensure a high adequacy of the assessment. However, the simplification of calculations makes the research inaccurate.

The considered group of methods is based on a narrow group of factors that determine the competitive situation in the industry and the competitive advantages of companies. The result of the identified shortcomings is that the use of matrix methods limits the analysis of the causes of the current market situation and, thereby, complicates the decision-making process.

An integrated (combined) approach is the integration of the values of the current competitiveness of an industrial company and its competitive potential. Assessment of the competitiveness of an enterprise within the framework of these methods is carried out on the basis of highlighting not only the current, but also the potential competitiveness of the enterprise. An integrated approach is described in the works of D. Mukhina, I. Maksimova, I. Chepurny and other authors.

Current and potential competitiveness and their ratio within the integral indicator of enterprise competitiveness, depending on the method, may vary. So, in a number of cases, the current (real) competitiveness is determined on the basis of assessing the competitiveness of the enterprise's products, potential - by analogy with methods based on the theory of effective competition.

Determination of indicators for assessment within the framework of this method is carried out expertly on the basis of various assessment tables and matrices.

The advantages of the approach include the fact that it takes into account not only the achieved level of enterprise competitiveness, but also its possible dynamics in the future.

At the same time, the integrated approach repeats the disadvantages of the previously included methods. Also, this approach is distinguished by subjectivity in the process of converting single indicators of competitiveness into relative values.

In modern conditions, approaches that provide an objective determination of the value of a business as a whole are of particular importance. In this regard, it seems appropriate to consider an approach to assessing competitiveness based on determining the value of a business. This is due to the fact that the focus of commercial organizations is on the issue of maximizing the value of a business, increasing the welfare of owners (shareholders).

Business value serves as an integral indicator of the company's development, combining all the key indicators of the external and internal environment of the company in the market. Accordingly, a comparison of the dynamics of the value of various economic entities makes it possible to compare the results and prospects of the activities of various enterprises, and therefore to assess their competitiveness.

Various methods for assessing the value of a business have been developed, taking into account all the essential information about the activities of the investigated industrial enterprise:

Profitable:

- method of discounting cash flow (DCF);
- capitalization method;
- Miller-Modigliani method;
- the method of economic added value;
- method of added market value.

Comparative:

- the method of past transactions;
- capital market method;
- method of industry coefficients.

Costly:

- method of net assets;
- residual value method.

Optional:

- the method of creating the equivalent of an option from ordinary shares and loans;
- risk neutrality method;
- Blanc-Scholz method;
- Binomial method.

In the first half of the XX century in the world, the assessment of competitiveness was made by a simplified method and was based on indicators characterizing the income and expense of the enterprise in the study period. With the development of the economy, increased competition and a change in the specifics of the functioning of enterprises, a characteristic feature of which was the differentiation of products, as well

as entry into new sales markets, this approach proved to be insufficient to reflect the real situation of the competitiveness of the enterprise and its products.

To form a comprehensive indicator of the competitiveness of an enterprise, the main methods were analyzed and systematized, using which individual quantitatively expressed criteria of the enterprise's competitiveness determine its assessment. According to the methodology for calculating the complex indicator of competitiveness proposed by E.S. Podbornova, the final complex indicator is calculated as the sum of the products of segment indicators, taking into account their significance and point value.

In our opinion, in practice, such a methodology for assessing competitiveness is very laborious and difficult to calculate.

There are also a number of contradictions associated with the allocation of estimated indicators. For example, we do not share the point of view according to which the quality of products and services is determined by demand, the sustainability of the operation of the enterprise - by the number of complaints, social guarantees, in turn, by the coverage of the population in need in the products and services of the enterprise, etc.

From an economic and mathematical point of view, of interest are the works of D.O. Tolkachev, who proposes to use indicators based on the financial results of an enterprise to assess competitiveness. Tolkachev expresses the point of view according to which all possible indicators are based on the results of the enterprise. So, for example, each of the factors (competitiveness of goods, financial condition of the enterprise, organization of sales of goods) is reflected in monetary terms in the balance sheet of the enterprise. For example, return on assets characterizes the level of return on assets.

This indicator largely depends on the demand for the company's products, which means it can be used as an indicator of the competitiveness of products, since the demand for the company's products by buyers indicates its high competitive properties; current liquidity ratio - characterizes the company's ability to ensure its obligations in the short term at the expense of its own circulating assets.

This ratio gives a generalized assessment of the liquidity of assets; the financial autonomy ratio shows what part of the property's value is equity (how much the company is independent of creditors); the coefficient of the total turnover of assets - one of the main indicators of the business activity of the enterprise - characterizes the breadth of sales markets, business reputation; the ratio of the supply of turnover with its own working capital gives the most reliable assessment of the supply of the enterprise with its own working capital, since it synthesizes the indicators of the balance sheet and the report on the financial results of the enterprise for the analyzed period.

Then D.O. Tolkachev, using the Statistica package for applied analysis, forms statistical indicators of variables, determines the tightness of the relationship between the variables using the matrix of correlation coefficients, and to go to the main components, determines the eigenvalues of the correlation matrix, then determines the eigenvectors of the correlation matrix, which determine the relationship between variables and main components (factors). Further D.O. Tolkachev gives a rather complicated algorithm based on the projection of variables onto the factor plane, derivation of the equation of the first principal component, and translation of the obtained standardized variables into ordinary variables.

Conclusion

Based on the foregoing, it follows that approaches to assessing the competitiveness of an industrial enterprise have evolved depending on the subject of research, which was in the focus of the relevant economic period, as well as the author's research area. There is currently no universal methodology for assessing the competitiveness of an enterprise. This is due to the fact that each of the existing approaches has a number of disadvantages. Basically, they boil down to the subjectivity and conventionality of the assessment, the difficulty of creating an exhaustive list of factors for analysis, the impossibility of comparing with competing enterprises due to their constant diversification, and the unclear definition of the boundaries of a particular market. The choice of this or that method for assessing competitiveness should depend on the goals and objectives that the company sets for itself, as well as the budget that it can allocate for assessing competitiveness.

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METHODOLOGICAL ISSUES OF ASSESSING AND INCREASING COMPETITIVENESS IN TOURISM

Bobur Sobirov[1]

ABSTRACT

This article investigates theoretical and methodological analyses of the competitiveness assessment features on tourism sector. On this case, methodological issues of assessing and increasing competitiveness have been analysed in the case of tourism in Uzbekistan. Therefore, the study of theoretically based tariffs and their classifications on the systemic analysis of the competitiveness has identified and suggested to reach better assessment measures. As a result, the author's definitions of authorship on the system-structural analysis of the competitiveness of the tourist area are proposed.

Keywords. *Tourist Territory Assessment, Regional Competitiveness, Tourist Competitiveness, Systematic Structural Analysis, Tourist Zone*

Introduction

Competitiveness has become a key condition for ensuring the stability of socio-economic systems, including regional systems, as the formation and development of competitive advantages contributes to the acceleration of economic growth, improving the welfare of the population, more efficient and rational use of the region's resource potential.

A high level of regional development can be achieved in two ways: through external support and the redistribution of centralized funds between regions, and through the full mobilization of internal resources and capacity. Competition is the most important factor in mobilizing and activating additional internal forces to achieve the set goals.

There are different approaches and views in the scientific literature on defining the content and essence of the concept of competition. Various authors rightly point out that competition is an integral part of a market economy, "the basis of the existence and functioning of the market", "the form of capital", "competition is the main driving force in the development of a modern economy."

Main part

The theory of competition was developed by Adam Smith and was widely discussed in his famous work, the Study of the Nature and Causes of the Wealth of Nations (1776). The peculiarity of A.Smith's theory of competition was that he first explained the concept of competition as a mutual struggle, elucidated the mechanism of competition, developed a model of development and strengthening of competition, defining the basic conditions of effective competition.

In 1974, the Nobel laureate in economics, the Austrian scientist F. Hayek argues that competition is the process by which people acquire knowledge and pass it on to each other. In his opinion, everything that is abstract in the market due to competition alone will gain transparency.

[1] Independent Researcher, PhD on Economics, Department of Food and Agricultural Economics, Samarkand Branch of Tashkent State University

In our opinion, the essence of competition is fully revealed through such concepts as competitive advantage (low cost, well-known brand, high quality of manufactured goods, new unique product, use of new technologies, highly qualified personnel, etc.), competitive strategy, competitive potential and shifts to a slightly improved competitiveness category. Competitiveness, in turn, fully reflects the internal characteristics of a particular entity and, at the same time, reflects the position of that entity in the overall system of market relations.

The concept of "competitiveness" has its roots in Latin. The Italian word "competizione" ("competition") is derived from the Latin word "cumpetere", which means "search together".

The different views of scholars on the definition of the content and essence of the concept of "competitiveness" are reflected in Annex 3.

The concept of competitiveness is interpreted differently by researchers. M. Porter defines competitiveness as a feature of the subject of goods, services, market relations to be able to participate on an equal footing with similar goods, services and subjects of competitive market relations available in the market. As M. Porter pointed out in his place, a generally accepted definition of the concept of competitiveness does not yet exist. Competitiveness for firms means the ability to compete in the global market in the presence of global strategies. For policymakers, competitiveness means a positive foreign trade balance, while for economists, it represents the lowest cost per unit of output. Competitiveness for a region is that its territory is more attractive to the population and business than other regions. M. According to Porter, there is only one aspect on which the concept of nationwide competitiveness can be based, and that is resource efficiency.

In our view, M.G. was among the first scientific studies to describe in detail the specific aspects of competitiveness also Dolinskaya and I.N. Solovev's research can be included.

We support Yashin’s views on competitiveness. According to him, the competitiveness of an economic entity is interpreted as the ability and dynamics of producers to adapt to changing competitive conditions in the market. We also evaluate the competitiveness of an entity as a generalized, complex indicator that determines the competitiveness of an enterprise, describing the state of a particular internal structure of the enterprise (potential competitiveness) and its response to external influences of the competitive environment (real competitiveness).

N.Z. Safiullin, L.N. Safiullin defines competitiveness as a relationship between the elements of a system of production relations in terms of comparing the acceptability and profitability of economic activity, expressed in terms of their ability to withstand competition in the system of market relations. Broadly speaking, competitiveness in the economic sphere means that it has aspects that ensure the advantage of the entity participating in economic competition, as these aspects can be specific to different subjects of competition - products, enterprises (manufacturers), industries and, finally, the country.

In his work, R. Fatkhutdinov describes competitiveness as a feature of the object that characterizes the level of satisfaction of a particular need in comparison with similar objects offered in the market. In addition to products, the author includes legal-regulatory, scientific-methodological, design documents, technology, production, personnel, securities, infrastructure (environment), information in the set of competitive objects. In our view, it is doubtful that objects that are different in their functional function and the nature of their existence, no matter how common they may be, have the same identity.

A.A.Voronov, M. Gelvanovskiy, V. Zhukovskaya, I. Trofimova, Yu.Ya. Eleneva and others emphasized the high level of competitiveness in the economy. We fully support the opinion of Russian economists that the problem of competitiveness should be studied in a comprehensive, interconnected system of "country-region-enterprise-product competitiveness" (Picture 1.).

Different manifestations of competitive relationships are manifested at three levels (micro, meso, and macro). At the micro level, certain types of products, certain industries, and businesses compete with each other. At the meso level, regions, networks, network corporate associations of enterprises and firms belonging to the horizontal type of integration, clusters enter into a competitive struggle. It goes without saying that at the macro level, economic complexes belonging to the intersectoral type of integrated relations compete.

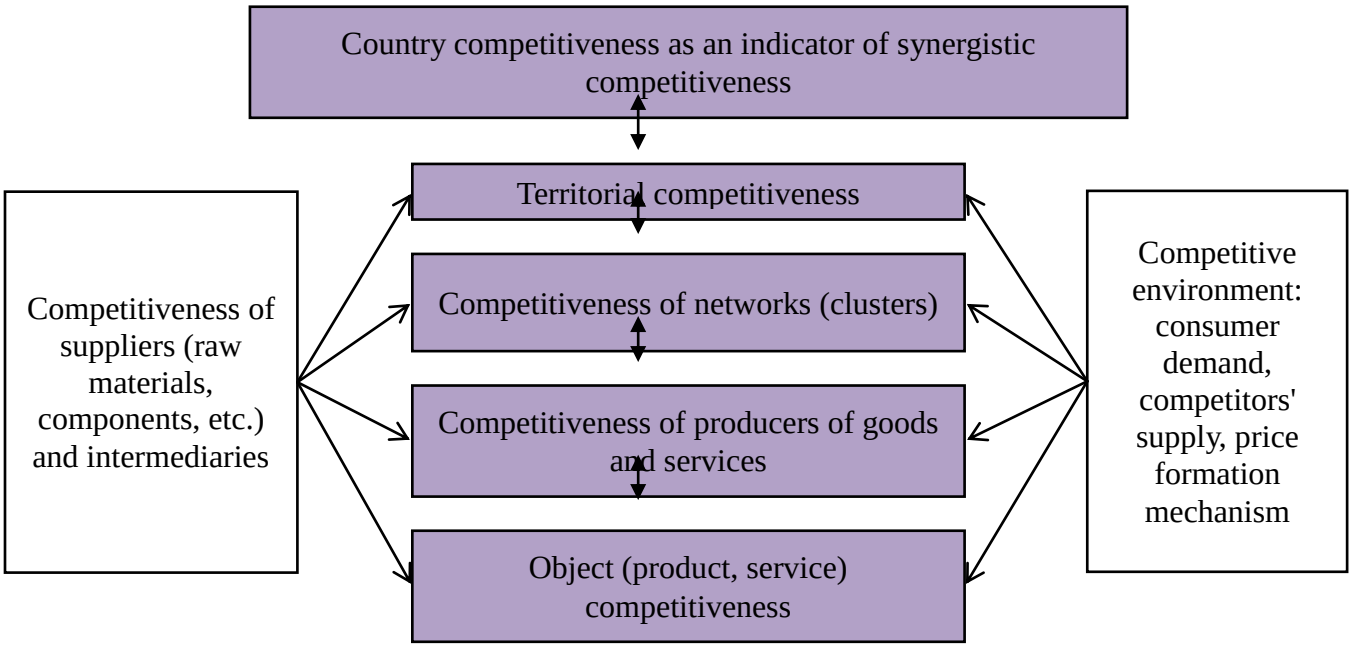

Figure 1. Interdependence and interaction of levels of competitiveness

Regional competition is characterized by its own peculiarities, in which the horizontal and vertical connections of subjects at different levels are clearly visible. At the current stage of interaction between business entities, horizontal and vertical relationships take on a different appearance. These kinds of relationships sometimes take the form of fierce competition, and in some cases take the form of cooperation and partnership.

Competitiveness of enterprises, which is a key element of the structure of the country's economy, is a central link in the system of competitiveness, as zero competitive enterprises, along with the production of competitive goods, serve to increase the competitiveness of countries and regions. The competitiveness of regional economic entities depends in many respects on the ability and capacity of local governments to rationally use the economic potential of the region to fully meet the growing needs of society through the use of management and regulatory functions.

The competitiveness of a region is a broader concept than the competitiveness of enterprises located in its territory. It includes economic resources, economic infrastructure and management of economic processes in the region, as well as the structures that manage these processes.

M. Porter identifies four stages of competitiveness of the regional economy “production, investment, innovation and wealth factors, which correspond to the four main driving forces that determine the level of development of the region over time” (Picture 2).

The first three stages lead to an increase in competitiveness and, in turn, prosperity. The fourth stage means a slowdown in growth and eventually a decline.

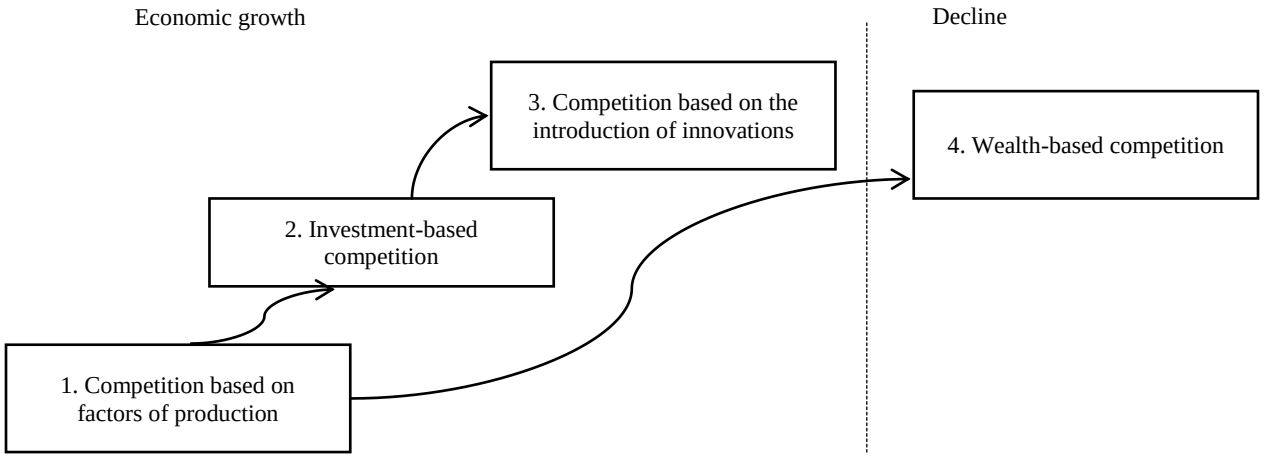

Figure 1.3. Stages of development of the competitiveness of the national economy

According to the World Economic Forum, the competitiveness of countries and regions in terms of medium-term economic growth prospects (five years) is "the ability to maintain sustainable growth rates of real income per capita, measured by GDP growth at constant prices" described as

According to A.B.Chub, in defining the competitiveness of the region, it is important to take into account two important aspects (the need to ensure a high standard of living of the population and the effectiveness of the economic mechanism of the region). The author refers to the competitiveness of the region, the role of the region in the country's economy, the ability to ensure a high standard of living of the population and the rational use of economic potential of the region (financial, production, labor, innovation, resources, etc.).

In our opinion, in determining the competitiveness of the region, the three components reflected in the following figure:

1) efficiency of the territorial management mechanism (competitiveness in the commodity market or competitiveness provided by production);

2) the need to ensure a high standard of living (competitiveness in the labor market or direct participation with the participation of the population);

3) it is expedient to take into account its investment attractiveness (competitiveness in the capital market or financial competitiveness).

Conclusion

Competitiveness of enterprises, which is a key element of the structure of the country's economy, is a central link in the system of competitiveness, as zero competitive enterprises, along with the production of competitive goods, serve to increase the competitiveness of countries and regions. The competitiveness of regional economic entities depends in many respects on the ability and capacity of local governments to rationally use the economic potential of the region to fully meet the growing needs of society through the use of management and regulatory functions.

The competitiveness of a region is a broader concept than the competitiveness of enterprises located in its territory. It includes economic resources, economic infrastructure and management of economic processes in the region, as well as structures that manage these processes.

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“BUSINESS EXCELLENCE” AS A QUALITATIVE MEASURE OF ENTREPRENEURIAL ABILITY

Navruz-zoda Layli Bakhtiyorovna

ABSTRACT

The article reveals the essence of the concept of "Business Excellence" as a measure of qualitative assessment of human entrepreneurial ability. The European Quality Management Foundation's (EFQM) universal model of Business Excellence has been redesigned to assess the quality of individual entrepreneurial activity - The Business Excellence in the Assessment of Entrepreneurial Ability (BEAEA) model was proposed.

KEY WORDS: *Entrepreneurial ability, EFQM, business excellence, human capital, economically perfect person, perfect entrepreneur.*

Introduction

The new Development Strategy of Uzbekistan for 2022-2026 years pays great attention to the development of small business and private entrepreneurship (SBPE), which is a driver sector in the creation of new jobs. By the end of 2021, the share of this sector in the country's gross domestic product was 54.9% [1], reaching the level of developed countries. However, in terms of poverty, Uzbekistan lags far behind developed countries. Therefore, in order to drastically reduce poverty through the development of SBPE, it is necessary to radically improve the quality of business activities of existing businesses, to take effective measures to develop their entrepreneurial skills. The study of best practices of developed countries on this issue shows that they have begun efforts to use the fifth level organizational mechanism of quality management in the process of improving the quality of SBPE. The point is that in the development of SBPE in Europe and the United States, the transition from the old "quality inspection" to "quality control" and then to "quality assurance" and "General Quality Management" (GQM), and now from GQM to new - "Business Excellence" quality management work has begun to master the mechanism. Therefore, the study of the "path to excellence" in the development of entrepreneurship based on the concept of "business excellence" of quality management in improving the quality of SME entities is a topical issue today. The article discusses the mechanism of "business excellence" to improve the quality of business.

Analysis of the literature on the subject

Various sources were used to define the concept of “Perfect Business Development”. The word "perfect" means perfect, mature, complete, and "perfection" means achieved perfection, become mature, fluent, "Perfect Man" used an electronic source [2].

The interpretation of the perfection is "the expression of the idea of a higher model" [3] is also noteworthy. According to the “Business Excellence Management System” produced by G.K. Kanji, “Business excellence is a management concept derived from the concept of general quality management (GQM) and represents the final stage of its evolutionary development” [4].

Fluvi Lasrado, in her book “Organizational Excellence: A Quality Management Program for Culturally Diverse Organizations”, explains the phrase “Business Excellence” as follows: “Today, this popular term not only conveys the importance of product and process quality, but also helps to explain the importance of

“excellence” in all aspects of business. It leads to success in all types of organizations - public, private, service, education, medical, commercial and non-profit. The quality approaches used in selecting award-winning organizations are largely similar [5].

R.Mann, M.Muhammad, M.T.Agustin in their book “Understanding Business Excellence - Awareness Guide for SBPE” say “Business Excellenc is the creation and consolidation of management systems and processes of an organization in order to increase productivity and create value for shareholders. It is not only a quality system, but it is also the most effective means of ensuring the sustainability of an organization. In fact, the Business Excellence Model (BEM) was originally known as the General Quality Management (GQM) model. [6].

L.Rocha-Lona, L.A.Garza-Reyes, V.Kumar co-authored the monograph says “Building Quality Management Systems: Choosing the Right Methods and Tools” in the monograph it was explained as “Business Excellence is the goal of an integrated approach that has become a holistic approach based on focused business criteria” [7].

Research method

The study describes the essence of the concept of "business excellence" in the method of monographic analysis. Using the grouping method, human entrepreneurial ability is described by distinguishing three group qualities - personal, professional and functional qualities. Using the comparative analysis method, differences were identified between the Business Excellence model and the Business Excellence Assessment model. The input, process, and output components are identified in the business capability assessment model using the system analysis method.

Analysis and results

By “perfect development of entrepreneurship” we mean the path of development by raising the status of business entities that have reached a high level of quality, a standard of development. If roadmaps are developed in the context of accelerated development rates and efficiency indicators compared to previous periods in the traditional development of entrepreneurship, the main task is to achieve the level of development rates and efficiency indicators of leading business entities, which occupy the highest positions in the business competitive environment.

The basis for achieving the level of excellence of business entities is the level of development of entrepreneurial ability of a able-bodied person engaged in business activities. A study of the existing approaches of scientists to the assessment of entrepreneurial ability shows that in the process of determining such a person's ability to focus on the assessment of more opportunities, the issues of evaluation of partial and final results are neglected. Such an approach does not fully allow the entrepreneurial ability to be used as a factor of production to realize the economic potential of the entrepreneur and to become a means of poverty reduction.

The European Quality Management Foundation's (EFQM) Business Excellence model is an effective tool for assessing both entrepreneurial opportunities (abilities) and outcomes (partial and final) in an interrelated manner (Figure 1).

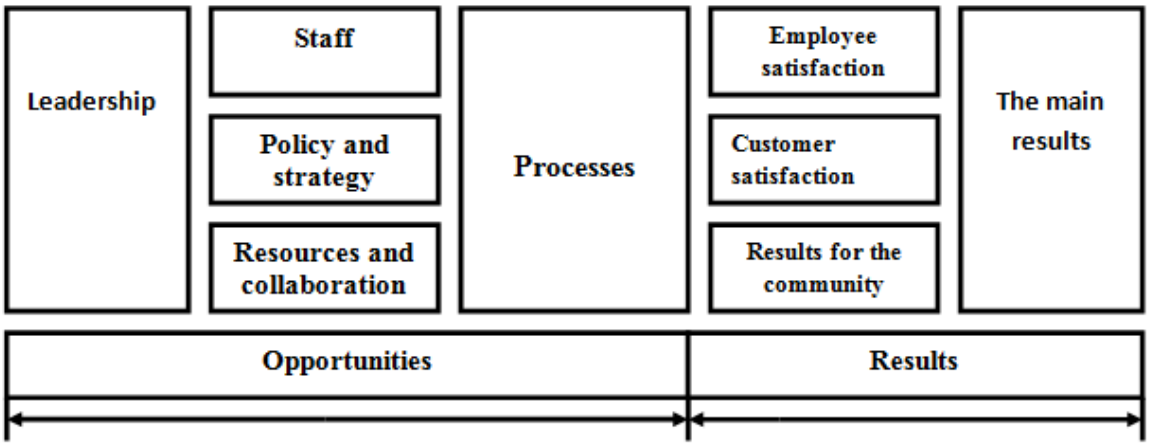

Figure 1. Business Excellence Model of the European Foundation for Quality Management (EFQM) [8]

As can be seen from Figure 1, the EFQM “Business Excellence” model is a nine-criterion economic evaluation model in terms of organizational structure, which consists of two major structural criteria: 1) opportunities and 2) results, and 9 closely related criteria, each in turn divided into several sub-criteria. According to Dmitry Maslov, a member of the expert group of the European Quality Management Foundation for the revision of the EFQM-2006 model, Alexander Shestakov, a competition expert for the Government of the Russian Federation award for quality, and Derek Midherst, director of D&D Excellence Limited in the UK: “The philosophy of General quality management (GQM) as a European interpretation, the concept of EFQM is in turn a practical tool (model) designed to be used to improve quality” [9].

It should be noted that a specific feature of the EFQM Business Excellence model is the assessment of "business excellence" of business entities and organizations operating as legal entities. Between 1992 and 2017, more than 20,000 different European companies [10] used this model to evaluate enterprise quality management, self-assess the quality of their business activities, and develop quality improvement strategies by participating in various competitions.

Therefore, the economic model for assessing the "level of business excellence" of enterprises and organizations operating in the status of this legal entity is adapted to the assessment of entrepreneurial ability of individual entrepreneurs and self-employed persons operating as individuals we are trying to create our own authoring model, which is called The “Business Excellence in the Assessment of Entrepreneurial Ability” (BEAEA).

The proposed “Business Excellence in the Assessment of Entrepreneurial Ability” (BEAEA) model has the form of nine large and many small economic models provided for in the current “EFQM Business Excellence” model, and its internal structure, in contrast to the original model, has the following structural changes:

The first change, is that in the introductory part of the EFQM Business Excellence model, instead of the “Leadership” criterion No. 1, the BEAEA model introduces the quality indicator “Human Entrepreneurial Capacity”, which is the object of assessment of individual entrepreneurs and self-employed individuals that serves as a basis for the development of the next 8 criteria of the model. Entrepreneurial ability, in our opinion, serves as a measure of business excellence. This ability of a person in microeconomics is manifested in the form of an individual (self-employed person, sole proprietor) and a legal entity (entrepreneurial enterprise, corporate manager, innovator and investor) and has its own characteristics. Entrepreneurial ability is manifested as a special economic resource, a factor of production management and marketing, as well as individual, firm and national human capital.

The second change, replaces the 2nd - "Employees", 3rd - "Policy and Strategy" and 4th - "Resources and Cooperation" criteria describing the capabilities of companies in the model "EFQM Business Excellence" which was decided to select and introduce three groups of qualities that represent the essence - personal (criterion 2), professional (criterion 3) and functional (criterion 4) entrepreneurial qualities. This is due to the fact that in order to succeed in individual entrepreneurship, a biological (consumer) person first develops into an economic (wage-earning) person, then develops entrepreneurial and business qualities, earns entrepreneurial income by organizing his business. who becomes) becomes a human being. We believe that the innate economic abilities of an entrepreneur, the qualities he derives from the chosen type of entrepreneurial activity, and the entrepreneurial qualities associated with running a private business play a decisive role in the formation and development of entrepreneurial ability.

The third change, the 5th "Criteria" abstractly expressed in the model "EFQM Business Excellence" - we consider it appropriate to express in our author's model as "the process of transforming entrepreneurial ability into human capital." This is because in the updated model, this criterion in terms of opportunities has a transformational character and plays the role of a bridge in the formation of individual human capital.

As a result of the monographic analysis, we have identified the “entrepreneurial concept” of human capital, in which an important component of this capital is “entrepreneurial ability”. The “Entrepreneurship Concept of Human Capital” plays an important role in fulfilling the task of improving the mechanism of assessment of entrepreneurial ability. The methodological basis of this concept is the theory of human capital and the theory of entrepreneurship. The entrepreneurial concept of human capital is based on the development of entrepreneurship as a factor of production, based on the theory of human capital, on the one hand, as a source of income of human productive abilities, and on the other hand, based on the theory of entrepreneurship. As a result of the integration of these two theories, the entrepreneurial abilities of small businesses and private entrepreneurship entities are formed and, along with their physical and mental labor, they are able to increase the productivity of management labor and generate entrepreneurial income.

Entrepreneurial ability is gradually becoming human capital. We found that this process takes place in three stages (Figure 2).

As can be seen from Figure 2, at the initial stage, entrepreneurial ability is accumulated as a specific economic resource. This resource includes, first and foremost, the entrepreneurs themselves, as well as the entire business infrastructure and business ethics and culture. In general, entrepreneurial resource can be described as a special mechanism for realizing people’s entrepreneurial ability based on the current model of market economy.

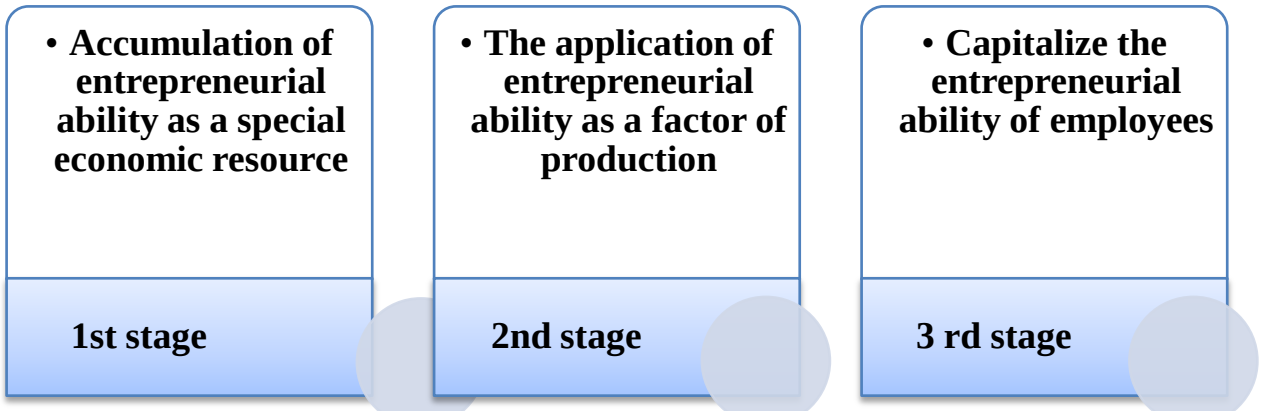

Figure 2. Stages of transformation of entrepreneurial ability into human capital [11]

The second stage involves the ability of entrepreneurship to act as a factor of production. That is, entrepreneurial ability in production is manifested in the types of economic activities, such as the organization of their work, employment in corporate governance as a manager, business organization and management.

In the third stage, the entrepreneurial ability of employees is capitalized, and this process is reflected in the increase in the beneficial effect of entrepreneurial ability due to increased business value, increased entrepreneurial activity.

The fourth change, instead of the 6th - "Employee Satisfaction", 7th - "Customer Satisfaction" and 8th - "Results for Society" criteria that describe the results of the “EFQM Business Excellence” model, we use the principle of "Business Excellence" of BEAEA that we included three economic status of a person - "Individual human capital" (criterion 6), "Economically perfect man" (criterion 7) and "Perfect entrepreneur" (criterion 8). This is because as entrepreneurial ability becomes human capital, it will continue to achieve its perfection. Qualitative changes in entrepreneurship lead to the level of individual entrepreneurial capital, the achievement of economic perfection as a result of the development of his working capacity, and the formation and development of entrepreneurial qualities to the level of a perfect entrepreneur (Figure 3).

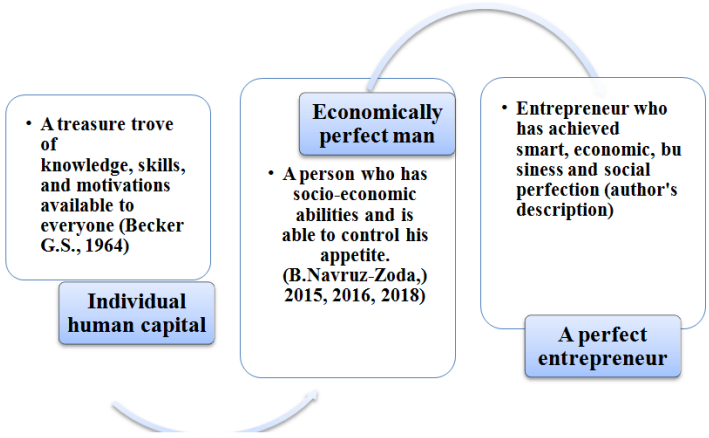

Figure 3. Stages of improvement of human productive abilities [Author's production]

The fifth change, the 9th criterion of the “EFQM Business Excellence” model - "Key Results", represents the synergistic result of the quality of entrepreneurial activity. Instead, we approved the inclusion of the evaluation criterion “Perfect Entrepreneurship Development” in the BEAEA model. Because in the new development strategy of Uzbekistan, poverty reduction through the development of entrepreneurship in our country is identified as an important economic task. As entrepreneurial activity matures, the number of new jobs will increase, and as a result, the income of the population will increase and the number of its poor will decrease.

The sixth change, in the “EFQM Business Excellence” model, assesses the level of entrepreneurial excellence of business entities on a 1000-point scale based on 9 major and 32 minor criteria. In this case, it is appointed as the criteria of opportunity - 500 points and the criteria of results - 500 points. In the BEAEA model, we recommend that individual entrepreneurs develop a “Business Excellence Assessment System” on a 100-point scale. In it, we use the Deming Cycle (PDCA) method, which has been tested abroad as an effective mechanism for assessing the quality of performance in diagnosing the entrepreneurial ability of business entities operating as individuals. PDCA is derived from the capital letters of four English words, meaning: Plan. Do. Check (or S – study). Act.

The deming cycle has a circular appearance (Figure 4) and is based on the principle of repetition in problem solving - to achieve gradual improvement and to repeat the period of improvement many times using the knowledge accumulated in the previous stage. In the diagnostic self-assessment Deming applies the methodology of continuous improvement of the cycle "Plan-Do-Check-Act" (PDCA).

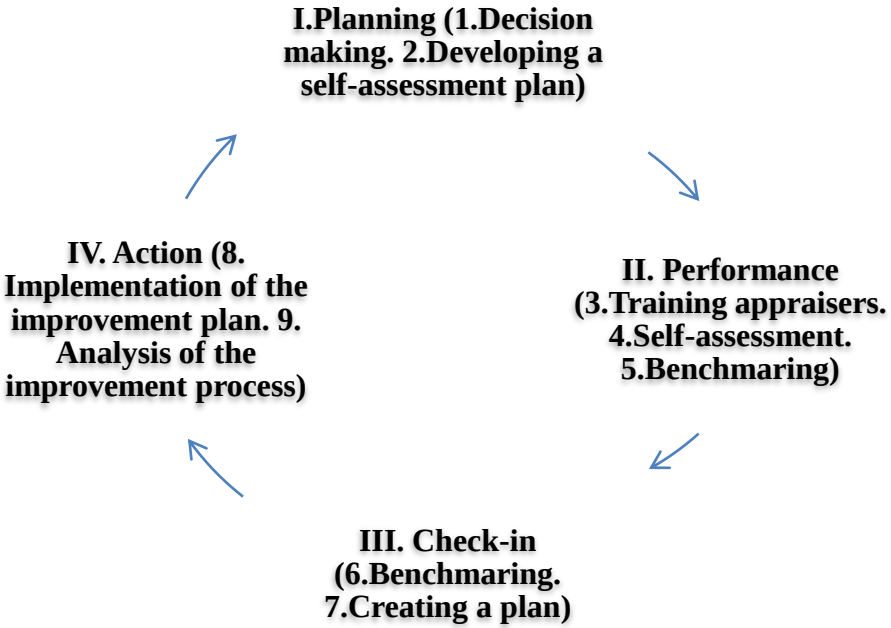

Figure 4. The PDCA method of assessing business excellence [9]

As a result of the above changes, the “EFQM Business Excellence” model, which has the ability to qualitatively assess the performance of business enterprises and organizations, has been transformed into the model of The “Business Excellence in the Assessment of Entrepreneurial Ability”. The structure of the authoritative model with an innovative image is shown in Figure 5.

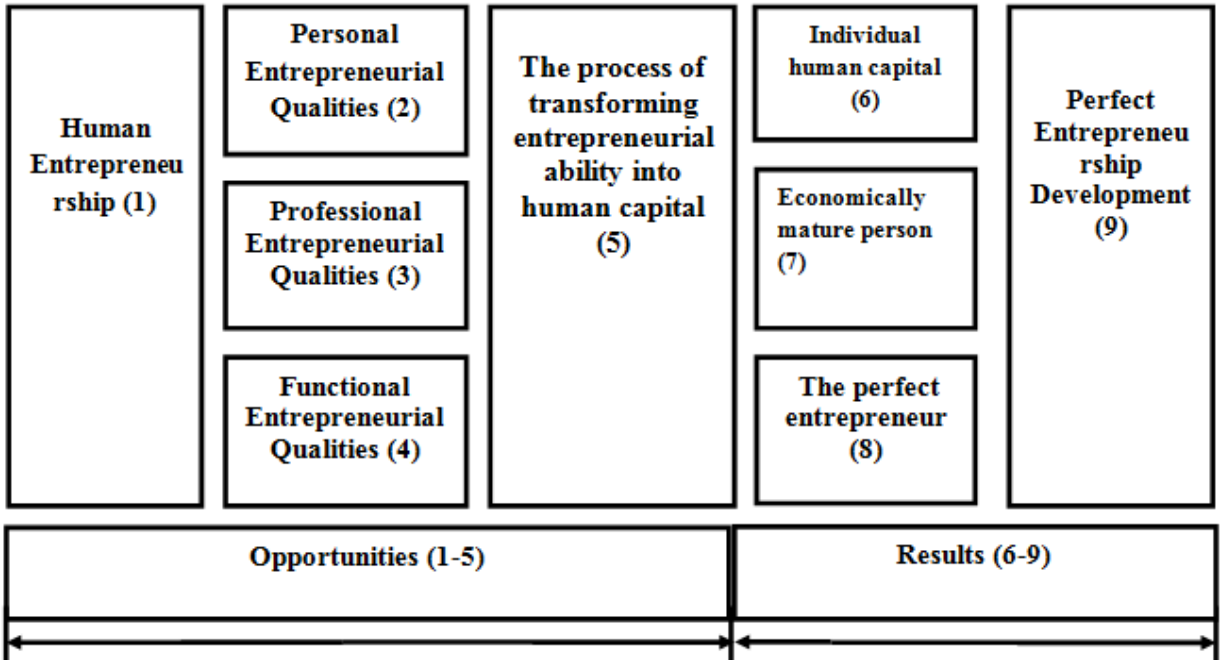

Figure 5. The Business Excellence in the Assessment of Entrepreneurial Ability (BEAEA) model [Author's production]

Conclusion

Its new look, adapted to the criteria of the EFQM Business Excellence model, which has been successfully used in the business world for 30 years in the process of assessing the quality of business activity, self-assessment and improvement, and adapted to the assessment of entrepreneurial ability - The BEAEA model is a convenient opportunity and an effective mechanism for assessing the quality of activities of entrepreneurs operating as individuals in the New Uzbekistan. As a result of the practical application of the BEAEA model, the mechanism for assessing entrepreneurial ability will be improved through the qualitative determinant of "Business Excellence". “Business excellence” serves as a key quality indicator used to analyze and monitor the quality of business entities.

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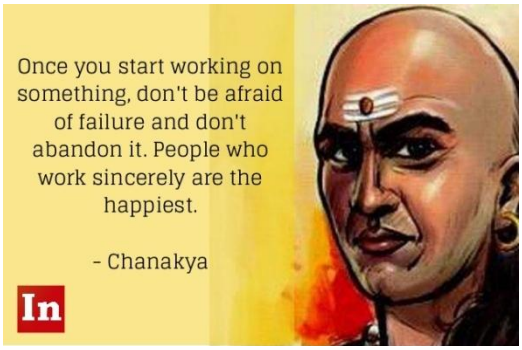

COMPARATIVE ANALYSIS OF THE PRACTICE OF INNOVATION MANAGEMENT OF INDUSTRIAL ENTERPRISES IN DEVELOPED COUNTRIES

Bakhtiyorov Bobur Bahodir oglu[1]

ABSTRACT

The article compares the features of the organization of innovative management of industrial enterprises in developed countries and the direction of its support from the state. In addition, the possibilities of creative use in our country of advanced foreign experience in organizing innovative management of industrial enterprises have been identified.

Key words: *innovation, innovation management, innovative product, adoption of innovations, transfer of innovations, innovation project, innovation cooperation.*

Introduction

Today, the priorities of reforms in the country are aimed at accelerating the introduction of innovative projects in various sectors of the national economy, including the production of innovative products by industrial enterprises, achieving high economic growth through the widespread use of management innovations, as well as further enhancing Uzbekistan's global rankings. is In particular, the Government of Uzbekistan has set a long-term strategic goal to become one of the top 50 countries in the world by 2030 in the system of international rankings of the Global Innovation Index [1]. In achieving this strategic goal, it is scientifically and practically important to increase the effectiveness of innovative management of industrial enterprises and to explore the possibility of creative use of best international practices in the practice of our country.

Literature review

The term innovation is derived from the Latin word "innovation", which means to update, to make changes. This term was first coined in the economic literature by Y. Introduced by Schumpeter, the scientist defines the economic category of innovation as follows: evaluated ”[2].

E. In his research, Dandon [3] distinguishes that innovation in the enterprise management process has components such as creativity, strategy, implementation (realization) and profitability.

A.N. Khramtsova and A.A. In the research conducted by Akhmatova, the definitions given by economists in the coverage of the content of the economic category of innovation in the management of enterprises can be divided into the following three groups:

- Explain the content of the economic category of innovation in connection with innovation, know-how;
- To explain the content of innovation as a whole process of production of a new product, including its technical and technological features;

[1] National University of Uzbekistan, Senior Lecturer of "Macroeconomics", PhD, Independent researcher of Andijan State University

- to evaluate the content of innovation as a driving force associated with the implementation of new ideas and ideas in practice, as well as the production of improved products in new forms [4].

Uzbek Sh.N. Zaynutdinov [5], A.A. Madaliev [6], D. Shodieva [7], N.M. Rasulov [8], Sh.G. Akramova [9], O.E. Economists such as Ernazarov [10] have studied the role of the human factor in improving the efficiency of innovative management of industrial enterprises, the demand for highly qualified personnel to improve the efficiency of innovative management of industrial enterprises, including the methodological basis for using innovative developments.

In the scientific work of the above-mentioned scientists, the methodological framework for improving the organizational and economic mechanism of innovative management of industrial enterprises is not systematized and analyzed as a complex object of study. Also, on the basis of comparative comparison of advanced foreign experience in solving this scientific problem, the priorities for improving the organizational and economic mechanism of innovative management of industrial enterprises of the country have not been identified. The urgency of the problem, the insufficient study of the economic literature, the scientific and practical significance of the expected scientific results led to the selection of this topic as an object of research.

Research methodology

In the process of writing a scientific article used the methods of systematic analysis, historical and logical, induction and deduction, analysis and synthesis, comparative and selective research, monographic analysis and grouping of scientific research;

Analysis and discussion of results

In the formation of an effective mechanism for the organization of innovative management in industrial enterprises, it is important to study the possibilities of creative use in the economy of our country, with a comparative analysis of advanced, rich experience in this field in industrialized countries. In particular, the organization of the practice of innovative management of industrial enterprises in the economies of these countries, the establishment of cooperation between enterprises on innovative development, as well as mechanisms, supports and legal and institutional framework created by the state to support innovative development, regulation and financing - Conditions allow to achieve positive results not only in domestic but also in foreign markets by improving the practice of innovative management of enterprises.

Experts of the International Intellectual Property Organization annually publish global rankings on the development of innovation processes in the world economy. In this regard, taking into account the expanding participation of countries in the global value chain in the methodology of calculating the innovation index, as well as the rapid development of technology transfer processes at the international level, changes were made to the indicators describing innovation development. (See Fig. 1).

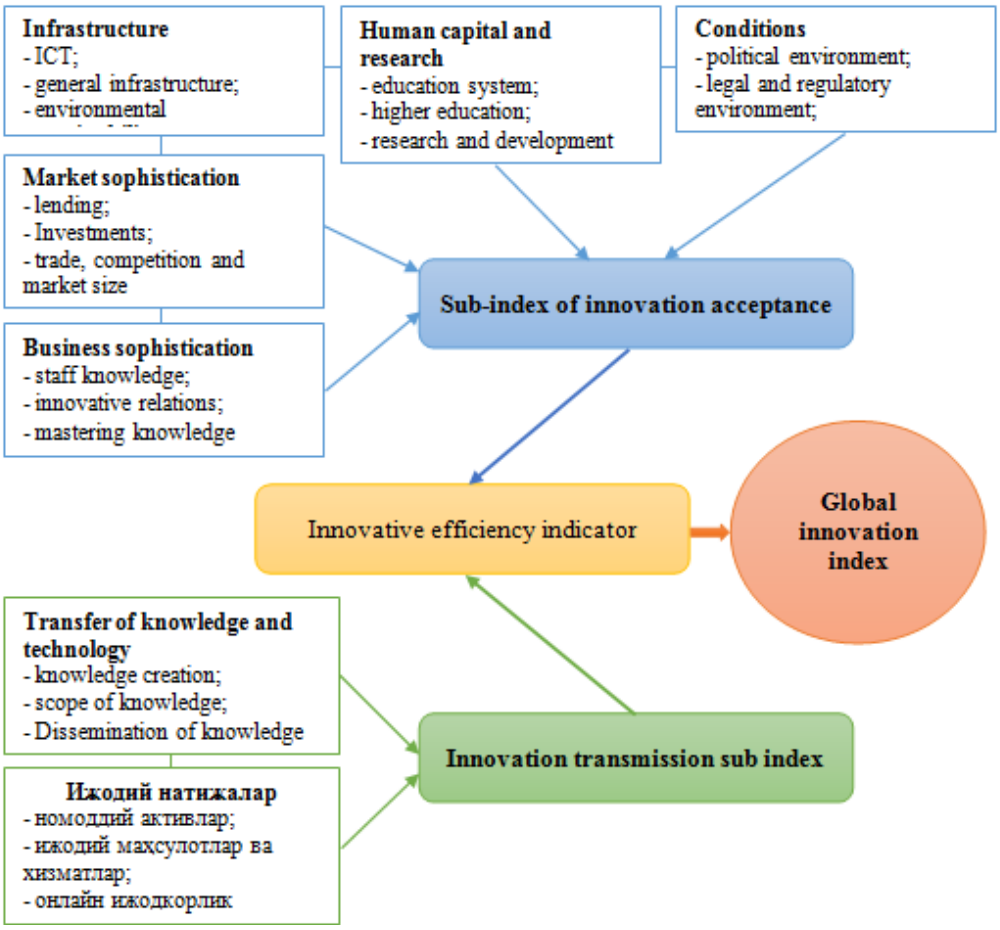

Figure 1. Methodology for calculating the Global Innovation Index

According to the analysis, the U.S. is the world leader in the reception and transmission of innovation processes (see Table 1). In US practice, the development of innovative activities of enterprises is one of the priorities of public policy. Today, the United States has become a center of concentration and redistribution of intellectual potential in the world. At the same time, the priority in the country's policy is the priority of innovative developments, patenting of projects.

In order to develop the innovative activities of enterprises in the United States, a special mechanism of state support of industrial enterprises in attracting highly qualified personnel abroad has been formed. If the company needs highly qualified specialists in the development of its innovative activities, this problem can be solved in the short term by concluding agreements with state and local governments, including the National Science Foundation. In addition, the following organizations are involved in government support for innovative management of industrial enterprises in the United States:

- U.S. Department of Energy and Science (DEOS);
- The National Institute of Standards and Technology (NIST);
- National Science Foundation (NSF);
- Small Business Administration (SBA);
- Federal Interagency Working Group on Technology Transfer (IWGTT).

The above-mentioned organizations are directly involved in setting priorities for research and development in the United States. In particular, the National Science Foundation is tasked with establishing innovative partnerships by engaging highly qualified professionals from other countries in research conducted in the United States. Also, highly qualified researchers who are citizens of another country are involved in supporting innovative development through financial incentives to attract scientists to the country [12].

Table 1 Leading countries in the world for the reception and transmission of innovations [13, 14]

Countries	Global Innovation Index - 2020			Global Innovation Index - 2021			Level of activity on innovative development in the world	
	Adoption of innovation	Transmission of innovation	In Total	Adoption of innovation	Transmission of innovation	Total	2020y.	2021 y.
United States	3	6	9	6	7	13	2	1
Hong Kong, China	7	5	12	7	4	11	1	2
Israel	6	2	8	6	4	10	3	3
Singapore	5	1	6	6	4	10	7	4
China	3	5	8	3	6	9	5	5
Republic of Korea	3	2	5	5	4	9	10	6
Luxembourg	6	2	8	6	2	8	4	7
Switzerland	2	4	6	2	4	6	9	8
Japan	3	3	6	2	4	6	8	9

The United States has a unique mechanism for organizing and developing enterprise innovation management, which prioritizes research and innovation projects based on the needs of industrial enterprises, universities (including research institutes) and non-governmental organizations. Also, one of the

important factors in the rapid development of innovative activities of industrial enterprises in the United States is the priority given to public funding of innovations in this country. At the same time, the costs of research, testing, and the formation of teams of specialists to implement the innovative project will be fully covered by the state. Therefore, 2/3 of the innovative projects implemented in the country are aimed at the innovative development of industrial enterprises, and the rest are of academic importance [15].

The implementation of such state programs aimed at supporting the innovative development of industrial enterprises in the United States has ensured a high level of innovation management of industrial enterprises, as well as the desire for innovative development. According to the analysis, the state funding of the necessary costs for the development of innovative projects will dramatically reduce the cost of innovation in industrial enterprises and their level of risk. This leads to an increase in the desire of any enterprise to develop innovative activities in a market economy.

According to the analysis, the U.S. economy is pursuing a policy aimed at encouraging fundamentals and applied research by the state. the innovative and financial potential of industrial enterprises, as well as the innovative projects developed as a result of fundamental or applied research, depending on their size. In particular, the activities of small innovative enterprises in the US economy are supported by the Small Business Administration (SBA). The organization takes the following measures to ensure the innovative development of small industrial enterprises through the organization of applied research:

- Support for small business innovation research (Small Business Innovation Research Program);
- Business Technology Transfer Program;
- Small Business Innovation Research [12,15]
- The following requirements apply to small businesses to participate in the above programs:
- The small business is a resident of the United States;
- The number of jobs created at the enterprise should not exceed 500;
- At least 2/3 of the company's employees are highly qualified researchers, analysts, inventors;
- No branches of other large enterprises;
- The activity of the enterprise corresponds to the directions of the announced innovative projects [15].

According to the analysis, the country has a selective mechanism to support the innovative activities of small industrial enterprises, and in recent years, small enterprises have developed an average of 13 times more patents and innovative developments than large corporations [16]. This indicates the high flexibility of small enterprises in the country's economy to changes in the market economy, which effectively uses this type of enterprise in the development of innovative activities.

The implementation of programs for the transfer of innovative technologies between public organizations and private sector enterprises has allowed to achieve high results in ensuring the rapid development of innovative management of enterprises in the US economy. The mutual transfer of technology in the country between industrial enterprises and government agencies is regulated by the Federal Interagency Working Group on Technology Transfer (IWGTT).

Table 2 : Indicators of the US country on the "Global Innovation Index" [13, 14]

Indexes	GII-2020	GII-2021	Difference (+/-)
A place in the world for the reception and transmission of innovations	2	1	+1
Its place in the global innovation index	3	3	
Results of the Global Innovation Index			
Conditions	9	12	+3
Human capital and research	12	11	-1
Infrastructure	24	23	-1
Market sophistication	2	2	
Business sophistication	5	2	-3
Transfer of knowledge and technology	3	3	
Creative results	11	12	+1

According to the analysis, the country is the world leader in the reception and transmission of innovations, while it ranks third in the global innovation index (see Table 2). In addition, the priority of innovation policy in the United States is focused on the current needs of enterprises and organizations operating in sectors of the national economy, including consumers in the market, which has led to improved innovation management of industrial enterprises in the country. The effective practice of technology transfer between public organizations and private sector enterprises testifies to the fact that the innovative management of enterprises in this country is based on an open model. This, in turn, will create favorable conditions for innovative development and commercialization of ideas.

The study of the experience of the European Union (EU), in particular, Western European countries, is also important in the organization of innovative management of enterprises. In the development of state programs for the development of innovative activities of industrial enterprises in the EU countries, priorities for general reforms will be developed based on the recommendations of the regional European Commission. In recent years, the priorities of programs aimed at supporting the innovative development of industrial enterprises in the region are reflected in the following:

- Focusing the ongoing socio-economic reforms in the countries to ensure innovative development and creating favorable conditions for innovative development of enterprises by deepening the integration process;
- Stimulation of innovative demand in the markets, including the development of markets with a high level of innovation orientation on the basis of the concept of "Leading Market";
- Promotion of innovation in public administration, as well as in the public sector;

- Development of local innovative development programs and their regular implementation [17].

On the basis of the above-mentioned programs, the European Commission is carrying out reforms aimed at ensuring innovative development in the region, as well as the transition of enterprises to the path of innovative development.

Priority is given to the implementation of long-term fundamental research in the practice of the Scandinavian countries, as well as the formation of the methodology of "smart management" in the practice of enterprise management. In particular, in Sweden and Finland, the state provides large subsidies to finance the innovative activities of industrial enterprises. Also, the UK and Ireland countries in the region are distinguished by the lack of government intervention in supporting the innovative development of industrial enterprises. According to the analysis, in these countries, priority is given to the establishment of innovative consortia in cooperation with industrial enterprises, financial services organizations and higher education institutions (including research institutes). Innovative management of industrial enterprises in these countries is characterized by a high degree of flexibility in relation to changes in the market than others [17].

The practice of Finland, a member of the EU, also has its own experience in organizing innovative activities of industrial enterprises. According to the analysis, priority will be given to improving the innovative management of industrial enterprises through the development of technoparks in the country. All 22 technoparks, organized by the Finnish Association of Science Parks at 20 universities in the country, are interconnected and controlled [12].

In addition, higher education institutions in the country are directly involved in the development of innovative activities of industrial enterprises. At the same time, it is worth noting the participation of leading scientists of the university in the development of innovative projects based on the analysis of the activities of industrial enterprises. If an innovative project developed by scientists of higher education institutions is approved by the enterprise, the innovative project will be sold to this enterprise and the university will be able to generate its own income through scientific activities. If the company does not have enough funds to purchase an innovative project, then it will be able to use subsidies allocated by the state or local budget. In addition, the country has extra-budgetary funds for financing industrial enterprises, which can be used by enterprises or higher education institutions (research institutes) developing innovative projects. The following extra-budgetary trust funds have been established in Finland to finance the innovative activities of industrial enterprises:

- Finnvera State Venture Financing Fund (Finnvera)
- Finpro Fund (Finpro Fund);
- State Investment Company "Finnish Industry Investment Ltd";
- The Foundation for Finish Inventions;
- State Innovation Fund "Sitra" (Finish Innovation Fund "Sitra")

If innovative projects implemented by industrial enterprises are implemented on the basis of the relevant findings of the Innovation Relay Centers, then 55.0% of the total cost of financing an innovative project will come from the state and local budgets, and the remaining 45.0%. Funds from the European Commission will be reimbursed.

According to the analysis, a mechanism based on the principles of a market economy of state support in the organization of innovative management of industrial enterprises in industrialized countries has been formed. In general, the organization of innovative management of enterprises in this group of countries, as well as the establishment of innovative cooperation between industrial enterprises, government agencies, research institutes, universities to ensure their innovative development to ensure the scientific and theoretical perfection of innovative projects. allows This will increase the effectiveness of the implementation of innovative projects in the practice of enterprises.

Conclusions

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CHARACTERISTICS OF THE PROCESS OF DIGITALIZATION OF THE HEALTH SYSTEM

I.J.Jakhongirov[1]

ABSTRACT

The article discusses the issues of digitalization of the health care system in the digital economy and the transformation, its specific aspects. Suggestions were made on the main priorities for the introduction of "digital medicine".

Keywords and phrases: Digital medicine, digital healthcare, digitization, information systems, digitization of healthcare systems.

Introduction

It is no coincidence that the XXIst century is called as the Information Age. Today, the role of digital information technologies and innovations in almost all spheres of society is growing. The use of information and communication technologies and innovative activities will help to achieve social and economic efficiency in all areas.

One of the priorities of the country's life is the field of information technology aimed at solving the strategic tasks of the state. As today's world dominated by information technology, the target position of the medical services sector, called "digital medicine" and "digital health", is of particular importance. According to a group of scientists[2], “digital transformation should be aimed at identifying and preventing many threats to life and health through timely initial diagnosis and monitoring of health status, primary medical consultations and on-site services to medical personnel.Those are the issuance of referrals to high-tech medical centers for the organization of emergency medical care and in-depth medical examination.

The problems with the use of artificial intelligence in medicine are related to the search for sources to increase life expectancy and quality, ultimately infinite longevity[3].

Digitalization is a driver of global development, providing the highest efficiency in all areas of activity, creating innovative forms of interaction between consumers and service providers and consequently improving the quality of life[4].

The widespread introduction of automated information systems in medicine and pharmaceuticals in most developed countries of the world began in 2005 with the adoption of a resolution on e-health at the 58th session of the World Health Assembly[5]. In the future, digitalization has repeatedly become the subject of attention in international forums, congresses and conferences.

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[1] Fergana polytechnic institute Dean of the Faculty of Management in Production

[2]National technology initiative direction "HealthNet". URL: https://nti2035.ru/ markets/health.net

[3]LukovV.A., Transhumanism. Knowledge. Understanding. Skill. 2017; (one). 245–252.

[4]Khalin V.G., Chernova G.V. Digitalization and its impact on the Russian economy and society: advantages, challenges, threats and risks. // Management consulting. 2018; (10): 46–63. DOI 10.22394/1726-1139-2018-10-46-63

[5]Kugach V.V., Informatization of medicine and pharmacy in the American and African regions. // Bulletin of Pharmacy. 2018; 2(80): 95–104.

Results and discussion

In February 2019, Denmark hosted the World Health Organization's International Symposium "The Future of Digital Health Systems in the European Region", which was attended by more than 360 participants from 50 countries. During the discussion of the essence of digitalization of health care, its aspects and development strategy, three main conclusions were developed[1]:

1. Digitization is a driving force in the transition to prognostic and prophylactic models of health care delivery.

2. Digitization is the process of using the enormous potential of information for the benefit of the health of patients (giving the patient a key role in caring for his health, a comprehensive approach to protecting his rights).

3. Digitization of health care - is the universal coverage of the population with medical services, using the most rational and effective models to provide quality care that is equally convenient for all.

According to Tanya Herfurt, an international symposium participant, digitization is a fact that is a source of two new opportunities. Firstly, the opportunity for a continuous exchange of innovations and innovations, and secondly, the opportunity to create health systems focused on the health of the population - this is the speed of medical services, safety and confidence in medical staff.

In world practice, the HIMSS Analytics (The Healthcare Information and Management Systems Society) standard is actively used in formalizing the process of using information technology to ensure patient safety by developing a strategy for digitizing the system of health organizations, creating the necessary tools[2].

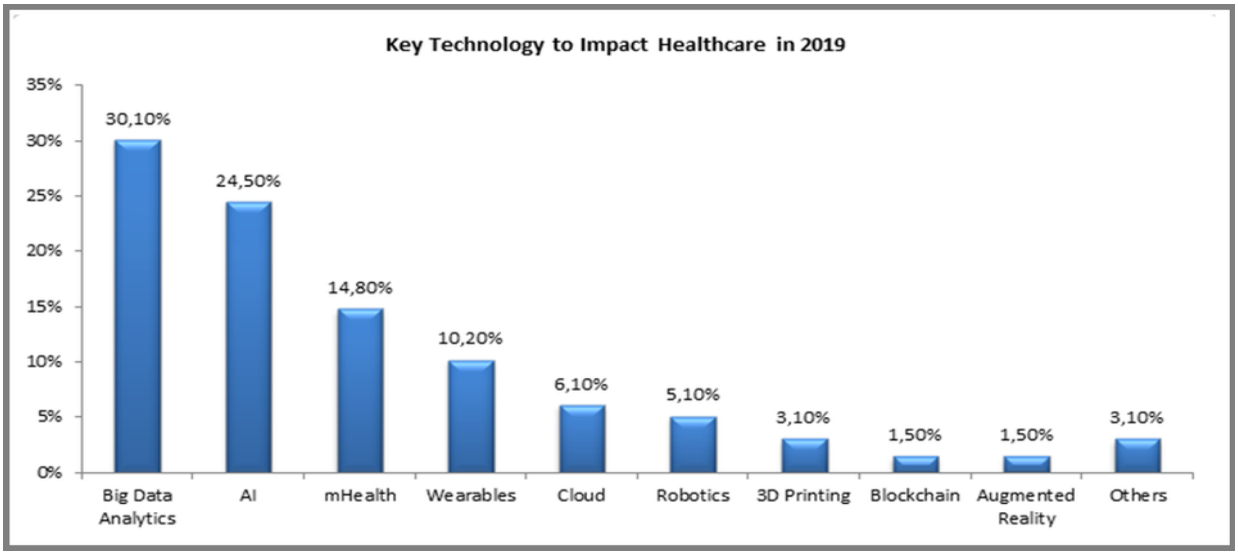

Figure 1. Key technology to impact Healthcare in 2019[3]

[1]The future of digital health systems. Report on the Symposium "The Future of Digital Health Systems in the European Region". URL: https://apps.who.int/iris/bitstream/handle/10665/330370/9789289059985-rus.pdf

[2]ABOUT HIMSS ANALYTICS. URL: https://www.himssanalytics.org/about

[3]https://iot.ru/medicine/top-5-digital-trends-in-health-in-2019

Our country is also implementing a number of reforms to introduce digitalization in the health sector. On April 28, 2020, the Resolution of the President of the Republic of Uzbekistan "On measures to widely introduce the digital economy and e-government" was adopted. Today, on the basis of this decision, digital technologies are being widely introduced in all economic and social spheres.

The comprehensive development of the e-government program will not only reduce the time and money spent by the population and government agencies, but also improve the quality of public services and improve the living standards of citizens.

One of the main documents defining the priorities of the digitization policy in the coming years is the Decree of the President of the Republic of Uzbekistan dated April 28, 2020 "On measures for the widespread introduction of the digital economy and e-government."

In accordance with the decision President decree of Uzbekistan No.-4699, a total of 12 health projects are planned to be implemented in 2020-2022.

The introduction of the "Single Electronic Medical Card" information system in health care will help to form a single medical database of citizens of the Republic of Uzbekistan, to conduct regular monitoring of public health.

The introduction of the electronic prescription information system is a project aimed at organizing effective and safe treatment of patients with drugs and the formation of an electronic register of doctors. This, in turn, will help improve the system of control and monitoring of medical devices.

In order to create a modern computerized system in medical institutions, thereby improving the quality of medical services, information systems "Electronic Polyclinic" and "Electronic Hospital" are being introduced.

In addition, the information system "Laboratory", aimed at creating a single electronic register of analysis, indicators and other results, serves to conduct research and development in the field of health. In addition, an electronic system for the development and implementation of the state health insurance information system is being created. It is planned to develop a fully electronic system for ordering specialized medical services in the health care system and an information system for monitoring and accounting for the movement of pharmaceutical products in the country[1].

Digital technologies not only increase the quality and speed of medical services, but also serve to reduce overhead costs. At the same time, it is also an effective tool in eliminating corruption. It is important to further strengthen control over the targeted and proper use of budget funds currently allocated to public medical institutions. Inadequate use of funds allocated from the state budget for health care, inefficient use of financial resources leads to the slow implementation of the processes of medical care, treatment, disease prevention and early detection.In this regard, the time itself requires the use of digital technologies in the health care system, as well as in all areas, the establishment of electronic document management and the implementation of accounting operations through full software.

[1]https://yuz.uz/news/special attention is paid to the digitalization of healthcare

In accordance with the concept of development of the health system of the Republic of Uzbekistan in 2019-2025, one of the main directions of further development of the health system of the Republic of Uzbekistan is the widespread introduction of "e-health" and information and communication technologies[1].

According to the Decree of the President of the Republic of Uzbekistan dated October 5, 2020 “On approval of the strategy “Digital Uzbekistan – 2030” and measures for its effective implementation” PF-6079, it is planned to transfer the health sector to full digitalization[2]. This strategic goal is achieved through the application of innovative approaches to the collection, processing, analysis and transmission of information and information and communication technologies in the activities of medical institutions.

The rapid development of the trend of digitalization of the health care system and the main conditions of this process in medicine are:

- Scientific and technical development;
- Information and mobility (no restrictions on communication between people via mobile devices with Internet access anywhere in the world at any time);
- Patient-centered (model of health care organization based on patient needs, including integrated health management);
- Data-based (a set of data on the health of the population, on the basis of which effective decisions on the treatment of individual patients, as well as decisions in the field of health care organization[3].

In healthcare, digital technologies should cover as many areas as possible:

- Interaction of the population with the health care system;
- Disease prevention and promotion of healthy lifestyles;
- Telemedicine;
- Distance learning for health professionals;
- Support and management of medical research[4].

In our opinion, for the rapid and effective development of digital health in the regions, it is necessary to work in the following areas:

- Protection of the patient's privacy;
- Infrastructure development to support digital technologies in healthcare;
- Staff development and adaptation to the new conditions of the information technology environment;

[1]Decree of the President of the Republic of Uzbekistan dated December 7, 2018 No. UP-5590 “On comprehensive measures to radically improve the healthcare system of the Republic of Uzbekistan” URL:: https://www.lex.uz/docs/-4096197.

[2]Decree of the President of the Republic of Uzbekistan dated 05.10.2020 No. UP-6079 “On approval of the Digital Uzbekistan-2030 strategy and measures for its effective implementation” URL: https://www.lex.uz/docs/5031048.

[3]Karpov O.E., Subbotin S.A., Shishkanov D.V., Zamyatin M.N. Digital health care. Necessityandprerequisites. // Doctor andinformationtechnologies. 2017; (3): 6–22.

[4]The future of digital health systems. Report on the Symposium "The Future of Digital Health Systems in the European Region". URL: https://apps.who.int/iris/bitstream/hand le/10665/330370/9789289059985-rus.pdf

- Internet access anywhere in the country;
- Involvement of highly qualified specialists in consultations.

It should be noted that the use of digital technologies to prevent and control the epidemic in emergencies, such as the COVID-19 pandemic, is particularly important.

Digital healthcare is a set of organizational, legal, economic, medical, scientific and technical measures on the basis of medical organizations of all levels and any form of ownership. Digital healthcare involves the use of information and communication technologies, including those used in patient care, research, training of medical staff, disease monitoring and public health monitoring.The activities of digital health care are primarily aimed at the development of digital medicine, the implementation of measures by the state to support its ecosystem and digital transformation.

In turn, as a result of the digital transformation of medicine, scientists[1] have developed a system of scientific and practical activities to diagnose, treat and prevent diseases, maintain and strengthen human health and ability to work, and improve life expectancy, alleviate suffering from physical and mental illness, describe the use of information and communication technology-based medical services based on a digital health platform that develops a system of scientific knowledge.

Based on the development of digital medicine, which offers a whole segment of medical devices for the healthy population and patients, a number of conditions have been formed for its development:

- Active introduction of modern digital technologies in healthcare;
- Sophisticated medical equipment is used to treat patients, robotization of medical treatment processes;
- There are completely new popular treatment methods, such as high-tech and minimally invasive surgery, laparoscopic surgery, which minimizes injury to the patient during surgery and shortens the patient's required recovery period;
- Full digitization of patient data and the entire medical facility.

The entire world community is interested in positive changes in healthcare. This is because the health of the population and its indicators are crucial for the socio-economic well-being of the country. The United Nations (UN) collects and analyzes data on national health programs of the World Health Organization (WHO), on the basis of which reviews, analyzes are formed and published.

A standard model is being developed based on a systematic approach to the digitization of the health care system, which will save a significant amount of money spent on the implementation of the process of digitization of medicine.

The main trends in the field of digitalization of health care are: improvement of the regulatory framework; defining the task of using digitalization for strategic management of the system; increase the importance of information security in health; formation of tasks of public policy, management and intellectualization of the treatment process from the activities of the institution from diagnosis to treatment.

[1]Karpov O. E., Akatkin Yu. M., Konyavsky V. A., Shishkanov D. V., Yasinovskaya E. D. Digital health care in a digital society. Ecosystemand Cluster - M.: DPK Press, 2017. -220 p.

Conclusion

- Thus, the health digitalization strategy can be effectively implemented by implementing the following priorities:
- implementation of preventive work, increase of medical and information technology literacy of the population, monitoring of public health;
- addressing legal issues of health digitalization;
- development of scientific research and introduction of scientific knowledge and experience in the practice of digitalization of health care;
- Involvement of information technology specialists in solving medical problems, increase of information and communication competencies of doctors and medical staff;
- development of roadmaps for digitization in addressing specific strategic health objectives;
- development of scientific research in the field of digitization of health and medicine.
- increase the financial resources of organizations for the development of research in the field of digital technologies;
- establishment of scientific centers for health and medical digitization;
- platforms for online services and services for the population, information security of services, integrity of continuous data processing and storage;
- support for startup companies aimed at the formation and implementation of innovative solutions to existing problems in medical organizations;
- creation of a single state health information system to ensure full coverage of the population with primary health care.

The existence of a network of digital digital health care in the form of remote monitoring of patients and telemedicine depends on the development of Internet technologies. Nevertheless, digitalization of health care will have a positive impact on the country's economy by reducing the number of patients' contacts with doctors and saving the costs of modernizing the organizational system of providing them with medical services. Social benefits are reflected in increasing access to quality medical services. In summary, digitization helps to increase the efficiency of clinical trials and the quality of medical services, as well as reduce medical errors.

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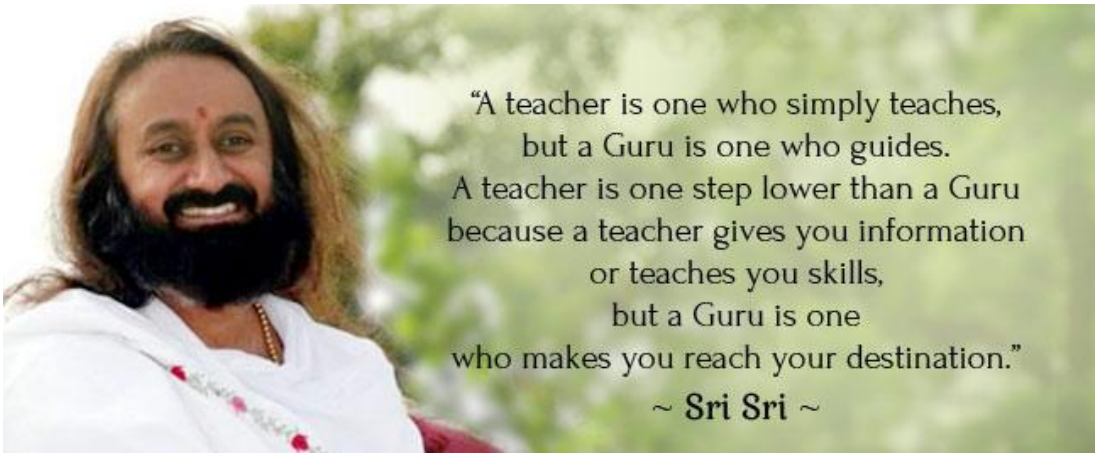

DIRECTIONS OF IMPROVING ORGANIZATIONAL MECHANISMS OF INNOVATIVE ACTIVITY IN COMMERCIAL BANKS

Hakimov Azizbek Abdilalim ogli[1]

ABSTRACT

This article analyzes the theoretical, methodological and practical problems in the organization and development of innovative activities in commercial banks. In addition, relevant suggestions and recommendations were reflected for each identified problem.

***Keywords**: commercial banks, innovation, innovative activity, innovative infrastructure, automated banking system, API digital technologies, digital ecosystem.*

Introduction

In the context of a global pandemic, the demand of economic entities and the population for remote services based on information and communication technologies is growing rapidly. This situation has intensified the focus on the formation of private ecosystems through the development of electronic platforms in the banking sector, which is one of the leading areas for the implementation of innovative projects and developments, and on this basis to bring innovative infrastructure to a new level. In particular, in Bank of America, one of the world's largest financial institutions, by 2020, 84% of total deposits were received through digital channels, 10 billion annually for innovative technologies. USD will be spent, of which 3 bln. dollars to support employees 'innovative ideas.

Expansion of the number and coverage of remote banking services, including contactless payments, in the direction of the introduction of modern information technologies in the "Strategy for Banking Reform of the Republic of Uzbekistan for 2020-2025", approved by the Decree of the President of the Republic of Uzbekistan dated May 12, 2020 PF-5992; extensive use of automated scoring system, digital identification and credit conveyor; strengthening the information security of banking data and systems; introduction of new concepts and technologies in the field of banking (fintex, marketplaces, digital banking); the introduction of new business models of banks, including those based on the principles of "digital banking".

It should be noted that the formation of organizational mechanisms for managing the innovative development processes of commercial banks requires the development of approaches based on modern concepts and theoretical developments. One of the important aspects is that science-based developments cover all processes in the management system. Alternatively, the following principles should be followed:

- Creation and application of innovations in banking;
- Systematic analysis;
- Cyclical nature of innovative transformations;

[1] Institute for the Study of Youth Problems and Training of Prospective Personnel, Independent Researcher

- Similarities and differences between integrated scientific, scientific-technical and innovative activities;
- The value of innovation processes as a resource.

Based on the above, in this article we will try to analyze the problems associated with the organization and development of innovative activities in the banking sector of the country and to formulate appropriate proposals and recommendations on them.

Analysis of scientific sources

The issues of improving the organizational mechanisms of innovative activity in commercial banks are one of the important areas of research in the attention of leading scientists of our country and the world, experts of international organizations.

Innovations have been studied by a number of scholars as a source for the creation and introduction of modern banking products. According to them, the main goal is to attract additional financial resources and increase profitability.

Research conducted by another group of scientists focused on identifying the segment of activity in which banking innovations are intended to be applied. According to them, it is important to form an integral link between automated banking systems and banking innovations in order to expand the customer base, ensure the popularity of digital processing operations, increase the level of economic efficiency.

A number of scientific and practical researches have studied banking innovations in terms of business processes carried out in credit institutions. The study notes that the introduction of digital innovation in banking is a complex, multi-stage and costly process. That is why digital innovations are used by banks with the largest financial capacity.

In addition, research focuses on the introduction of new organizational and economic mechanisms of management and their improvement. In particular, the increase in the volume of innovative products and services offered by the bank, as well as changes in the tools of administrative and financial management in the credit institution led to the redistribution of functional liabilities on the basis of outsourcing.

Research methodology

The methodological basis of the research is the application of a systematic approach in the analysis of problems related to the organizational mechanisms of innovative activity of commercial banks. Based on the results of the analysis, the problems of organizing and developing innovative activities of commercial banks were assessed in detail, and systematic proposals and recommendations to address these problems were developed.

Analysis and results

The research conducted showed that there are a number of problems in improving the organizational mechanisms of innovative development. We will try to analyze the economic nature of these problems, as well as develop proposals and recommendations for their solution.

The first problem, in our opinion, is the lack of a universally accepted interpretation of the concepts of "Bank Innovation", "Innovative activity of banks" and "Organizational mechanisms of innovative activity." As a result, there are significantly different scientific and practical approaches to the classification of innovative

activities of banks and their organizational mechanisms. It should be noted that this situation is not only theoretical and methodological, but also plays an important role in the organization of practical activities. This conclusion is confirmed by a number of questions that have not yet been answered:

a) Should innovative services and products be created in the bank itself, or can the implementation of software, services and products created in IT and fintex companies be recognized as innovation? Such a question may cast doubt on whether any kind of innovation is the result of intellectual activity, which in turn is an activity aimed at creating new developments, as well as ensuring their implementation and implementation in the field of production. Therefore, it is expedient to recognize as bank innovation only innovations (innovations) created with the participation of the bank;

b) Should commercial banks create innovation infrastructure to organize innovation activities? According to the legislation, innovation infrastructure is a set of enterprises, organizations, institutions, associations of any form of ownership, providing material, technical, financial, organizational and methodological, informational, consulting and other aspects of innovative activity. This means that the innovation infrastructure must be established directly in the commercial bank or its subsidiaries or in cooperation with other organizations. In any case, issues related to the design of innovative developments should be carried out directly in the banks;

c) Are all new products and services introduced in the banking activity recognized as innovations or do they have their own characteristics? To find the answer to this question, we once again turn to the legislation. According to him, a new development (innovation) is a new result of intellectual activity (industrial, administrative, commercial or other) that has new features relative to the results of similar intellectual activity, can be applied in practice and achieve great socio-economic benefits when used in practice. or excellent technology, service, and organizational and technical solution). This indicates that any new product or service introduced into the activity will not be recognized as an innovation. This requires a clear distinction between modernization (upgrading, bringing to a qualitatively new level) and innovation. Innovation is a product and service with fundamentally new features, and modernization is the taking of existing production conditions to a new level on the basis of purchased or attracted (investment) new equipment and technologies.

Based on the above, it should be noted that the innovative activities of commercial banks should be classified as activities aimed at the development and implementation of innovative projects, as well as the creation and maintenance of innovative infrastructure (ie, scientific, technological, organizational, financial and commercial activities). .

Based on this:

Banking innovation - as an innovation or innovation in the final product of intellectual activity, which has not been previously used in banking, can achieve great socio-economic benefits;

Innovative activity of banks - in the form of activities aimed at the development and implementation of innovative projects, as well as the creation and maintenance of innovative infrastructure;

Organizational mechanisms of innovative activity - it is expedient to classify it as a set of normative and legal documents on the development and implementation of innovative projects, as well as the creation and maintenance of innovative infrastructure.

The second problem concerns the methodological framework for the formation of organizational mechanisms of innovative development in commercial banks. The emergence of the problem is primarily related to the development strategy of the commercial bank. The application of the digital transformation strategy in commercial banks may eventually lead to the formation of a digital bank or the continuation of traditional banking activities based on digital technologies. They use radically different organizational mechanisms.

In addition, one of the peculiarities of the banking sector of the country is that the IT infrastructure is connected with more than 60 external information systems. Any innovation must be integrated with all external systems of the bank, except for the automated banking system (ABT). In most cases, integration rules are set by external information systems without being set by banks. This leads to more time and money spent on integration issues than to the implementation of tasks on an innovative project, and hence to changes in the organizational structure.

At the same time, the spread of financial technologies and the growing demand for them in the most important segments of customers, as well as increasing attention to the conversion of closed systems (especially IABT) used in commercial banks to open electronic platforms to reduce investment in basic infrastructure and technological assets. came Despite the risk of security, the introduction of software application interfaces (APIs) to open the functions of internal information systems to external users and establish communication channels with them has led to the expansion of corporate and mobile banking capabilities.

In addition, to ensure the security of information and operations, the creation of Data Warehouse and banking business analysis system, the use of SubTech and RegTech technologies in banking regulation, the introduction of IFRS requirements takomillashtirish9 to improve corporate governance, SAP in assessing potential losses on bank assets The application of BW and SAP BO systems, etc. will have an impact on the organization of innovation processes in commercial banks.

It should be noted that the issuance of electronic money, the use of virtual cards and electronic "wallets", as well as the expansion of e-commerce require the improvement of organizational mechanisms of innovative activity.

The results of the research show that innovation processes consist of a number of stages. In our opinion, each stage can be expressed as follows:

1. Analysis of the external and internal environment of a commercial bank, as well as the formation of an innovative idea and goal setting based on strategic development directions. It should be noted that the bank, as an open system, participates in three main processes in relation to the external environment: a) obtaining resources from the external environment (access); b) processing of received resources (transformation); c) offer (exit) the created products and services.
2. Develop a plan of actions and measures to achieve the set goals. The developed plan should fully cover the three processes mentioned above.
3. Representation of the organizational structure, rights and responsibilities of each unit and employee, necessary for the implementation of the developed plan. In this case, it is important that decisions are based on relevant regulations.
4. Implementation of the plan for the implementation of the innovative project.

5. Analysis, adjustment and control of actions and measures related to the innovative project. Evaluation of the effectiveness of innovative project and management decisions is necessary to make a final decision on the implementation of the innovative project. It should be noted that in the process of analysis and control, the feasibility of implementing an innovative project is assessed. Although the project is deemed appropriate, it will be implemented. Otherwise, new solutions and ideas will be considered.

The proposed mechanism not only shows that each stage of the innovation process is inextricably linked with other stages, but also allows to identify "areas" of synergistic effect on the basis of this relationship.

In our opinion, the third problem is that the strategy for the development of commercial banks does not clearly define the expected end result of innovative activities. It is known that the definition of strategic goals implies the development of banking activities in a certain direction. The direction of development, in turn, serves to determine the forms of organization of innovative activity and its organizational and functional structure. Therefore, the expected result of innovative activity should be consistent with strategic objectives. In this case, the question arises as to what the innovative activity is focused on. Although it involves the digitization of certain areas of banking or a set of operations (there is such an approach in the strategy of banks), it makes no sense to form an innovative infrastructure. In particular, according to Fido-Business, a leader in the development of information banking systems for domestic banks, FB to integrate IABT with external systems, which allows commercial banks to automate financial and economic activities (consisting of 35 subsystems with 400 software modules operating in a single information space). ESB included. The flexibility of FB ESB with OpenAPI (The OpenAPI Specification) helps to represent the source codes and methods required for integration using Swagger tools. In addition, the IABT FB CRM service provides full automation of the relationship between the bank and customers and work in a "single window" to the front office. IABT's FB Analytics service expands analytics capabilities through Oracle Business Intelligence (OBI) corporate databases and tools. In addition, the FB Digital Banking Platform system developed by the company allows customers to meet their demand for banking services 24/7 through self-service equipment, the bank's web portal, social networks and contact centers. It should be noted that the FB Digital Banking Platform is not related to the automated banking system (ABT) and other information systems. All types of digital products and services are created not on ABT, but on the FB Digital Banking Platform, thus minimizing the time to launch new products (Time to Market).

Fido-Business notes that the current IABT 7 system is likely to lose its relevance in the near future (3-5 years). Therefore, the development of a new generation of ABT dual-core (from Front-End and Back-End components integrated through the REST API) FB iABS NG (automated banking system with microservice architecture) has begun. FB iABS NG Core, which is the core of the two-component system, provides low-level product and account service functions, while FB iABS NG Classic is a traditional banking business for ABTs, while FB iABS NG Digital focuses on providing digital products and services. , is supposed to be controlled by artificial intelligence.

Based on the above, it can be concluded that almost all the innovative developments mentioned in the strategy of commercial banks have been developed or are about to be produced by the relevant companies. This conclusion indicates the urgency of the issue of formation of innovative development directions and its organizational structure (innovation infrastructure in general) in commercial banks.

The fourth problem is reflected in the lack of development of aging in the formation of innovative infrastructure in commercial banks. Of course, in many ways this problem may seem the same as the

problem discussed above. But in essence, they are significantly different from each other. And we think this can be based on the following. In particular, in the strategy of development of the Silk Road JSC for 2019-2023, automation of potential risk assessment measures based on SAP BW and SAP BO systems, application of FSAP program, budgeting and planning systems in bank risk management, collection, processing and analysis of customer data. as well as the introduction of CRM applications for marketing research, the introduction of an IT platform to clearly define the boundaries of front-, midll- and back-office activities. However, the strategy does not address the issue of forming the bank's innovative infrastructure and its gradual transformation into a digital ecosystem. At the same time, there are no clear parameters for increasing the share of bank employees with international IT certificates.

In the development of innovation infrastructure, in our opinion: a) innovative environment; b) innovative infrastructure structure; c) areas of activity covered by the innovation infrastructure; g) requirements for the competencies of employees involved in innovative infrastructure should be taken into account.

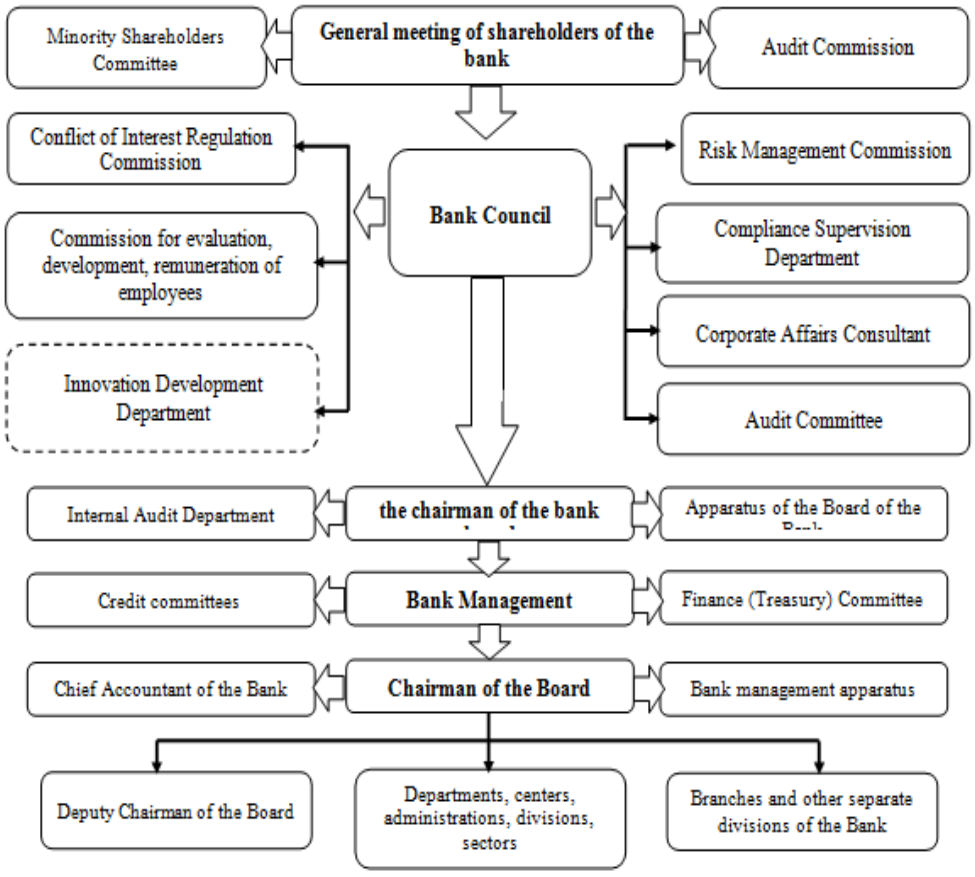

Figure 1. The proposed organizational structure of the Silk Road Bank (unified)[1]

1 Тадқиқот натижалари асосида муаллиф томонидан ишлаб чиқилган.

Due to the introduction of the proposed organizational structure (Figure 1) in banking practice, the "areas" of strategic and current management in banking will be clearly defined, thereby eliminating the redundancy of powers and responsibilities, bureaucratic barriers and other organizational problems, corporate governance in banking. The system will be strengthened and the processes of formation of corporate culture will be intensified, as well as the scope of innovative transformations in banking, the use of digital platforms in business will be expanded. All this, in turn, will serve to reduce the level of dependence on external sources of financing, while strengthening the customer base, increasing the volume of operating income, expanding opportunities for diversification of services.

Conclusions

In our opinion, the elimination of the considered problems should be carried out in a number of directions.

The first direction is to identify the innovative environment of commercial banks and its components. In our opinion, the innovative environment of commercial banks has a direct impact on the models of banking activity, which allows to improve its specialization, range of banking products and services and tariff policy. It should be noted that the elements of the innovative environment determine the opportunities for the formation of innovative infrastructure in commercial banks, but are not considered sufficient. Therefore, the range of services provided by banks through electronic platforms, plans for their development and expansion, as well as the strategy for the formation of a digital ecosystem based on innovative infrastructure should be taken into account.

The second direction is to provide bank employees with the opportunity to work effectively remotely. In the context of the pandemic and the intensification of the digitalization process, it is necessary to reconsider the organization of staff activities. This, in turn, requires a review of the IT infrastructure of banks. The use of virtual servers and workstations, cloud and cloud applications, the optimal combination of them, the introduction of identification technologies, as well as improving the software, security systems, scope and structure of operations will become a major trend in the near future. leads to.

The third direction is the development of remote sales channels. Digital signature and electronic document circulation, secure and biometric-based platforms can be considered as key areas for the development of remote sales channels through the analysis of conversations, real-time consulting and expansion with other functions, the formation and processing of a single biometric system in cooperation with other commercial banks. .

The fourth direction is to ensure the use of artificial intelligence technologies. Based on the results of processing and analysis of a large amount of data collected in banks, there is a need to use artificial intelligence technologies to diversify banking products and services, reduce operating costs and increase revenue. Today, artificial intelligence technologies are used in marketing (cross-selling, offering personalized services to customers, advertising targeting, etc.), services (scoring, chat bots, voice assistants, detection of violations in customer documents, etc.) and back-office processes (compliance control, risk management, reporting, etc.).

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- *Data Warehouse (database) - a specially prepared (grouped) database for business analysis and preparation of reports in order to increase the efficiency of management decision-making in the bank*
- *SupTech or Supervisory Technology - a digital technology used by regulators to improve the quality of control. RegTech or Regulatory Technology - regulation of payments in banks and regulators, risk analysis, assessment of the impact of changes in regulations, digital technology used in modeling, forecasting and developing various development scenarios*
- *IFRS 9 - "Financial Instruments: Recognition and Valuation. Selection of categories of financial assets and liabilities. According to it, financial assets, including: a) depreciation; b) fair value accounting; c) can be accounted for at fair value through other comprehensive income.*
- *SAP BW or SAP Business Information Warehouse is an electronic platform that allows you to store large amounts of business data*
- *SAP BO or SAP Business Object is an analytical electronic platform designed to make BI (Business Intelligence) decisions. The platform provides business planning, data aggregation and analysis, risk assessment, and reporting*

ICT AS AN INTENSIVE METHOD OF ACHIEVING A COMPETITIVE ADVANTAGE FOR BUSINESS

Matchanova Feruza Abadovna[1]

ABSTRACT

This article is devoted to defining the role of information and communication technologies (ICT) as a source of competitive advantage and a factor in increasing the competitiveness of the economies of developing countries in the framework of the works of the scientific school of competitiveness. Where the results of the study show that ICT can be a source of constant innovation, allow to optimize the processes of knowledge accumulation, while the production of goods and services in the field of ICT provides a significant increase in value in the production chain.

Abstract: *This article is dedicated to the definition of the role of information and communication technologies (ICT) as a source of competitive advantage and a factor of increasing the competitiveness of the economies of developing countries in the framework of the proceedings of the scientific school of competitiveness. Where the results of the study show that ICTs can be a source of constant innovation, allow optimizing the processes of knowledge accumulation, while the production of goods and services in the field of ICT provides a significant increase in value in the production chain.*

Key words *: Competitive Advantage, Competitiveness, Information Technologies, Innovative Technologies, Digital Economy.*

Introduction

Information and communication technologies have been one of the key drivers of socio-economic progress over the past decades. Their development and wide distribution contribute to the transformation of the appearance of many sectors of the economy. In turn, the dynamics of ICTs themselves are highly dependent on global challenges and broader trends that determine the long-term priorities of science and technology. Many leaders of developed countries today believe that it is necessary to accelerate the transition to a digital economy, which will achieve inclusive sustainable development and prosperity. As one of the co-authors of the Global Competitiveness Report 2018 S. Zahidi notes, “All countries can become more prosperous” using the achievements of the Fourth Industrial Revolution.[3] The modern digital economy is not limited to the transfer of economic processes to the Internet, it is based on the comprehensive penetration of ICT into all aspects of economic activity: internal business processes in an organization, transactions between organizations, transactions between individuals acting simultaneously as a consumer and representative of an organization. By a Presidential Decree dated October 5, 2020, the Strategy “Digital Uzbekistan-2030” was approved, which provides for the implementation of more than 280 projects for the digital transformation of the regions and sectors of the country's economy in the next two

[1] Scientific Applicant of Tashkent State Technical University, UZBEKISTAN

years. In accordance with the document, a wide range of long-term issues related to the introduction of digital technologies in the field of telecommunications, public services, the real sector of the economy, healthcare, the state cadastre, etc. are resolved. The development of ICT in the country keeps pace with the interest of business in the introduction of digital technologies in various processes to improve productivity, reduce costs, increase production and profits.

Thus, in the studies covered by this review, it is customary to consider ICT as a source of competitive advantages for the enterprise and the national economy in terms of practical implementation, mainly separately from theories of competitiveness.

Literature study

Numerous domestic and international researchers, as well as representatives of large international companies, are interested in the possibilities of using ICT as a competitive advantage.

E. A. Kashirina [4] in her scientific works considers how ICT is changing the nature of modern market competition. According to the author, ICT is changing the structure of existing sectors of the economy, stimulating cost reduction and labor productivity, and also contributing to the emergence of new business models, goods and services. For example, in the study by R. Yu. Cherkashnev [7], ICT is classified as an intensive method for achieving a competitive advantage by a company. He offers his own mechanism for the introduction of ICT as a competitive advantage for business, and also in his work offers a solution to the main problems associated with the introduction of modern ICT in enterprises. The scientific views of I. V. Toichkina [6] are aimed at the main determinants of the impact of ICT on international competitiveness. To maximize the positive impact of ICT at the national level, it is proposed to introduce a closed digital workflow, which may require significant changes in the legal framework. According to T. Mihalic and D. Buhalis [5], ICT is a relatively new source of competitive advantage for firms and is underestimated in existing theories and models of competitiveness. The monograph by J. Hu and M. Quaddus [8] demonstrates that information systems can be critical to a firm's success in implementing five competitive strategies: price leadership, product differentiation, innovation strategy, mergers and acquisitions, and strategic alliances. In addition, such systems can be used to improve efficiency and enhance synergies within production chains.

As a result, previous work has considered ICT as a source of competitive advantage for firms, drawing on the experience of many firms, and has explored the impact of ICT on the structure of economic sectors and existing business models, largely without regard to competitiveness theories. However, a number of studies compare the competitive advantages and competitiveness of economies using different theories of competitiveness.

Research Methodology

The research methodology includes research by domestic and foreign authors on innovation and competitiveness, legislative and other legal documents, as well as scientific and practical conferences on these issues. The study was carried out by the scientific method. Methods of logical, comparative and statistical analysis were used to solve problems related to the following mathematical operations.

Discussion

The most significant competitive advantage is based on knowledge and modern technologies. According to the International Organization for Standardization [22], ICT is defined as a set of resources, methods,

processes and methods for collecting, storing, processing, transmitting, distributing and using information using software, hardware and linguistic means.

Representatives of the three classical schools of competitiveness theory - American, British and Scandinavian [9] - did not pay enough attention to ICT in their works, considering them as one of several means by which a company can achieve a competitive advantage. This is due to the fact that most of the studies conducted by representatives of these schools were carried out between the 1970s and 2000s, when information technologies (including mobile communications, e-mail, Internet, broadband and fiber optic communications) were not so developed or common, as they are today. The Internet is an important technology, and as a result, many businesses invested in installing Internet equipment in the early 2000s, which was quite expensive at the time.

According to N.G. Carr, information technology is just an infrastructure object [10], while P. B. Seddon believed that it is unlikely that an ERP system will become a source of competitive advantage for a business, since the value of such a system for existing business models is not entirely clear, and secondly, the same information system, if it is really valuable, will be used by competitors.

According to the Danish economist B. O. Lundval [21], the only way to increase the competitiveness of the national economy of a small country is to constantly generate innovations and new knowledge. Microphones, cameras and computers allow the collection and analysis of large amounts of data. Corporate portals, local networks and the Internet allow employees to access and share knowledge accumulated by other employees. As a result, the acquisition of knowledge, the exchange of experience and the improvement of one's training become easier, more convenient and more efficient when using ICT.

In addition, hardware and software are a constant source of innovation. As a result, businesses in ICT and related industries such as coding, component supply and distribution can continually develop and offer innovative products to their customers. Consumer businesses benefit from increased access to more powerful, efficient and effective hardware and software.

State-of-the-art feedback channels such as the hotline, company website, and consumer forum allow for quick collection of customer complaints and product quality preferences. Analysis of the collected data can lead to improved product quality, correct existing deficiencies and accelerate the introduction of new products and services in which the consumer is interested. As a result of the use of ICT, the manufacturer can respond more quickly to changing customer needs.

E. Reinert [12], a Norwegian economist, believed that countries should contribute to the creation of industries with the highest industrial rent and the potential for technological growth. He proposed to increase the country's competitiveness by stimulating the growth of incomes of firms that develop and introduce new technologies within the country.

Today, a huge technological potential is accumulating in the world, which allows making a real breakthrough in terms of improving the quality of life of people, modernizing the economy, infrastructure and public administration. Declaring 2020 the Year of Science, Education and Digital Economy, the President of Uzbekistan noted that “in the modern world, digital technologies play a decisive role in all areas.” Uzbekistan improved its position in the International Information and Communication Technologies Development Index by eight points in 2019, but continues to lag behind other countries. While creating a "digital economy" will require extensive infrastructure, financial resources and labor resources, it must be done now or it will be too

late tomorrow, he said. The priority task of Uzbekistan for the next five years will be to accelerate the transition to a digital economy. [one]

Uzbekistan, like many other countries, is actively working to enter and improve its positions in international rankings such as the Global Innovation Index (GII) and the Global Competitiveness Index (GCI), and others. Despite the fact that Uzbekistan shows significant progress in such indices as Doing Business, Uzbekistan, due to the lack of necessary country statistics, fell out of the GII and GCI rankings. At the same time, the country's leadership has set an ambitious goal not only to return to these indicators, but also to enter the top 50 countries in this indicator by 2030, as part of the implementation of the Innovative Development Strategy. [26]

The implementation of this task will require active and coordinated work of ministries and departments, since most of the GII indicators relate to various areas of the country's socio-economic system. So, for example, the GII includes indicators such as spending on education (in % of GDP), capital market development, reducing the energy intensity of GDP or improving the logistics infrastructure - have a positive impact on the dynamics of the GII.

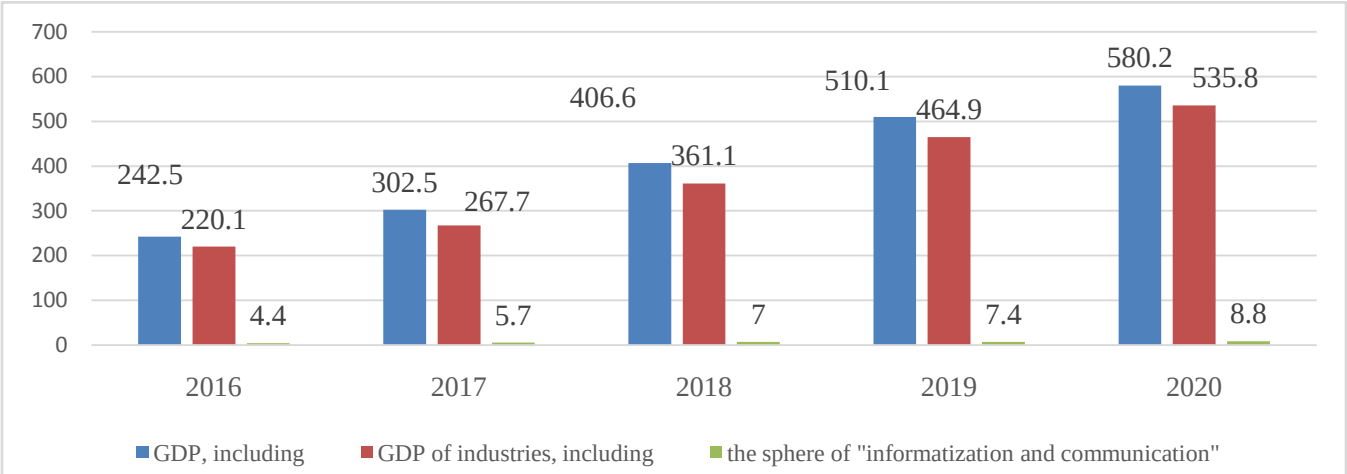
An analysis of the gap between the Republic of Uzbekistan and countries that are in the top 50 of the GI index shows that the largest gaps are noted in such areas as:

- Higher education (share of foreign citizens in universities, admission to universities);
- Science (number of scientific publications, citation of scientists, number of scientists per 1 million people);
- Capital market development and FDI inflows;
- ICT sector (population coverage with LTE networks, access to the Internet and ICT, etc.)[13]

The main indicators of the sphere of information and communication technologies for 2020.

The degree of development of a country's digital economy, which is directly related to the development of information and communication technologies (ICT), is usually measured using various indicators: the share of the digital economy in GDP, investment in the ICT industry, Internet speed, its coverage of the country's territory and its accessibility to the general public. the public. In addition, indicators in international rankings that assess the level of development of information technologies in the country are of decisive importance.

If we consider economic indicators, the year can be characterized as positive. Thus, the gross value added in the “informatization and communication” services sector has doubled since 2016 from 4.4 to 8.8 trillion soums, while the volume of services provided by the type of economic activity “informatization and communication” has doubled. times from 6.3 to 12.9 trillion soums.



The dynamics of growth in the volume of services in the sphere of "informatization and communication" in

GVA in 2016-2020. Source: Goskomstat data

The development of the ICT industry was facilitated by the growth in the volume of investments in fixed assets by the type of activity "information and communication", which in the period 2016-2020 grew 4 times from 1.2 to 4.8 trillion soums, including the volume of foreign investments and loans increased 2.5 times from 0.8 to 2 trillion soums.

Dynamics of changes in the volume of investments in fixed assets and by type of activity "informatization and communications" in 2016-2020 *(trillion soums)*

	2016 г.	2017 г.	2018 г.	2019 г.	2020 г.
Total investments in fixed assets, of which	49,5	60,7	107,3	134,0	202,0
in the type of activity "informatization and communication"	*1,2*	*1,9*	*0,9*	*2,1*	*4,8*
Foreign investments and loans, including	10,8	16,2	31,4	52.6	86,6
in the type of activity "informatization and communication"	*0.8*	*1,5*	*0,5*	*1.2*	*2,0*

Source: Goskomstat data

The telecommunications infrastructure is developing rapidly. The length of the laid fiber-optic communication lines almost doubled from 17.9 to 68.6 thousand kilometers; by the end of 2021, their length is expected to almost double to 118.6 thousand kilometers. The number of mobile base stations increased 1.8 times, from 17.7 to 31.7 thousand units, and in 2020 alone, more than 5,600 new mobile telephone exchanges were installed and launched.

The expansion of the mobile communications network made it possible to provide mobile communications services to 98 percent of the country's population, including up to 90 percent of the population with high-speed communications. The expansion of the mobile communication network is associated with the installation of new stations that ensure the operation of 3G / 4G networks, and projects have also been implemented in Tashkent to install 15 base stations of the fifth generation-5G. To create its own production base and reduce dependence on imports, with the assistance of the Republic of Korea, a $11 million plant was built in the Jizzakh Free Economic Zone. The plant will produce fiber-optic cables with a capacity of 50,000 kilometers per year, providing for both domestic needs and export cable products.

Since 2016, the number of mobile subscribers has increased by 20% to 25.4 million people, and the number of Internet users has almost doubled to 22.5 million people.

Every year, the number of installed broadband Internet access ports is increasing, providing subscribers with a continuous connection for transmitting and receiving data at high speeds. About 1 million additional ports will be installed in 2020; the total number of ports installed since 2018 has increased from 1.2 million to 3.2 million, and is expected to reach 3.9 million by the end of 2021, greatly expanding subscriber access. wired internet connection via broadband.

The researchers note that the increase in the number of mobile communication and Internet users was facilitated not only by the development of ICT infrastructure, but also by the reduction in the cost of using the Internet while increasing its speed. Since 2016, the capacity of the international data transmission network has almost doubled - from 55 to 1200 Gb / s. At the same time, the cost of tariffs for Internet services for providers decreased by 21 times, from $91.5 to $4.3 per Mbps.

According to a government decree dated April 17, Uzbektelecom will invest almost $26 million this year to upgrade its packet switching center, increasing its capacity to 1,800 Gbps. In addition, consumer access to the Internet has expanded. Since 2018, subscribers have seen an increase in broadband Internet speed from 10.11 to 36.85 Mbps, while mobile Internet speed has increased from 9.97 to 13.89 Mbps.

In 2018, the population was fully covered by digital TV, up from 68% in 2016. Conditions have been created for the growth of e-commerce.

In accordance with the presidential decree of May 14, 2018 “On measures for the accelerated development of electronic commerce”, in order to stimulate business entities in the field of electronic commerce, the National Register of e-commerce entities e-tijorat.uz was created.

It is open to legal entities and individual entrepreneurs whose income from the sale of goods and services through electronic commerce is at least 80% of their total revenue from the sale of goods and services. In addition, they will be subject to a single tax of 2%.

It is worth noting the success of Uzbekistan in the international rankings of the country's information technology development. Along with the occupied location, these ratings include an index that takes into account several parameters at the same time and reflects the state of development of the area.

One of them is the Telecommunications Infrastructure Index (TII), which is calculated per 100 inhabitants of the country using the following indicators: the number of Internet users and fixed telephone lines, as well as mobile phone, wireless broadband and fixed broadband subscribers. Since 2016, Uzbekistan's performance on this indicator has improved from 0.246 to 0.472.

The International Telecommunication Union (ITU) last compiled the ICT Development Index (IDI) at the end of 2017 among 176 countries of the world. The IDI index consists of 11 statistical indicators that reflect the availability of ICT, the degree of their use and the practical ability of the population to use ICT. A new methodology for compiling the IDI is currently being developed. Uzbekistan has climbed eight places in the latest IDI index ranking since 2016 and ranked 95th (index-4.9) out of 176 countries.

The International Telecommunication Union also publishes the Global Cybersecurity Index, which measures government commitments in five areas: legal measures, technical measures, organizational measures, capacity development and international cooperation. Since 2016, Uzbekistan's performance in this ranking has improved from 0.1471 to 0.666, lifting it from 93rd to 52nd place among 175 countries.

The International Association of Mobile Operators (or the "GSM Association") compiles a mobile communications index that includes all mobile operators in Uzbekistan. The index shows the degree of development and use of the mobile Internet. The index compares the performance of more than 170 countries with key drivers of mobile Internet adoption, including infrastructure, accessibility, consumer readiness, content and services.

The index helps the mobile industry determine where to focus their efforts to accelerate the adoption of mobile Internet. Uzbekistan has improved its performance on this indicator from 36.9 to 46.8 over the past four years, approaching the world average of 50.

The Department of Economic and Social Affairs of the UN Secretariat compiles the e-Government Development Index (EGDI) using indicators from three sub-indices: the development of online government services, telecommunications infrastructure and human capital development. According to the index, Uzbekistan has improved its performance from 0.54 to 0.67 since 2016 and currently ranks 87th out of 193 countries.

To facilitate citizens' access to public services through electronic means, Uzbekistan launched a new version of the Unified Portal of Interactive Public Services (Single Portal, EPIGU - my.gov.uz) in 2017. A single portal is a single electronic platform that allows citizens and entrepreneurs to receive public services and related information. Currently, EPIGU provides more than 300 different types of services in 20 different areas.

In the future, it is planned to increase the share of public services provided in electronic form to 60% by 2022 and to 80% by 2025, as well as to bring the country to the 50th position in the e-government development index by 2025.

Plans for the future development of the digital economy

For the near future, the goal is to double the share of digital services in the country's GDP.

Over the next two years, it is planned to raise about $2.5 billion for the development of digital infrastructure. It is planned to open three new large data centers in Tashkent (expansion by 5 PB and bringing the total number to 10 PB), Bukhara and Kokand (50 PB each), as well as to continue the expansion of the fixed network and the modernization of the mobile network. As a result, the households of each locality will have access to the Internet at a speed of at least 10 Mbps.

Based on the lessons learned from the fight against the pandemic, in 2021 it is planned to expand the digitalization in the health sector and complete the regional implementation of electronic polyclinic and

telemedicine systems. The digital transformation of the banking sector will continue, including automated control systems and financial technologies. More than $600 million will be invested in the digitalization of agriculture in order to introduce modern agricultural technologies and innovative solutions.

There are more than 120 universities in Uzbekistan, each of which has introduced a digital learning module and established incubation centers. A program for the development of education in the field of information technology was adopted with the aim of creating a new system of vertical education. In 2020, the Million Programmers program will be launched, which will provide free training in programming skills to more than 130,000 students.

Educational IT centers are being created in the regions of the country, more than 100 have already been opened, more than 85 thousand students are studying. Another 200 such centers will open in 2021.

Benefits are provided to information technology companies until 2028 on the basis of the principle of extraterritoriality (benefits in IT parks: income tax - 7.5 percent, corporate and social tax - 0 percent, customs payments for imports of goods and services - 0 percent).

Based on the foregoing, we can conclude that the governments of any developing country should pay special attention to the development of innovative, promising industries, such as the ICT sector and related ones. On the one hand, these industries require highly skilled personnel who are usually well compensated for their work. On the other hand, these industries are links in the high value chain, mainly due to higher labor and equipment costs for production. In addition, the demand for the products of such industries is constantly growing, providing firms with a constant stream of regular orders and creating additional jobs, which allows to increase tax revenues. Finally, in small developed countries, the production of low-tech, low value-added products that rely heavily on manual labor is disadvantageous for local producers due to the relatively high average wages in these countries. By stimulating the growth of the ICT industry and related sectors, the government will be able to increase the competitiveness of the national economy by creating new jobs and increasing tax revenues.

As a result, ICTs can be a source of continuous innovation to optimize knowledge and skills development, as well as qualitatively improve buyer-supplier interactions, while the production of ICT goods and services adds significant value to the production chain. Thus, ICTs are a source of competitive advantage that national economies must rely on in order to succeed in the face of “tough competition” in global markets.

However, we believe that ICT cannot provide a firm with a sustainable competitive advantage, as it will always be an integral part of any successful business model. And enterprises that delay updating and introducing modern equipment and information systems run the risk of falling hopelessly behind technologically advanced competitors.

According to the World Bank, the impact of ICT on the commercial sector of the economy leads to the following additional competitive advantages: [23]

- Expands the scope of trade;
- Increases the efficiency of resource use;
- Promotes competition.

The following are some specific examples of how firms, including those from smaller countries, are using ICT to gain competitive advantage:

- Reducing production costs through the introduction of more productive technological equipment and high-quality software, such as cloud technologies, big data, artificial intelligence, blockchain, robotics, computer networks and virtual reality; [23]
- Standardization increases the interchangeability and complementarity of manufactured goods, which leads to additional economies of scale; [15]
- Replacement of labor, a previously indispensable factor of production, and an increase in its productivity as a result of more effective managerial online control over the activities of subordinates; - accelerating the collection and analysis of information about various business processes, as well as making management decisions based on this information through the use of a database management system, an enterprise resource planning system, a customer relationship management system and other organizational systems; [6]
- Reducing the cost of attracting new customers, reducing information asymmetry and providing additional information about products through electronic sales channels, online procurement systems and global Internet sites; [4]
- Formation of strategic alliances and participation in electronic business platforms, which may contain information about various products of suppliers, which partners in the alliance collect and provide; [17]
- Gaining access to international sales markets and concluding contracts with foreign partners using the Internet and global Internet sites; [23]
- Improving the efficiency of the supply chain and cooperation by creating a common information system aimed at increasing the awareness of the participants in the chain about the supply and demand for intermediate products; [17]
- Creation of a local and unified global database for TNCs, which will be used to store materials for staff training, information about ongoing internal tenders, open positions and products supplied by various departments; [eighteen]
- Preservation and expansion of the client base of banks through the use of the Mobile Bank application, instant messengers, social networks and banking terminals; [nineteen]
- Using intelligent routing algorithms, you can create the optimal route for freight and passenger traffic, saving both time and gasoline when delivering goods and passengers;
- Almost zero transaction costs in providing online services based on automated services due to the “network benefit effect”, in which the benefits of service providers grow as new consumers enter the network;
- The introduction of additional technological barriers to entry into the industry and the production of certain goods through the use of computer-aided design of industrial goods, increasing the technological complexity of products and conducting online surveys and marketing campaigns; [twenty]

- Digitalization of various stages of the production process leads to the emergence of more technologically advanced goods and the expansion of the service sector; [23]
- The introduction of new business models, such as the “two-sided market” model, in which consumers interact directly with service providers through aggregators such as Uber and Gett.

Thus, the use of ICT can provide a competitive advantage for both business and the national economy through cost savings, improved business efficiency, stronger relationships with partners and the introduction of new products and services.

Conclusion

Within the framework of the scientific school of competitiveness, we examined the role of information and communication technologies (ICT) as a source of competitive advantages and a factor in increasing the competitiveness of the economies of developing countries. It should be noted that insufficient attention is paid to this issue in practice. A review of various sources showed that researchers are mainly focused on the practical aspects of enterprises and national economies using ICT to achieve competitive advantage, in contrast to the theory of competitiveness.

The school's research has shown that ICTs can be a source of continuous innovation, streamlining knowledge acquisition and skills development, qualitatively improving buyer-supplier interactions, and generating significant value additions in the production chain through the production of ICT goods and services. At the same time, while certain issues need to be resolved in the near future to improve the system, the use of ICT can become a source of competitive advantages for the republic. Thus, in the context of the chosen topic, it is necessary to intensify scientific research and study the advanced experiments carried out abroad in this direction.

The experience of other countries shows that the digital economy is developing simultaneously in a wide range of sectors and cannot be built by a small number of companies, even if they have unique capabilities and resources. Thus, a private enterprise with a strong entrepreneurial and innovative spirit should play a major role in the digital economy, while the state should provide the infrastructure and conditions for private initiative.

According to Kondratiev's theory of K-cycles, humanity has passed through the fifth technological order, which is determined by the development of electronics, robotics, computing, laser and communication technologies, and is approaching the sixth, which will be based on NBIC - convergence or unification and synergistic amplification of nano-, bio -, information and cognitive technologies - - To keep abreast of technological advances, you must not only consume innovative products produced in other countries, but also create them or participate in international cooperation chains for their production.

At the same time, the main goal should be the development of ICT in the country, including affordable high-speed Internet, in order to keep pace with the interests of businesses to introduce digital technologies into various production processes in order to increase labor productivity, reduce costs and increase production and profits.

Results

The analysis showed that ICT can be a source of competitive advantage for business and a factor in increasing the competitiveness of open economies. In our opinion, the recommendations of the

representatives of the scientific school of the theory of competitiveness may be relevant in domestic economic conditions, such as the continuous introduction of innovations and improvement of knowledge, strengthening cooperation between the buyer and supplier, participation in the final stages of global production chains. Following these recommendations has enabled a number of small developing countries to achieve relatively high scores on the Networked Readiness Index.

ICTs can be a source of continuous innovation, streamline knowledge acquisition and skills development, and qualitatively improve buyer-supplier interactions, while the production of goods and services in the ICT sector adds significant value to the production chain. Developing country governments should encourage the growth of the ICT industry and related sectors in order to compete more effectively in the "tough competition" in global markets for goods and services.

The state can contribute to the digitalization of the economy, acting as an organizer of common technological platforms that unite various organizations, or as a regulator that establishes requirements for the use of specific technological solutions, since without synchronization of the implementation of standard technological solutions in all segments of the economy, their viability will be jeopardized.

Constantly improving the regulatory framework governing the development of the digital economy, and doing this in a dialogical form and with the participation of users, developers and service providers who, in practice, will encounter new types of objects and subjects of information legal relations that require legal registration;

Participate in the overall process of digitization of relations, which includes the development of an e-government system and a list of public services available in electronic format, stimulating and encouraging the introduction of information systems and e-services in organizations, as well as the introduction of tax incentives for the development of digital technologies, as well as cross-border cooperation.

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CHARACTERISTICS OF DEVELOPMENT OF ZIYARAH TOURISM IN OUR COUNTRY

Ravshanov Tuyli Gulmurodovich[1]

ABSTRACT

This article examines the stages of development of pilgrimage tourism in our country. In order to develop pilgrimage tourism, the work done in the sights of our country has been studied. The article also examines the costs of restoring cultural heritage sites in Uzbekistan, which are suitable for pilgrimage tourism, their promotion in foreign countries and the important factors that increase the flow of foreign tourists in this area.

Keywords: *Ziyarah tourism, cultural heritage sites, pilgrimage shrine, Public charity foundation "Vaqf", subsidies, "Halal" standards.*

Government of the Republic of Uzbekistan has been paying more attention to the sector of development of tourism during years of independence.

It is obvious that there are many historical and cultural heritage sites with a thousand-year history in our country, which play a crucial role in further development of pilgrimage tourism.

If we look at the direction of development of pilgrimage tourism, we will see the ways of development in three periods. First period of development of pilgrimage tourism includes the years of 1991-2013. In this stage, many famous pilgrimage shrines, complex of tourism and holy places have been repaired and restored by the Government in order to involve more tourists in our country.

Namely, Decree of the President of the Republic of Uzbekistan № DP-1162 in June 2, 1995 "On measures to enhance participation of the Republic of Uzbekistan in revival of the Great Silk Road and development of international tourism in the republic of Uzbekistan" approved.

According to this Decree, complexes of famous Islamic scholars such Imam al-Bukhari, Imam al-Termezi, Abdul Khaliq Ghijduvani, Al-Farghani and others have been constructed and turned into pilgrimage shrines of the country.

Main characteristics of development of Ziyarah tourism is that in the period many large and famous pilgrimage shrines, tombs and memorial complexes among people have been repaired and restored in compliance with the special decrees of our Government.

For instance, museum, symbolic mausoleum and archeological monument of Ahmad Al-Farghani have been constructed during the event of the celebration of the 1200th anniversary of Ahmad Al-Farghani in 1997.

Moreover, Decree of the President of the Republic of Uzbekistan № DP-592 in February 2, 2007 "On measures for implementation of construction, restoration and improvement works of the architectural complex of Khazrati Imam (Khastim) in Tashkent city" adapted.

[1] Senior specialist of the Ministry of Tourism and cultural heritage of the Republic of Uzbekistan, Independent Researcher of the Institute of Tourism Development.

In accordance with this, under of architectural complex of Khazrati Imam established Public charity, which tasked to act as a customer during the construction, reconstruction and beautification of the Khazrati Imam complex andto collect the necessary funds to assist in the construction and reconstruction of the building in 2007.

As the result of practical measures implemented at these shrines, mausoleums, historical and cultural heritage sites, the number of tourist, visiting into Uzbekistan grew from 0.92 to 1.9 million people over 1995-2013.

Volume of foreign currency from export of tourism service (visitor spending in destinations) reached USD 1.12 billion in 2013.

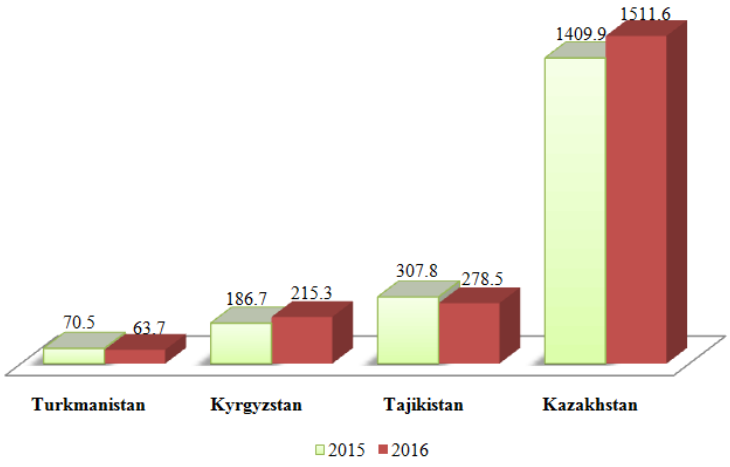
In second stage, sector of pilgrimage tourism developed in compliance with decrees, resolutions and governmental programs of the President of the Republic of Uzbekistan and Cabinet of Ministries of the Republic of Uzbekistan, which determined to improve the tourism potential of regions during the 2013-2016.

Over these years, a lot of pilgrimage shrines, monuments and memorial complexes that are located regions of Kashkadarya, Khorezm and Tashkent, have been repaired and restored.

For example, in accordance with resolution of the President of the Republic of Uzbekistan in March 20, 2013 No. RP-1940 “On the development of tourism in Khorezm region in 2013-2015”, USD 4,2 million by Government and USD 2,7 million by grant of international fund and institutions were allocated in order to develop tourism infrastructure of 39 madrasahs, mausoleums and archeological monuments.

Within implementation of resolution of Cabinet of Ministries of the Republic of Uzbekistan in November 14, 2013 No.294 “On the development of tourism in Kashkadarya region in 2013-2015”, pilgrimage shrines and complexes of “Muḥammad an-Nasafi”, “Abdullah ibn al-Jarah̩”, “Sultan Mir Haydar”, “Katta Langar ota”and others 7 cultural heritage sites have been repaired and restored.

1-picture. Number of tourists, visiting from Central Asian countries in 2015-2016 *(thousand people)*[1]



[1]. Prepared by the author on the basis of information provided by the Ministry of Tourism and cultural heritage of the Republic of Uzbekistan

It is above shown that realization of these governmental programs in regions were lead to grow number of tourists, who visited from Central Asia significantly. For instance, number of tourists, came from Kazakhstan reached to 1,5 million persons in 2016 (increase 7,8%). Uzbekistan's domestic tourism continued to grow in terms of value and volume positively and A total number of 8,8 million domestic and pilgrimage visitors were recorded in 2016.

Third period begins from the year of 2017, which State Committee of the Republic of Uzbekistan on for the development of tourism was established by the resolution of the President of the Republic of Uzbekistan in December 2, 2016 No. RP-2666 "On the organization of activity of the State Committee of the Republic Of Uzbekistan for the development of tourism".

The Committee produced the concept of development of the tourism sector in the Republic of Uzbekistan in 2019-2025 and effectiveness of measures that were belong to development of pilgrimage tourism improved.

For example, "First Ziyarah Tourism forum" that was promoted potential of important religious and historical sites of our country was held in Bukhara from 21th to 23th February, 2019. More than 120 leading scholars and Islamic scientists, working in the sector from 34 foreign countries were participated in the Forum.

In order to develop pilgrimage tourism in the country platform of "halal.uzbekistan.travel" and mobile application for tourists, praying Namaz established. In addition, journal of "7 reasons for Celebration of Ramadan in Uzbekistan" was published.

In association with channels of "Al-Hijr" of Malaysia and "Trans7" of Indonesia were carried special broadcasts that were promoted the potential of Ziyarah Tourism of Uzbekistan in these countries.

Moreover, the Committee have established a partnership with CrescentRating, which is the world's leading authority on halal travel for development of pilgrimage tourism.

In addition, in order to preserve our national and religious values, study the invaluable heritage of our ancestors, who have made a significant contribution to the development of world science and culture, renovate existing shrines and shrines and develop pilgrimage tourism, the Public Charitable Foundation "Vaqf" was established.

For the restoration and reconstruction of holy places and shrines 1,5 billion sums in 2018 and 3,5 billion sums in 2019 were allocated by the Fund.

2.1 billion sums was provided by The Public Charitable Foundation "Vaqf" for the reconstruction and restoration of seven shrines in Bukhara region, such as "Bahauddin Naqshband", "Khoja Muhammad Boboi Samosi", "Abdul Khaliq Ghijduvani", "Khoja Ali Romitani" and "Khwaja Muhammad Arif Riwgari".

In 2019 in order to renovate and restore shrines of "Shah-i-Zinda" memorial complex, "Imam Bukhari" and "Hazrati Dovud" and create favorable conditions for local and foreign visitors, 796 million sums have been allocated by the "Vaqf" Foundation.

As a result of these measures, In 2019, the number of tourists arriving in Uzbekistan from foreign countries reached to 6.7 million people in comparison with 2018 there was an increase of 35,5% in tourist arrivals.

In addition, the export of tourism services in the period under review equaled to USD 1,313 million, which is 26% higher compared to 2018 (USD 1,041 million).

During this period, 274 hotels, hostels, guesthouses and other accommodation facilities with a room fund of about 6 thousand units and more than 12 thousand places were established.

Because of the huge impact of the pandemic on the global community, negative growth had been recorded the volume of tourists, growth of domestic tourism and foreign and domestic tourism expenditure of visitors and other parts of tourism market.

In order to reduce of “Covid-19” pandemic and develop domestic and pilgrimage tourism in our country, the decree of the President of the Republic of Uzbekistan in February 2, 2021 No. DP-6165 “On measures for the further development of domestic and pilgrimage tourism in the Republic of Uzbekistan” was adopted.

According to the decree, air flights in the directions of Ferghana-Urgench- Ferghana, “Termez-Urgench-Termez” and “Qarshi-Urgench-Qarshi” and railways in the directions of “Andijan-Khiva-Andijan”, “Khiva-Urgench-Nukus” and “Termez-Qarshi-Samarkand” are determined to launch.

Besides, in the decree it is determined to promote pilgrimage tourism potential of Uzbekistan and allocation of the sum of 6 billion UZB, which is involved in foreign tourists from Muslim countries such as Malaysia, Indonesia, Turkey, UAE and others.

Throughout making a propaganda our cultural heritages and pilgrimage shrines like “Imam Bukhari”, “Bahauddin Naqshband”, “Imam al-Termezi”, “Abdul Khaliq Ghijduvani”, “Al-Farghani” and others in Middle Eastern countries and ASEAN (the Association of Southeast Asian Nations) in 2021, it is estimated to increase a volume of foreign tourists to 580 038 people additionally.

In order to organize these measures in this year efficiently, resolution of the Cabinet of Ministries of the Republic of Uzbekistan in February 24, 2021 No.100 “On additional measures for the development of domestic and pilgrimage tourism” was adopted by the Government.

According to the decision, an action plan for the development of pilgrimage tourism, which was determined to improve shrines and tourism complexes that are loceated in the Republic of Karakalpakstan and Andijan, Kashkadarya regions and Tashkent - 4, in Bukhara and Namangan regions - 1, in Khorezm, Navoi and Jizzakh regions - 2, in Samarkand region - 10, in Surkhandarya region - 6 and in Fergana region – 7, was approved.

Moreover, framework of 321 madrassas and pilgrimage shrines in the Republic of Karakalpakstan, regions and the city of Tashkent was approved during this program in 2021-2025 to fully pass on the cultural heritage sites preserved for thousands of years to future generations.

In order to support entrepreneurs, working in the field of tourism, develop domestic and pilgrimage tourism during the “Covid-19” pandemic, the decision of Special Commission under the Cabinet of Ministries, which are promoted to pay for the particular amount of their spending of air flights and railways when organizing a tour.

The Special Commissions also approved the highest amounts of ticket prices for 10 routes subsidized.

1-grahpic. The amount of subsidies covered from the State budget for domestic and pilgrimage flights [1]

Directions of flight	Special tariff for the tickets *(sum)*	Subsidized amount (25% of special tariff)	Highest level of tickets
Tashkent - Namangan	518 608	129 652	388 956
Namangan - Tashkent	493 912	123 478	370 434
Tashkent - Fergana	444 521	111 130	333 391
Fergana - Tashkent	419 826	104 956	314 869
Tashkent - Andijan	444 521	111 130	333 391
Andijan - Tashkent	419 826	104 956	314 869
Tashkent -Samarkand	370 434	92 609	277 826
Samarkand - Tashkent	370 434	92 609	277 826
Tashkent -Bukhara	530 956	132 739	398 217
Bukhara - Tashkent	530 956	132 739	398 217
Urgench- Fergana	901 390	225 348	676 043
Fergana - Urgench	876 695	219 174	657 521
Samarkand - Urgench	703 825	175 956	527 869
Urgench - Samarkand	703 825	175 956	527 869
Samarkand - Fergana	679 130	169 782	509 347
Fergana - Samarkand	654 434	163 608	490 825
Samarkand- Namangan	666 782	166 695	500 086
Namangan- Samarkand	642 086	160 522	481 565
Urgench -Termez	567 999	142 000	425 999
Termez - Urgench	543 304	135 826	407 478

For instance, ticket price of direction of air flight on Samarkand-Namangan was equal to 666 782 SUM early, after adapting the decision, highest price of this ticket becomes 500 086 SUM.

[1] Prepared by the author on the basis of information provided by the Ministry of Tourism and cultural heritage of the Republic of Uzbekistan

As a result of implementation of discounts in air flights, first month of the year the Urgench-Fergana-Urgench flight direction, which was launched in February, the capacity of aircraft amounted to 43.7%, while due to additional opportunities for tour operators and travel agents, the capacity of aircraft doubled in March to 87.9%.

To conclude, at the initial stages of development of pilgrimage tourism in our country, beautification, attractions and restoration of touristic places and pilgrimage shrines, where great scholars were buried, was implemented by the decisions, resolutions and decrees of Cabinet of Ministries and the President of the Republic of Uzbekistan.

The peculiarity of the third stage, which differs from the previous stages, is the construction of convenient infrastructure facilities for tourists (toilets, Kiblah indicators in hotels, prayer rooms, prayer rooms) around shrines and attractions, as well as hotels that meet “Halal” standards, catering and organize the activities of special schools that teach the Koran Karim, Hadith and other religions.

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