
Improvement of Mechanisms of Organization and Management of Clusters of the Textile Industry

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Abstract: The textile and clothing and knitwear industry of Uzbekistan is one of the dynamically developing sectors of the country's economy, which is largely facilitated by the presence of its own raw material base, natural, climatic, geographical factors and historically established traditional crafts.

This article analyzes in detail the structural structure of textile industry clusters, their state support and mechanisms of functioning, offers and recommendations for state support of local textile industry enterprises.

Key words: cluster, textile industry, logistics, innovation, localization, diversification.

Introduction

Thanks to the reforms consistently carried out in our country over the years of independence, great successes are being achieved in all sectors of the national economy, especially in the light industry system. The State Program for the Implementation of the Development Strategy of New Uzbekistan for 2022-2026 defines, among other things, a number of tasks, the solution of which is entrusted to the Uztekstilprom Association, in particular, it is planned to "Further liberalization of leading industries and the economy, as well as the completion of transformation processes. Doubling the production volume of textile industry products".¹

In accordance with the Strategy, a plan has been developed, according to which a list of projects has been compiled aimed at filling the gaps that exist in the production chain in 2022-2026. In particular, to train highly qualified personnel, it is planned to create a marketing center on the basis of the Tashkent Textile Training and Research Technopark and organize educational and practical courses for industry enterprises. It is planned to establish five additional educational areas together with the Russian State University named after A.N. Kosygin. Reimbursement mechanism developed

50 percent of the costs of education, training and retraining of employees of republican industrial enterprises at the expense of the State Employment Promotion Fund of the Republic of Uzbekistan. This training system will be implemented in industry colleges, technical schools, and monocenters of the country.

A network schedule has been developed for the implementation of international standards and certification at enterprises in the textile, clothing and knitting industry. According to it, modern international standards will be introduced at 150 enterprises in the sector: OEKO-tex, Sedex, BSCI, GOTS, ISO 9001 and others. This year, practical measures are also being taken to introduce OEKO-tex, BSCI and ISO 9001 certificates at 23 enterprises in the industry.

¹ "Development strategies for the new Uzbekistan for 2022-2026" Decree of the President of the Republic of Uzbekistan dated January 28, 2021 UP-60 www.lex.uz

Reforms in the textile industry of Uzbekistan, further steps of the industry, contribute to the formation of a positive attitude towards the Uzbek textile industry in the world against the backdrop of the lifting of the boycott of Uzbek cotton, growth in exports, attraction of investments, creation of additional jobs in the country for millions of people, a new responsible business model, based on decent work principles at all levels of the supply chain.

In such conditions, one of the most effective ways to increase the competitiveness of the textile industry and increase the competitive advantages of regional enterprises is the formation of textile industry clusters through the implementation of effective state cluster policy. Clustering of the textile industry makes it possible to stimulate the optimal combination of factors of competition and cooperation in the field. This is the most important condition for the sustainable development of our national economy with high resource potential. The formation of textile industry clusters will help increase the competitiveness of national products in the domestic and foreign markets.

Despite the fact that the activities of clusters formed in the network today are supported by local and centralized government structures in various areas, the mechanism of government support for clusters as a whole has not been considered or systematized. Taking this aspect into account, the study examined the mechanism of state support for textile industry clusters as an integral system, and the improved mechanism was recommended for use in the process of development and support of textile industry clusters in our country. Within the framework of the mechanism, the use of instruments of state support for textile industry clusters is systematized by dividing them into two main periods, that is, the period of formation of the cluster and the period of its development after the creation of the cluster.

Methods. In the process of preparing the article were used formal-logical, specific research methods econometric modeling, empirical research, and forecasting

Results

When forming textile industry clusters, it is advisable to use government support instruments in the following 4 main areas (Fig. 1):

- development of a unified cluster policy in the country (defining the goals and objectives of cluster policy, identifying the main directions for stimulating the development of clusters, etc.);
- creation of institutional foundations of clusters (creation of a set of basic political, social and legal norms that form the basis of the cluster, determination of organizational and economic mechanisms, mechanism of functioning of the textile-industrial cluster, etc.);
- creating a favorable environment for the formation of clusters (ensuring the formation of favorable conditions for promoting cluster initiatives, creating basic conditions for the development of industrial and scientific cooperation between industry enterprises, etc.);
- support for textile cluster projects (coordination of joint cluster projects, implementation of joint projects for the development of educational, innovation, engineering infrastructure, etc.).
- When developing textile clusters, it is advisable to provide government support in the following areas:
 - promoting innovation and cooperation within clusters (research and selection of foreign markets, concluding intergovernmental agreements to simplify export procedures, subsidizing part of export costs, supporting participation in international exhibitions and fairs);

Analyses

In the context of the transition from the agrarian-industrial model of development of our country to the industrial one, it allows us to develop and modernize industrial production, stimulate the development of key sectors of the economy, create new jobs, locate production in regions that are sources of raw materials, and control the activities of strategic industries.

- improvement of infrastructure systems necessary for the cluster's activities (development of the cluster's production, transport, financial and energy infrastructure, creation of mobile infrastructure for the production of small batches of new innovative products);
- expanding the size of clusters and the number of participants within them (attracting new cluster participants, taking measures to expand the scale of the cluster, expanding the scope of the cluster's activities, encouraging expanded integration of science and production);
- facilitating entry into foreign markets and the implementation of collective marketing projects (development of mechanisms for commercialization of technologies, assistance in joint research and development work by cluster enterprises, stimulation of the activation of innovative processes at enterprises).

Based on an analysis of the areas of state support for textile industry clusters, the following strategic directions for its development have been identified:

- localization of production at the national level;
- introduction of advanced technologies to improve the quality of raw materials and prepare them for processing;
- diversification of raw materials used in the textile industry, organization of production of mixed fabrics;
- development of new forms of complex relations between industrial enterprises;
- improving the quality of existing technological and scientific infrastructure;
- expanding cooperation between clusters and socio-economic institutions related to their activities;
- renewal of human capital at textile cluster enterprises, etc.

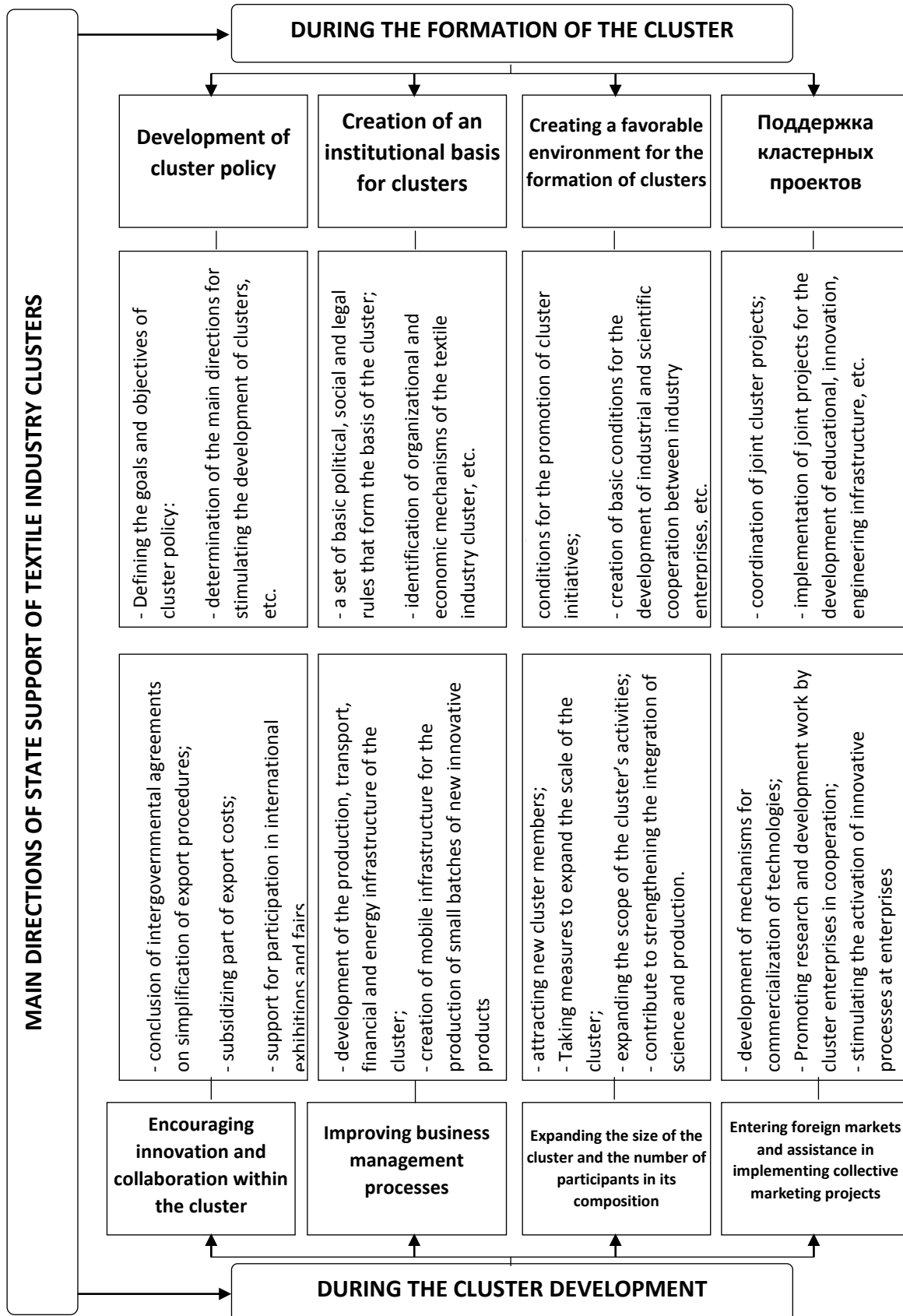


Figure 1. Mechanism of state support for textile industry clusters ²

The research revealed the need to increase the efficiency of use of irrigated land, this will increase the production of cotton fiber as the main raw material for industry, develop new varieties of cotton, and improve the technologies used to prepare raw cotton for processing. The country has a

² Developed by the author

number of problems with the organization of irrigation related to geopolitical issues, which the country's leadership is effectively resolving with neighboring states along the watershed. It is necessary to study and actively implement the experience of efficient use of water resources by countries in arid regions. At the same time, due to climatic conditions and drying technology, the lack of high-quality local varieties of cotton in the country calls into question the high yield of cotton fiber.

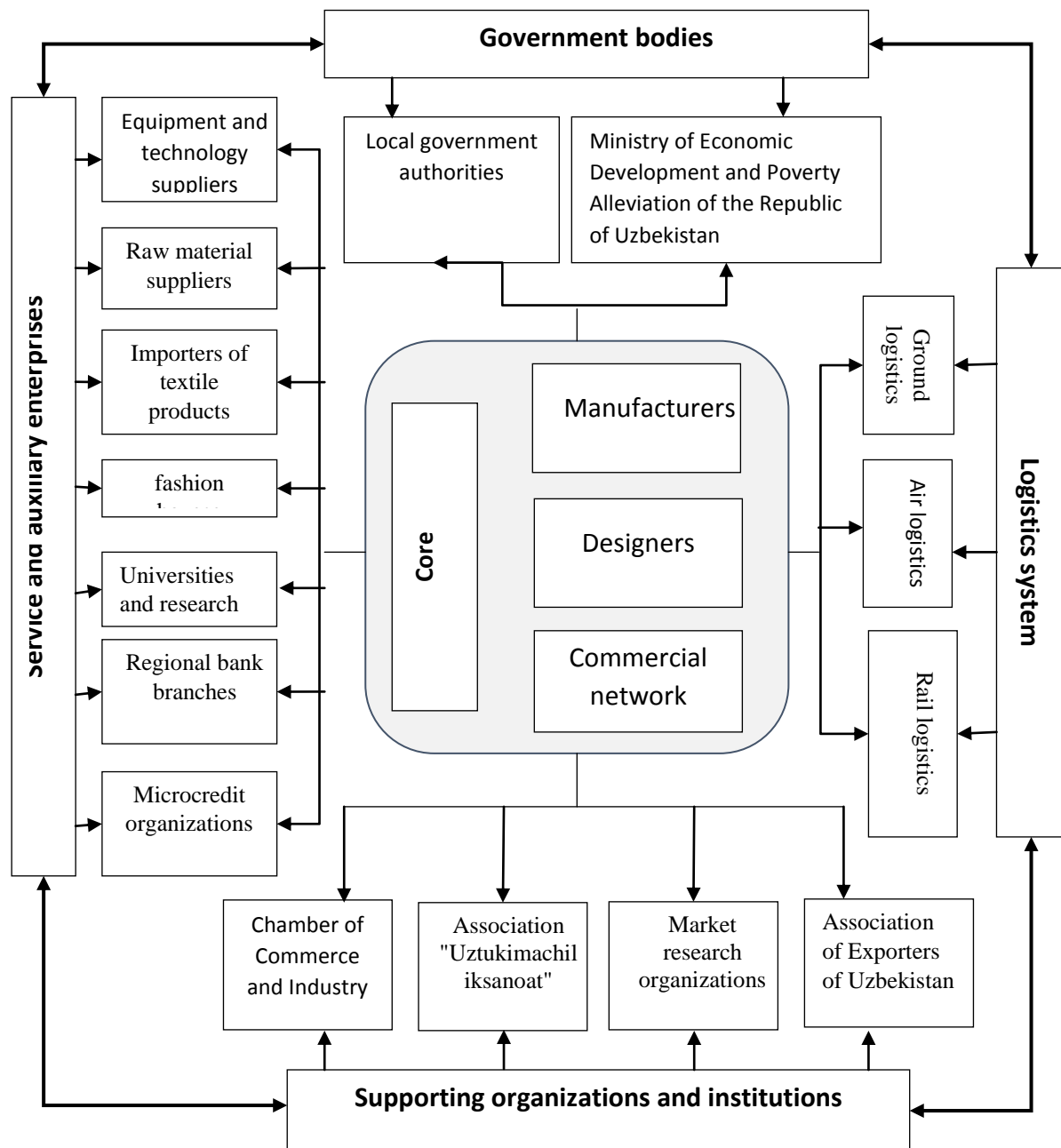


Figure 2. Mechanism of functioning of textile industry clusters³

The functioning mechanism of existing and existing textile industry clusters, taking into account internal and external connections, has been formed to a certain extent; during the research process, it was recommended to systematize and improve this mechanism (Fig. 2).

The main component of the textile industry cluster (manufacturers, design enterprises and distribution systems) works in cooperation with relevant government agencies, service and support enterprises, the logistics system that ensures the movement of goods and raw materials, and the

³ Developed by the author

structures that support the activities of the cluster. Enterprises, organizations and systems associated with the activities of the specified cluster also act as participants in the cluster and provide processes associated with the production and sale of products in the textile cluster.

The proposed mechanism proposes measures to stimulate the activities of industrial enterprises in order to prepare cluster systems for their normal operation. In particular, stimulating initiatives for the formation of clusters, developing a strategy for promoting the cluster structure and production, ensuring the continuous and effective implementation of the preparatory process, etc.

Strengthening the existing technological and scientific infrastructure serves as the basis for deepening integration ties between scientific institutions and textile industry enterprises. At the same time, it can significantly accelerate the process of clustering of the textile industry by increasing mutual cooperation and interdependence of socio-economic institutions.

Analysis of the personnel structure of enterprises shows the high age of workers and low qualifications of workers. In addition, analyzing the content of higher education in higher educational institutions, one can note the separation of vocational education from production. The solution to this problem is closely related to the revision of standard curricula, supplementing them with special programs for modern professions, the organization of dual education, the development of a system of targeted training of highly qualified specialists of specific textile enterprises in organizing competitive production using new innovative technologies.

Increasing the efficiency of human capital is a driver for the development of the entire industry as a whole, and therefore the mechanism of interaction between the vocational education system represented by universities and research institutes and industrial enterprises requires revision and intensification.

The process of forming a value chain in the textile industry cluster covers the entire value chain, from the production of raw materials (raw cotton) and its primary processing, to spinning, weaving, production of knitted fabrics and the production of ready-made clothing. This process contains a sustainable value chain for textile products, with the main elements of the production chain being raw materials enterprises, enterprises producing semi-finished products, manufacturing enterprises, export and trade networks (Fig. 3). The cluster system of production organization makes it possible to cover all stages of the production chain, all its elements, thereby ensuring the production of the greatest added value in the regions by national enterprises. Figure 3 shows the variety of inter-farm connections carried out in the cluster.

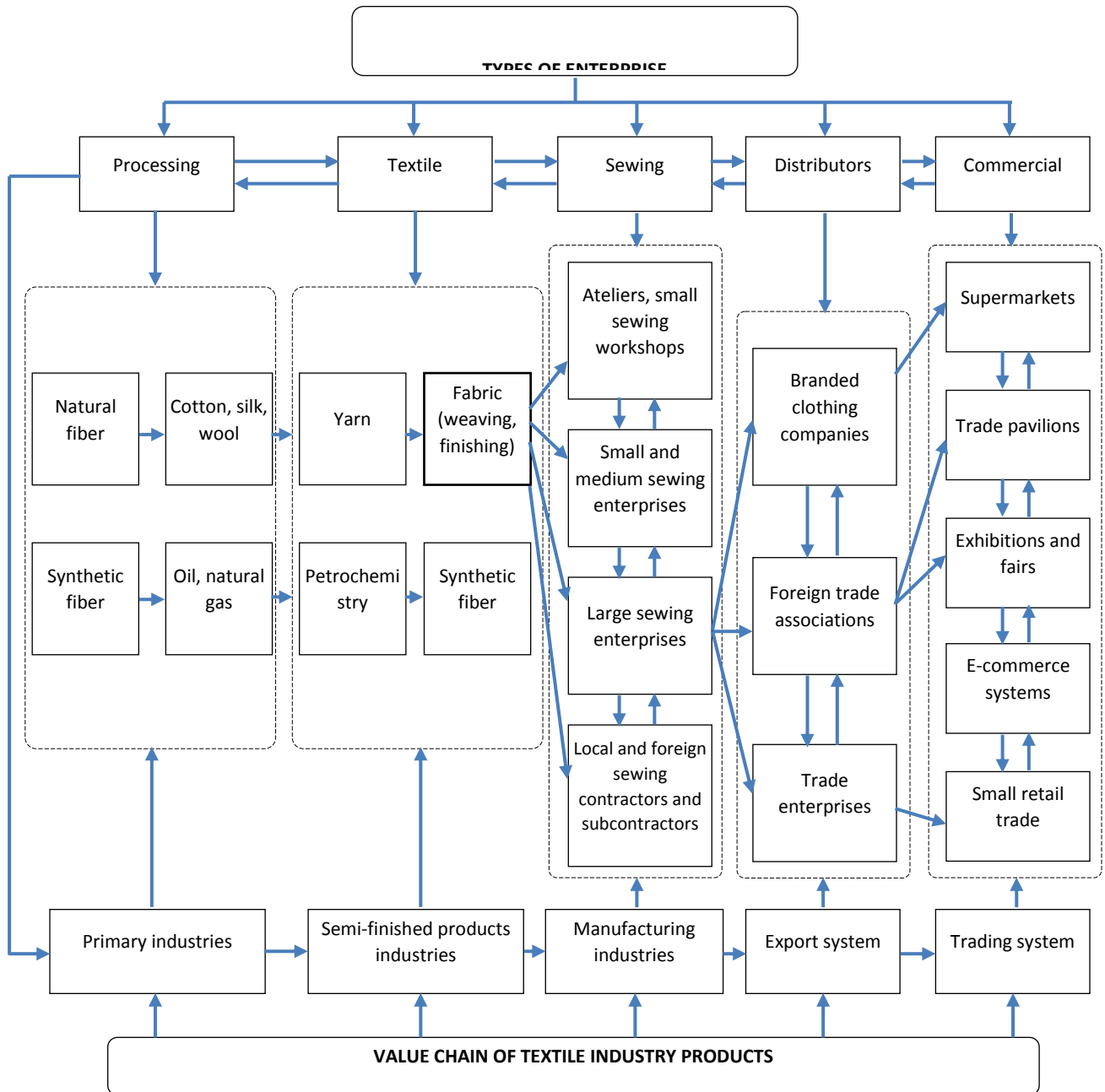


Figure 3. Structural structure of the value chain in the textile industry cluster⁴

Based on the above theoretical and practical analysis, the levels of government support for the domestic textile industry today were determined (Table 1).

Table 1. Main levels of government support for the domestic textile industr⁵

At the national level	Locally
Development of economic policy (concept) for industry development based on clustering	Allocation of necessary resources to support the activities of the cluster (personnel training, production infrastructure, etc.)
Development, standardization and certification of national educational standards for educational institutions that train specialists for clusters	Stimulating cooperation between cluster participants and local enterprises, developing a mechanism for stimulating competitive local suppliers.
Development of local clustering schools	Organization of a support mechanism at the

⁴ Developed by the author

⁵ Developed by the author

based on business cooperation	local level in the textile industry, creation of business incubators, technology parks, etc.
Promoting research and development between research institutes and cluster enterprises	Support for the venture market, financing of new enterprises within the cluster and implementation of business development experience

Discussion

It is desirable for the state to support the national textile industry at the macro level in the following areas:

- development of economic policy (concept) for industry development based on clustering;
- development, standardization and certification of national educational standards for educational institutions that train specialists for clusters;
- development of local clustering schools based on business cooperation;
- promoting scientific research and development between research institutes and enterprises of the cluster.

At the regional and local level, it is advisable to support the national textile industry in the following areas:

- allocation of the necessary resources to support the activities of the cluster (training, production infrastructure, etc.);
- organizing a support mechanism at the local level in the textile industry, creating business incubators, technology parks, etc.;
- development of cooperation between cluster participants and local enterprises, development of a mechanism for stimulating competitive local suppliers;
- support for the venture market, financing of new enterprises within the cluster and introduction of business development experience.

The use of proposals and recommendations based on the above areas in the process of organizing the activities of textile industry clusters and supporting their activities from the state allows for the rapid development of emerging textile industry clusters based on existing conditions.

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