

WAYS OF STRATEGIC DEVELOPMENT AND INCREASE OF COMPETITIVENESS OF AGRICULTURAL ENTERPRISES

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ABSTARCT:

The article describes the effectiveness of strategic management of agricultural enterprises, the factors influencing it, improving the efficiency and competitiveness of agricultural enterprises and improving the organizational and economic mechanisms to increase competitiveness.

KEYWORDS: strategic management, agricultural enterprise activities, competitiveness, efficiency, internal and external factors, innovation, investment, integrated indicators, strategy, evaluation, sustainability.

INTRODUCTION:

The long-term success of agricultural enterprises will depend on the strategy developed. If the development strategy of agricultural enterprises is not developed with this or that mistakes, it will not allow agricultural enterprises to take a stable and solid position in the market.

The Decree of the President of the Republic of Uzbekistan No. PF-5853 of October 23, 2019 "On approval of the Strategy of agricultural development of the Republic of Uzbekistan for 2020-2030" adopted a resolution tasks are defined on the basis of new approaches and serve to implement them. [1].

This shows that not all the problems of strategic management have been solved yet, which is primarily due to the development of

mechanisms for the strategic sustainability of the development of agricultural enterprises.

The strategic management system is based on the study of retrospective indicators of the future performance of agricultural enterprises and the application of extrapolation methods.

Extrapolation is the application of past trends to the future. In other words, when the forecast is developed, the conditions of the enterprise will not worsen in the future, which means that the results of the enterprise will be better than in the past. This is the trend that is accelerating the development of agricultural enterprises.

To assess the future sustainability of agricultural enterprises, a complex integrated indicator representing the development trend (trend) is used, an expanded system of indicators is used for in-depth analysis and identification of reserves. Thus, the assessment of the future sustainability of agricultural enterprises involves the assessment of various aspects of the activities of agricultural enterprises, moreover, such an assessment is carried out in dynamics and space.

The Action Strategy for the five priority areas of development of the Republic of Uzbekistan identifies priorities such as "deepening structural changes, introduction of advanced scientific and technical achievements in agriculture, increasing the competitiveness of agricultural enterprises and increasing export potential" [2]. In order to ensure the

effective implementation of these tasks, it is necessary to increase the competitiveness of agricultural products through the innovative development of agricultural enterprises and, consequently, to increase the efficiency of agricultural enterprises.

ANALYSIS OF THE RELEVANT LITERATURE:

Ways to strategically develop the activities of agricultural enterprises and increase their competitiveness are an effective direction for sustainable development of agriculture. Many scientists of our country are engaged in this research. In particular, R.KH. Ergashev developed ways to reduce the cost of production and strategic development of agricultural enterprises through the strategic development and competitiveness of agricultural enterprises [4]. M.K. Paradaev developed the introduction of austerity technologies in agriculture and prospects for sustainable development of agriculture [5]. A.D. Ravshanov substantiated the economic indicators of the priorities for increasing the competitiveness of products in agriculture [6]. T.U. Nurymbetov shows the directions of diversification of agricultural production [7]. R.Kh. Toshmatov Analysis of best practices in the field of production, storage, processing and sale of agricultural products in the country shows the need to effectively stimulate the development of cooperation of agricultural producers [8].

RESEARCH METHODOLOGY:

The methodology of the article analyzes the role and importance of the strategic development and competitiveness of agricultural enterprises in accelerating the competitiveness of the economy in the agricultural sector, ranging from the analysis of sources that are becoming scientific and increasingly popular science.

ANALYSIS AND RESULTS:

At present, the development of agricultural enterprises can be achieved only through the continuous introduction of innovations. M. Porter defined the role of innovation in the achievement of competitive advantage of companies as follows "... the company gains competitive advantage through innovation. They approach newly introduced procedures using both new technologies and new ways of working in a broad sense. Once a company has gained a competitive advantage due to innovation, it can maintain these advantages only with the help of regular improvements. Competitors immediately and inevitably bypass any company that stops improving and implementing innovations." [3]

The competitiveness of agricultural enterprises means the production and sale of goods that are more attractive to consumers than the goods of competitors. Continuous monitoring of the competitive environment is a necessary condition for the production to meet the needs in the most efficient way. Conclusions on the state of the competitive environment will be the basis for the development of innovative policies of agricultural enterprises [3].

In essence, the advantage over competitors is due to innovation, and therefore the ability to introduce new elements that provide any advantage over competitors in the activities of the enterprise, is a necessary component of the competitiveness of these agricultural enterprises.

Sustainability of agricultural enterprises is a complex economic category that characterizes its long-term efficient operation and is based on three elements: competitiveness, economic security and economic efficiency of agricultural enterprises. It should be noted that these elements are closely interrelated and work together, but have different functional functions.

Competitiveness - determines the development, potential, sustainability of agricultural enterprises, the long-term prospects of agricultural enterprises.

Production capacity, expressed in the organization of production, labor and management of agricultural enterprises, its technical and technological capabilities - is an element that provides timely innovation. The higher the production capacity of agricultural enterprises, the lower the share of costs for production and its quality.

The quality of agricultural products, which is higher than the quality of competitors, is closely linked to the innovative potential.

The objective reasons for the transition to an innovative type of development of economic systems require a comprehensive solution to the problem of effective interaction of scientific, technical and economic factors in the entire innovation and investment process. In our opinion, the rational combination of technological and economic potential is a central issue in the management of the innovation and investment process.

Factors affecting the sustainability of agricultural enterprises were assessed. It analyzes the main directions of innovation in enterprises and the factors that negatively affect the introduction of innovations, as well as the factors that ensure the development and support of innovations (Table 1).

Table 1. Analysis of factors affecting the sustainability of agricultural enterprises

T/p	Factor	Consequences of factor influence
1.	Knowledge and skills	It is the lack of knowledge and skills in the activities of agricultural enterprises that hinders the introduction of innovative management.
2.	Price level	High level of agricultural products (cotton, grain, cocoons) in the state monopoly. Limits the possibility of crop rotation in agriculture.
3.	Communication system	Due to the poor organization of the communication system, their inability

		to use them effectively and correctly creates the problem of timely delivery of information and news.
4.	Contract relationship	Lack of clear knowledge and non-compliance with the tasks set out in the agreement hinders the development of agriculture into a sustainable development process.
5.	Interest in innovation	Low interest of agricultural workers in innovations.
6.	Incentives	Incomplete development of the system of incentives for agricultural enterprises reduces the interest in the introduction of innovative activities.

The multiplicity of factors allows them to be classified according to certain characteristics.

External environmental factors of agricultural enterprises include:

- State policy aimed at sustainable development of the agricultural sector;
- Demographic situation in the country;
- Political stability;
- Development of science and technology;
- Development of transport infrastructure, etc.

Internal factors are formed in the internal environment of agricultural enterprises. Management of internal factors determining the sustainability of agricultural enterprises allows you to quickly manage production in the event of changes in external factors.

The introduction of innovative technologies in the activities of agricultural enterprises, the effective use of strategic management methods will serve to increase economic efficiency and production.

According to the analysis, in order to introduce strategic management of innovative activities of agricultural enterprises, first of all, to improve the knowledge and skills of management staff, reduce the level of centralization and the introduction of new information technologies in the information exchange system, increase interest in

innovation; to ensure that each manager has a clear and complete understanding of the tasks assigned to him and to perform them in a timely manner, to reduce the level of informal communication.

The need to assess the cost-effectiveness of investments arises in all cases, such as new construction, expansion, rehabilitation and technical re-equipment of existing production, modernization of production and development of organizational and technical measures, which require additional capital investment.

Sometimes the production of a new type of agricultural product also requires the inclusion of investment and other capital, and hence a preliminary assessment of the cost-benefit ratio.

The process associated with the production of new agricultural products or the improvement of existing ones as a result of human scientific and technical activity is an innovative activity. The results of the introduction of innovation will allow agricultural enterprises to have a significant competitive advantage, which will be an important incentive for agricultural enterprises.

World experience shows that agricultural enterprises are interested in the introduction of advanced resource-saving developments in science, **secondly**, as a result of this global event to increase the investment attractiveness of agricultural enterprises by further developing their potential, **thirdly**, sustainable and high quality through deep diversification of agricultural enterprises further expands the opportunities for agricultural production and economic efficiency.

One of the main conditions for the successful adoption of resource-saving technologies in agricultural enterprises is the development of resource-saving technologies based on foreign recommendations for their

introduction into production by adapting them to the conditions of their application and the specifics of their adoption by managers and specialists of agricultural enterprises. a comprehensive approach is needed.

A comprehensive approach to managing the process of introducing resource-saving technologies involves systematic work in four main areas:

- Proper specialization of agricultural enterprises;
- Improving the technological system of agricultural enterprises;
- Modernization of material and technical base of agricultural enterprises;
- Introduction of innovations in agricultural enterprises.

Specific aspects of sustainable development and management of enterprises of the Republic are assessed on the basis of SWOT-analysis, which is widely used in practice (Table 2).

SWOT-analysis is a method of strategic planning aimed at identifying existing factors in the internal and external environment of agricultural enterprises. They fall into four categories, namely Strengths, Weaknesses, Opportunities, and Threats.

Table 2. SWOT analysis of the strategy of development of agricultural enterprises of Kashkadarya region

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ availability of rich natural resources - irrigated arable and pasture lands; ➤ favorable natural-climatic conditions for the organization and implementation of effective agriculture, the availability of natural heat reserves and favorable crops for planting heat-loving crops; ➤ high share of the 	<ul style="list-style-type: none"> ➤ drought and lack of natural precipitation; ➤ use of water resources by pumping from the Amudarya in the upper reaches of the Zarafshan River due to lack of inland water resources; ➤ low levels of humus in the soil, which leads to a decrease in crop yields and the effectiveness of applied mineral fertilizers;

<p>region in the production of the main strategically important crops and agricultural products (raw cotton, grain, meat and milk) in the country;</p> <p>➤ advanced scientific production complex.</p>	<p>➤ low average score bonet of irrigated arable land (51 points) and high share of saline lands (68.9%);</p> <p>➤ prevalence of water and wind erosion;</p> <p>➤ insufficient investment in the agricultural sector.</p>	<p>➤ increase the efficiency of agricultural development through the establishment of regional clusters;</p> <p>➤ ensuring the efficient use of land, water, labor and other resources of the region;</p> <p>➤ to benefit from the implementation of large interregional projects;</p> <p>➤ development of international relations, formation of a system of foreign and joint ventures in the region and stimulation of their activities.</p>	<p>of agriculture and the absence of new industrialization;</p> <p>➤ that a high level of risk of decline in growth rates in leading sectors of agriculture is maintained.</p>
Opportunities	Threats		
<p>➤ availability of a multi-branch processing complex;</p> <p>➤ high potential of food industry enterprises, which are the growth point of the economy;</p> <p>➤ availability of agricultural land (1.4 million ha);</p> <p>➤ the high amount of pasture land (70%) in the total land area of the region is an important source of development of livestock and food base;</p> <p>➤ attracting large-scale and systematic investment in agriculture;</p> <p>➤ increase in the level of competitiveness of agricultural producers through the introduction of high-quality agro-technologies and agro-technical measures to increase the quality and productivity of agricultural products, goods and services;</p> <p>➤ introduction of arable lands used in agriculture, development of integration and processing in the agro-industrial complex, development of large industrialized agro-industrial structures in the form of holdings;</p>	<p>➤ the imbalance between the prices of industrial and agricultural products;</p> <p>➤ non-competitiveness of the agricultural market;</p> <p>➤ obsolescence and lack of fixed assets for the implementation of expanded and simple production in agriculture, limited capacity due to low technical security;</p> <p>➤ low indicators of economic efficiency of the agro-industrial complex and agricultural enterprises;</p> <p>➤ low level of seeds, agro-technologies in the cultivation of high quality products;</p> <p>➤ modern management, scientific organization of labor, resource saving, low attraction and use of agricultural machinery;</p> <p>➤ the large number of unprofitable enterprises in the industry;</p> <p>➤ low quality and high cost of services due to the uneven distribution of market infrastructure at the district level and underdeveloped activities;</p> <p>➤ preservation of the raw material direction</p>		

As can be seen from the table above, there are strengths as well as weaknesses in the agricultural enterprise development strategy. Therefore, in the strategy of development of agricultural enterprises, business leaders should pay special attention to the gaps, otherwise the expected economic efficiency can not be achieved.

CONCLUSIONS AND SUGGESTIONS:

1. In order to achieve economic efficiency, strategic development and competitiveness of agricultural enterprises, it is necessary, first of all, to clearly define the goals of agricultural enterprises, as well as the means and ways to achieve them. Producing high-quality and competitive products at the lowest cost ensures maximum profitability, prevents crisis, and is the main task of every agricultural enterprise.
2. The need to increase the competitiveness of agricultural enterprises is assessed on the basis of the analysis of trends and patterns of operation of agricultural enterprises and the principles of strategic management. Since sustainability is the efficiency of an enterprise, the realization of its competitive

potential, and competitiveness is the effective use of the productive capacity of agricultural enterprises and the ability to sell competitive products, taking into account the combination of these concepts allows the company to formulate optimal strategies to increase its competitiveness.

3. Taking into account the priorities of the strategy, it is necessary to make extensive use of the methodology for assessing the competitiveness of agricultural enterprises, based on the identification of aggregate indicators that integrate the characteristics of agricultural enterprises and product competitiveness. Assessing the competitiveness of agricultural enterprises - the ability to effectively use the cluster approach on the basis of sustainable regional-sectoral partnership of enterprises and entities combined with an innovative program of introduction of advanced science and technology to increase the sustainability of cluster participants in the market of agricultural products, works and services gives
4. Improving the economic efficiency of agricultural enterprises is one of the most important areas today. The population's demand for agricultural products is growing year by year. Meeting this demand requires the application of innovative technologies in the production of agricultural enterprises, a sufficient amount of investment and the improvement of mechanisms for the use of new effective methods.

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