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MODERN MANAGEMENT METHODS OF AGRICULTURAL FOOD INDUSTRY ENTERPRISES IN OUR COUNTRY

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Abstract
This study examines the issues of effective management of food industry enterprises in the country in the context of integration with agriculture. The impact of geopolitical instability, resource shortages, and logistics disruptions on food security is analyzed. The interrelation between the volume and quality of agricultural raw materials, their level of processing, and the development of the food industry is also substantiated. The research highlights the importance of strengthening agro-industrial integration, implementing a cluster approach, and utilizing public-private partnership mechanisms.

Keywords: Food industry, agriculture, agro-industrial integration, cluster system, public-private partnership, food security, raw material base, processing industry, innovative management, digital technologies, efficiency, logistics chain, agro-cluster.

Introduction

Today, effective management of agricultural and food industry enterprises has become particularly important. By introducing modern management methods, ensuring the rational use of resources, applying advanced agrotechnologies, and digitalizing production processes, it is possible to achieve the sustainable development of the sector. In recent years, the problem of hunger and malnutrition has been intensifying worldwide. As a result, many segments of the population are not adequately supplied with food. This situation further increases the need for the sustainable development of agricultural production and the strengthening of the domestic food base. In our country as well, significant attention is being paid to the modernization of agriculture, the development of food industry enterprises, and their effective management. In particular, within the framework of the New Uzbekistan Development Strategy, ensuring the domestic market with local products, increasing production volumes, and deep processing of agricultural raw materials have been identified as priority tasks. Furthermore, strengthening integration between agriculture and the food industry, developing the agro-cluster system, and managing the “production – storage – processing – distribution” chain on the basis of a unified system are of great importance. This, in turn, contributes to improving the efficiency of food industry enterprises and producing goods that meet market demands.

Structural reforms being implemented in agriculture also play a crucial role in further developing the activities of food industry enterprises. In particular, within the framework of

the New Uzbekistan Development Strategy, increasing supply in food and non-food markets, eliminating seasonal shortages, and filling the domestic market with locally produced goods have been defined as priority objectives. According to the strategy, by 2026 it is planned to increase food production to 7.4 million tons, raise the level of processing of agricultural raw materials to 32% for milk, 25% for meat, and 28% for fruit and vegetable products. These indicators are directly related to increasing the volume and quality of agricultural output, deep processing, and creating added value. In addition, it is planned to form food reserves based on agricultural production, introduce intervention mechanisms in the domestic market, and develop and implement clear regulations by regional authorities to ensure price stability.

Literature Review on the Topic

Within the scope of the conducted research, issues related to the management of food industry enterprises have been widely studied by both domestic and foreign scholars. In particular, strengthening the raw material base in agriculture and enhancing integration with the processing industry are recognized as priority areas. Among local scholars, in the studies of I.Yu. Umarov, the financial and economic potential of food industry enterprises across regions has been comprehensively assessed. The interrelationship between these enterprises and agriculture, the efficiency of the raw material supply chain, and the level of utilization of regional resources have been analyzed. The approaches developed by the scholar substantiate that production stability can be ensured through strengthening cooperation between the agrarian sector and processing enterprises.

Research Methodology

In this study, data were collected based on official statistical sources, regulatory and legal documents, as well as reporting indicators of food industry enterprises and entities operating in agriculture. In addition, data related to the volume of raw material production in the agrarian sector, yield levels, processing indicators, and domestic market supply were comprehensively analyzed.

Furthermore, the effectiveness of managing food industry enterprises based on the cluster model was substantiated using methods such as logical analysis, a systematic approach, and generalization. The importance of clustering in ensuring the continuity of the “production – storage – processing – distribution” chain in agriculture was evaluated. The dynamics of changes in the share of the food industry in the country’s industrial production during 2015–2024, as well as the impact of agricultural output on the processing industry, were analyzed. By identifying the growth rates of food products within the structure of consumer goods, it became possible to ensure a normative balance, stabilize the domestic market, and assess the efficiency of agro-industrial integration (Figure 1).

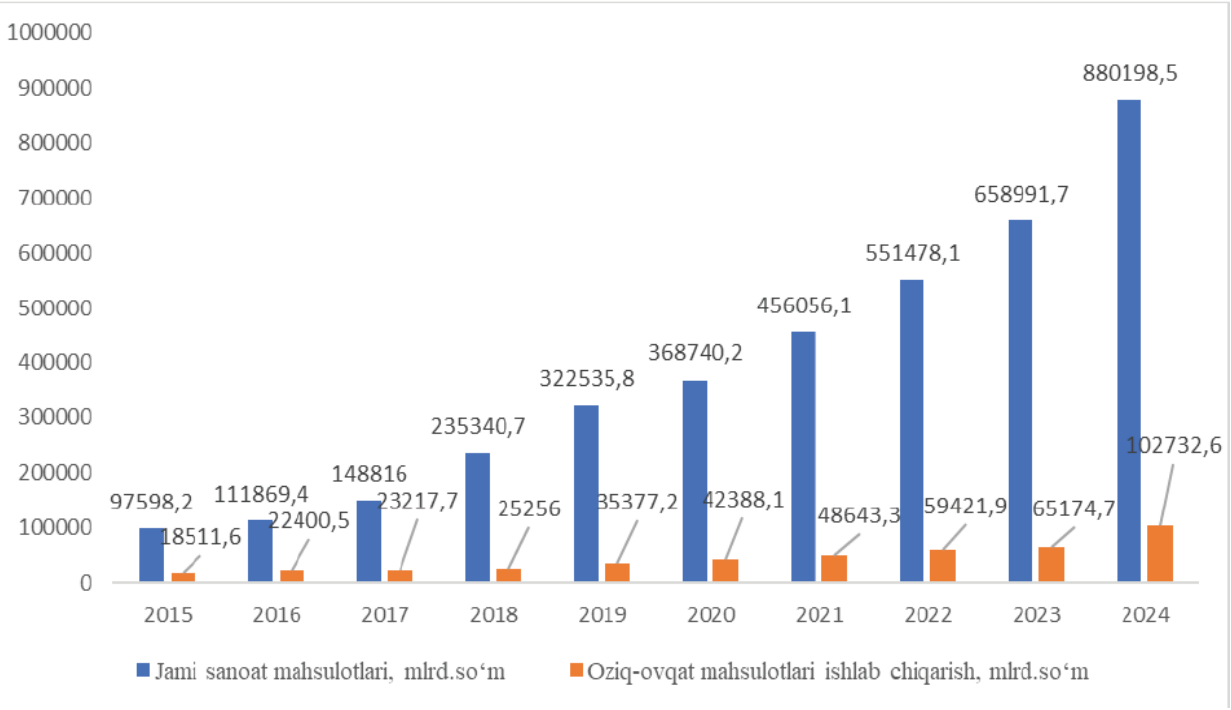

Figure 1. Development of Food Production in Agriculture

The results of this analysis indicate that in recent years, despite certain periods of slowdown in the overall growth rates of the manufacturing industry in our country, the production of food products within its structure has continued to develop steadily. This process is primarily associated with the expansion of raw material production in agriculture, the implementation of reforms in the agrarian sector, and the increase in processing capacities. In particular, the consistent growth in industrial output is explained by the increasing demand of the population for food and non-food products. During the analyzed period of 2015–2024, the total volume of industrial production increased by approximately 9.01 times. Specifically, it rose from 97,598.2 billion UZS in 2015 to 880,198.5 billion UZS in 2024. However, although the absolute volume of food production increased, its share within total industrial output declined. For example, the share of food products in industry was 18.9% in 2015, while by 2024 it had decreased to 11.7%. Thus, despite a 9.01-fold increase in food production, its share in total industry decreased by 7.2%, indicating that other industrial sectors developed at a faster pace.

This situation should be analyzed in close connection with agricultural production volumes, yield levels, continuity of raw material supply, and the level of processing. The quantity and quality of agricultural output directly affect the performance indicators of food industry enterprises. Moreover, while the overall industrial growth rate was 107.7% in 2015 and reached its peak in 2018, it remained above average levels through 2024. In contrast, the food industry demonstrated relatively lower growth rates. This highlights the need to increase efficiency in agricultural production, expand deep processing, and create additional value. Managing business processes within cluster structures, which involve multiple stakeholders and elements of the business environment, is one of the key issues addressed through organizational cooperation. The advantages of such cooperation include: close collaboration among

participants at all levels; strong interest of stakeholders in cooperation; adherence to business ethics; long-term partnerships and mutual obligations; and the presence of trust and mutual understanding.

In cluster structures, relationships are built not only among individual participants but also across the entire group simultaneously, which facilitates coordination of management functions. The integrative nature of the cluster system is its most important feature, and its strength depends on the presence and scale of factors that ensure its formation and sustainability. Based on the Law of the Republic of Uzbekistan dated May 10, 2019 (No. O‘RQ-537) “On Public-Private Partnership,” the proposed “Food Industry Enterprise Cluster Based on Public-Private Partnership” relies on a supply system formed within a cluster organized on PPP principles. This system ensures the provision of resources to food industry enterprises and the supply of products to consumers based on existing demand. The cluster is designed to meet the food-related needs of all consumers across the country, with its structure and operational directions clearly defined.

The central entity of the proposed cluster for food industry enterprises is expected to operate in the form of a partnership or joint-stock company, depending on the contributions of its founders-representatives of local government, private entrepreneurs, and consumers. The involvement of all three partners in decision-making ensures that the interests of all stakeholders in the production, distribution, and consumption processes are taken into account.

A distinctive feature of the PPP-based food industry cluster is that it operates under market principles, reduces the impact of seasonality in food production, and minimizes its influence on pricing mechanisms. According to the Presidential Decree of March 20, 2019 (No. PQ-4246) “On Measures for Further Development of Horticulture and Greenhouse Farming in the Republic of Uzbekistan,” the construction of necessary infrastructure such as greenhouses and storage facilities requires significant financial resources. In this context, the public-private partnership mechanism provides partial financing for these capital-intensive investments.

In other words, the role of the state is crucial in three main processes within the PPP-based food industry cluster:

- participation in setting wholesale and retail prices for food products, taking into account consumer incomes and production costs.
- co-financing, in partnership with the private sector, the creation of necessary infrastructure such as production facilities, greenhouses, refrigeration units, and other systems.
- development and enforcement of quality standards and regulations governing the production and supply of food products.

Furthermore, according to the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated January 20, 2022 (No. 37) “On Further Support of Food Producers in the Republic,” it is предусмотрено (envisaged) that up to 50% of infrastructure-related costs for newly established promising food production projects will be covered, with a maximum limit of 100 million UZS per project.

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Conclusion and Recommendations

Based on the study of the factors influencing the management mechanisms of food industry enterprises in our country, particularly in close connection with the ongoing reforms in agriculture, the following conclusions can be drawn:

- considering that the demand for food products has always been high and is expected to continue increasing in the future, it is necessary to ensure the consistent development not only of food industry enterprises but also of agricultural entities engaged in raw material production;
- it is essential to strengthen agro-industrial integration by providing state support to small industrial and processing enterprises in agriculture-the primary source of raw materials for food enterprises-through financial, tax, and infrastructure incentives;
- along with improving the production capacity, knowledge, and skills development systems of food industry enterprises in line with modern requirements, it is necessary to widely introduce agrotechnologies, resource-saving methods, and digital management systems in agriculture;
- during the research, a "food industry enterprise cluster" model was developed and practically substantiated to establish economic relations among enterprises, suppliers, and agricultural entities within the cluster and to ensure their efficient functioning. this model serves to manage, within a unified system, the entire process from raw material production in agriculture to storage, processing, and final distribution.

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