

IMPROVEMENT OF THE INNOVATIVE MANAGEMENT MECHANISM THROUGH THE FORMATION OF A "FISHERIES CLUSTER" IN THE FISHERIES NETWORK IN THE REGIONS

Beglaev Uchkun Khurramovich

Associate Professor, Department of Business Administration,

Tashkent State Agrarian University, PhD

E-mail: beglayevuchqun@gmail.com

ORCID : 0009-0008-9491-6613

Abstract

This article examines one of the modern forms of fishing entities with various forms of ownership—the organization of fishing clusters—as well as the main criteria for their management mechanisms. Recommendations are provided on the role of clusters in the industry and their development paths.

Keywords: Cluster, structure, market economy, cluster management, management method, various forms of ownership, efficiency, production, natural basin, technology, fish products, innovation.

Introduction

The adoption of modern management forms and their implementation in production enable significant modernization of the industry. Therefore, in our research, we have examined the criteria and structure of innovative management methods through the formation of fishery clusters. Consequently, the development of the fishery sector through clustering, the construction of modern storage facilities, the widespread application of contemporary equipment and technologies, the prevention of fish product spoilage, and the reduction of quality deterioration will create opportunities for substantial profit generation for fishery entities of various ownership forms and service enterprises.

LITERATURE ANALYSIS AND METHODS

Regarding the sustainable development of fisheries, the improvement of mechanisms for their systematic and effective management, and the development of the sector based on intensive and innovative technologies, economists from both domestic and international contexts have conducted scientific research in various domains. Specifically, foreign scientists including F. Berkis, R. Mahon, M. Solomon, R. Hilborn, P. Daniel, F. Rainer, F. D. Johnston, A. S. Thomas, S. Hammerland, K. Greer, and J. Matthias, as well as scientists from CIS countries such as S. I. Kurdyukov, A. K. Bogeruk, J. Ritter, O. V. Kuznetsova, N.

V. Alesina, R. R. Galulinia, J. M. Gordon, V. K. Kiselyov, P. A. Dushin, A. A. Tarasenko, V. S. Kazancheva, and D. Sh. Yakubova, have conducted scientific investigations. Additionally, certain aspects of this field have been partially studied and researched in the scientific works of agrarian economists from our country, including D. R. Shokhimardonov, S. S. Gulomov, R. Kh. Ergashev, and I. O. Yunusov.

RESULTS AND DISCUSSION

Currently, in order to achieve high volumes of fish product production across various ownership forms, fishery entities are compelled to sell their products directly at the basin due to the utilization of diverse modern technologies, resulting in elevated costs. Firstly, the relatively low selling prices of fish products compared to production costs lead to diminished incomes for fishery entities of various ownership forms. Secondly, fish are primarily quantified by volume, with insufficient attention devoted to their qualitative indicators.

Clusters organized within the fisheries sector represent a structure based on horizontal and vertical cooperation among legally independent fishery entities of various ownership forms. This structure encompasses fish producers, enterprises engaged in storage and processing of fish products, suppliers of fish seeds and chemical fertilizers, manufacturers of machinery and equipment utilized in these sectors, suppliers, technology developers, various infrastructure departments, financial organizations, and research institutions. In their operations, these entities complement one another and provide mutual assistance when necessary. Clusters may vary in scale and can be organized at the district or regional level depending on the territory they occupy.

The mechanism for organizing clusters in the fisheries sector should follow the established procedure (Figure 1).

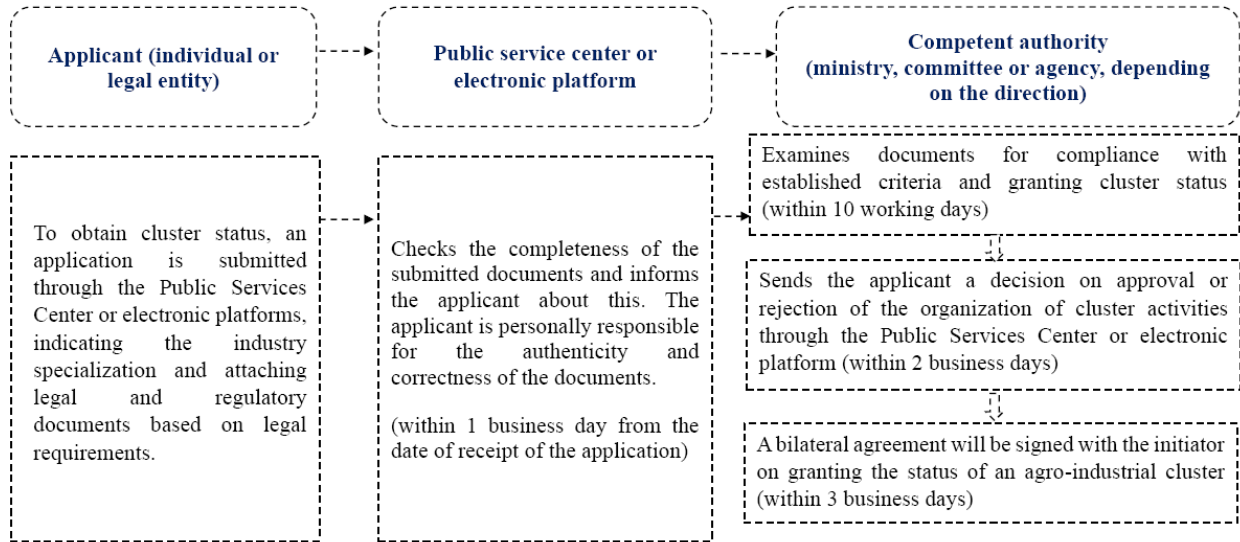
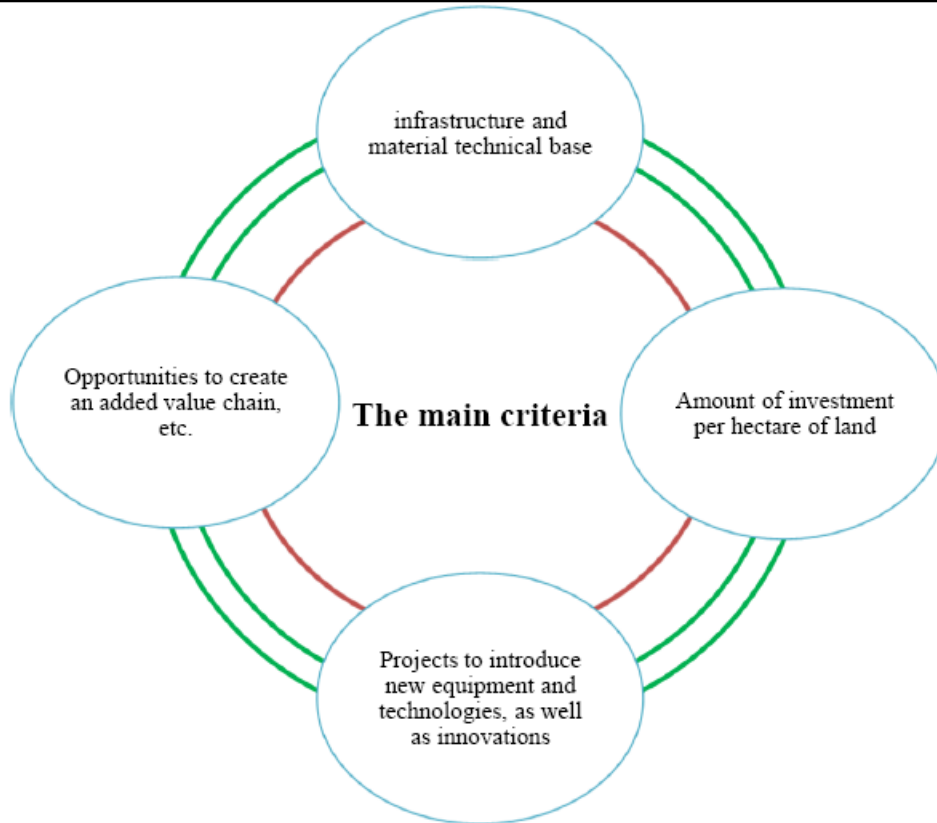


Figure 1 . Mechanism of organization of fishing clusters

The mechanism for organizing fishery clusters should place particular emphasis on the principal criteria for cluster organization. This approach will facilitate the implementation of critical tasks and the identification of problem causes, taking into account all aspects of the fishery cluster under establishment.



2 . Basic criteria in the organization of fishing clusters

The primary objective of organizing and operating fishery clusters is to achieve sectoral efficiency and enhance export potential. Simultaneously, entities within the existing structure should maintain their individual objectives. A crucial task in cluster organization involves effectively and equitably aligning the goals of each fishery entity with the general objectives of the fishery clusters. Otherwise, each organization will strive to achieve its goals based on its own position, while the overall goal of the fishery cluster will remain an ineffective form of activity due to non-achievement.

Furthermore, our research develops proposals for fishery cluster organizers to address and manage systemic sectoral problems, actively introduce marketing innovations based on market principles, and apply and operate principles of effective fishery cluster management. This includes establishing clear goals for achieving high final results, managing operations, and continuously regulating distribution activities. It is also essential to harmonize the interests of fishery clusters, create financial opportunities for system-related clusters, and implement economic relations between the cluster and the state based on modern mechanisms.

In accomplishing these tasks, it is necessary to develop the organizational structure of fishery clusters and create favorable conditions for clusters producing primary fish products, as well as to plan the rapid development of the sector and its integration into a unified system.

The principal tasks and areas of activity of the fishery cluster are defined as follows:

- Coordinating the implementation of fishery projects, protecting their rights and interests, and organizing effective cooperation with government bodies, organizations, and business associations;
- Based on regional potential, further sectoral development in the future, placement according to raw material base, infrastructure, labor market, and resource conditions;
- Introduction of advanced innovative technologies and resource-saving intensive techniques in fish product production, as well as creation of a transparent mechanism for regulating relations between fishery clusters and fishery entities of various ownership forms;
- Production and export of finished products with added value in fisheries, widespread implementation of digital technologies in these processes, and execution of comprehensive measures to expand fishery cluster activities;
- Application of concessions and preferences in monetary policy for the development of fishery cluster activities and development of fishery tourism as an additional sector;
- Widespread introduction of market mechanisms to the network, organization of marketing research of fishery clusters in domestic and foreign markets, and participation in the development and implementation of medium and long-term programs for sectoral development;
- Assistance to fishery clusters in attracting investments, including foreign direct investments, in modernization of fish farming and production, technical re-equipment, and introduction of high-performance innovative technologies;
- Identification and elimination of systemic problems that hinder rapid development of fish production volume and stable operation, as well as preparation of proposals for further improvement of sector-related legislation.

In our research work, it is necessary to separately examine the principles of fishery cluster management, the reasons for the emergence of tactical and principal management problems, and methods for their elimination. Currently, when studying the management structure and methods of fishery clusters, the absence of a specific management structure and the presence of numerous shortcomings in the application of management methods indicate that special attention should be devoted to the sectoral management system. As a result of implementing the fishery cluster management structure, the industry development mechanism will assume a collective character.

One of the important functions in managing fishery clusters is the selection of cluster objectives. It should be noted that clusters possess broadly expressed objectives in multi-link systems.

The common goal of the fishery cluster should be defined as the principal task of fishery entities of various ownership forms. The task describes the cluster situation in detail and defines the pathways for achieving goals and strategies at each organizational level.

Therefore, the mission of the fishery cluster should be expressed as follows:

- Conducting ongoing analysis of key services and products, markets, and technologies;
- Clusters connect the operational principles of fishery entities with various ownership forms and monitor the influence of the external environment;
- Determining the systematic organization and management style of integration between fishery clusters and fishery entities of various ownership forms.

The management method of fishery clusters is based on their structure in accordance with their principal objectives. It is not feasible to create a uniform organizational structure for all clusters. Each cluster develops its own structural configuration based on its capabilities, and each department and structure contributes to the achievement of cluster goals. Therefore, to ensure effective cluster functioning, new structural units that can contribute to cluster objectives may be created when necessary (Figure 2).

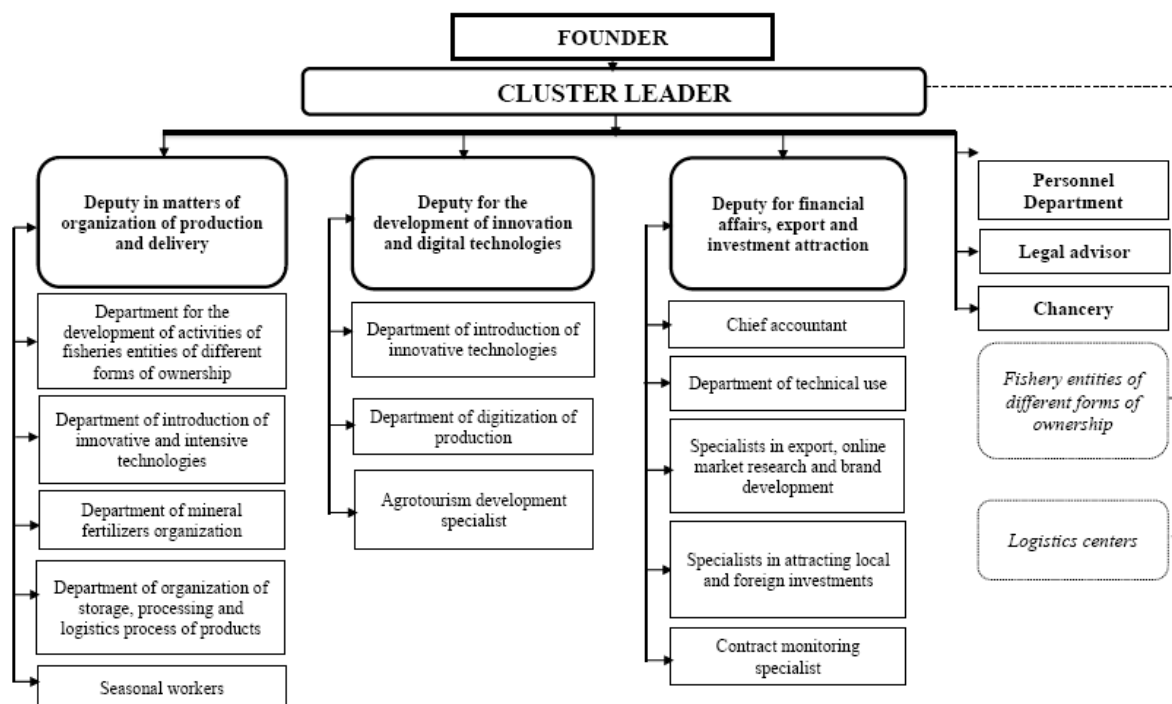


Figure 3. A proposed innovative management structure of a fisheries cluster

Based on the above, conditions will be created for addressing cluster challenges, taking into account all factors affecting them, either independently or in collaboration with system organizations.

In improving the management mechanism of fishery clusters, particular attention should be devoted to the organizational and economic mechanism of clusters. Therefore, it is advisable to develop the organizational and economic mechanisms of clusters in the following areas:

- Determining the factors affecting cluster activity and defining their scope of influence;
- Planning cluster activities for the current and long term, establishing the most appropriate proportions and relationships among all participants while maintaining their full economic and legal independence;
- Establishing correct mutual calculations between units and organizations comprising the cluster, ensuring their rights are not violated and implementing measures for their protection and support;
- Establishing mutually effective distribution relations to ensure the development of fishery sector clusters, taking into account only the prospects for cluster development when distributing received funds, while simultaneously considering the interests of economic entities within the cluster;

Establishing contractual relations between fishery entities of various ownership forms within the fishery cluster, taking into account the contribution and development level of each party.

Simultaneously, particular attention should be devoted to the organizational, economic, and social aspects of fishery cluster management (Table 1).

Table 1. Specific Aspects of the Organizational and Economic Foundations of Fishery Cluster Management

ORGANIZATIONAL	ECONOMIC	SOCIAL
<ul style="list-style-type: none"> • Fully satisfying population demand for quality fish products; • Production of various canned products from fish processing and increasing export volume in addition to domestic consumption; • Creating new jobs and ensuring employment of the unemployed population through establishment of industrial enterprises specializing in fishing in rural areas; • Complete regulation of economic and social relations between entities of various ownership forms operating in the fisheries sector; • Creation of a value chain in fish product cultivation and extensive use of modern management methods. 	<ul style="list-style-type: none"> • Creating opportunities to increase economic efficiency indicators of fishery entities of different ownership types operating in the fishing sector; • Establishing comprehensive use of resource-efficient and intensive technologies in fish farming; • Achieving 20-25 times more profit compared to selling live fish by organizing processing of fishery products; • Correctly organizing monetary and credit policy with banks and other financial institutions and creating additional opportunities for repaying accounts payable; • Increasing population income and establishing a financial incentive mechanism; • Increasing foreign exchange earnings in clusters as a result of exporting processed fish products. 	<ul style="list-style-type: none"> • Production of products that fully meet sanitary and hygienic requirements of the population; • Organization of agrotourism zones adapted to fishing in rural areas and radical change of population living standards; • Financial stimulation of vulnerable population strata through social support.

In implementing the aforementioned work, it is necessary to create a unified digital platform for clusters and analyze cluster activities, introduce a system for selling and purchasing products, provide delivery services, and ensure the integration of cooperation into a unified system. Consequently, each cluster establishes its own goals and serves to fulfill the general objective. When analyzing the production, storage, processing, and economic indicators of fishery clusters and farms, particular attention should be devoted to the high proportion of fishery entities of various ownership forms, as well as ensuring a continuous workflow.

CONCLUSION

It is recognized that the production of fishery entities of various ownership forms exhibits a pronounced seasonal nature, wherein the working period does not correspond to the production period due to uneven utilization of labor resources throughout the year. Consequently, labor shortages occur at certain times, while surpluses exist at others. This is particularly evident in farms where less labor is required during commercial fish production periods, while labor shortages are experienced during production periods. In such cases, due to the utilization of intensive and innovative technologies, relatively minor changes in labor requirements and utilization are observed.

The following conclusions were reached regarding the activity of fishery clusters in the Kashkadarya region, which serves as the object of our research:

- Increase the marketability level of fish products cultivated in fishery clusters;
- Increase fishery product production and focus on standardization and certification processes in accordance with quality requirements;
- Implement the utilization of modern management methods and innovations in fishery cluster management;
- It is necessary to enhance the development and efficiency of fishery clusters.

When organizing relationships within fishery clusters, it is necessary to assess the status and development of each participant. To achieve this, the following areas should be implemented:

- Organization of the fishing industry in the region, taking into account the tradition of assessing the state of development and achieving prospective results;
- Clearly defining the principal goal of cluster organization and aligning the objectives of all participants with this principal goal;
- Cooperation among each participant and fishery subjects of various ownership forms to develop a development model of the complex and establish criteria within it;
- Assessment of fishery cluster activities regarding their impact on the environment and ecology. When necessary, develop measures to enhance environmental improvement.

REFERENCES

1. Beglaev U. Kh. Development and Management of Fisheries. Monograph. Tashkent: Navroz, 2020. 131 p.
2. Resolution of the President of the Republic of Uzbekistan No. PP-2939 dated May 1, 2017 "On Measures to Improve the Fisheries Management System." Narodnoye Slovo Newspaper, Issue 87 (6781), May 3, 2017.
3. Decree of the President of the Republic of Uzbekistan No. 4947 dated February 7, 2017 on the "Strategy of Actions for the Further Development of the Republic of Uzbekistan." Xalq Suzi Newspaper, No. 57 (5923), February 8, 2017.

4. Resolution of the President of the Republic of Uzbekistan No. PP-3505 dated February 3, 2018 "On Additional Measures to Increase the Volume of Fish Production in 2018." National Database of Legislative Documents, 06.02.2018, No. 07/18/3505/0656.
5. Resolution of the President of the Republic of Uzbekistan No. PP-3657 dated April 6, 2018 "On Additional Measures for the Accelerated Development of the Fishing Industry." National Database of Legislative Documents, 07.04.2018, No. 07/18/3657/1027.
6. Beglaev U. Kh. Utilizing Vietnam's Experience in Sustainable Development of Fisheries. International Scientific-Practical Conference on "Problems of Service Sector Development in the Conditions of Innovative and Digital Economy." Collection of Materials, SamISI, 2020. Pp. 236-240.
7. Shokhimardonov D. R. Development of Fisheries in the Regions. Tashkent, 2010.
8. Shokhimardonov D., Mukhtorov A., et al. Development of Non-Agricultural (Fishery) Activities on Farms (Practical Guide). Tashkent: QHIITI, 2014. 60 p.
9. Ergashev R. Kh. Agricultural Economy. Textbook. Tashkent: Finance and Economics, 2018. 394 p.