

IMPROVING THE MANAGEMENT STRATEGY OF FRUIT AND VEGETABLE ENTERPRISES

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Abstract

Fruit and vegetable enterprises play a crucial role in the agro-industrial complex of the country. Their efficient operation is vital not only for supplying the domestic market with high-quality food products but also for increasing export volumes and foreign currency earnings. This article is dedicated to the issues of improving the management strategy of fruit and vegetable enterprises. It provides recommendations on optimizing production processes under modern market conditions, introducing innovative technologies, developing the cluster method, and establishing international cooperation.

Keywords: fruit and vegetable products, export, market, innovative technologies, agro-industrial complex, management, efficiency, competitiveness, marketing

Introduction

The production and processing of fruit and vegetable products are among the most important sectors of the global and local economies. Enterprises in this field are not only essential for providing the population with quality and affordable food but also for strengthening the nation's food security. Additionally, increasing the production volumes of fruit and vegetable products and delivering them to the global market is one of the strategic directions in the country's foreign economic activity.

Particularly, critical issues such as resource-saving, improving product quality, employing environmentally friendly technologies, and adopting innovative approaches have gained significant importance in this sector. In the current era of globalization, ensuring the competitiveness of fruit and vegetable products in the

global market requires improving their quality in accordance with international standards and effectively managing production processes.

Referring to global experience, data from the Food and Agriculture Organization of the United Nations (FAO) indicate that global fruit and vegetable production reached 10 billion tons in 2023, with 22% being exported. These figures demonstrate that the efficiency of production processes, processing technologies, and marketing strategies play a decisive role in global market competitiveness.

In Uzbekistan, fruit and vegetable production is also one of the priority sectors of the economy. In 2023, the production volume of these products in the country amounted to 19.8 million tons, with 20% being exported. Uzbekistan's products are primarily exported to markets in Russia, China, and the European Union. These indicators highlight the high potential for developing Uzbekistan's fruit and vegetable sector. However, increasing the efficiency of production processes, introducing modern processing methods, and producing products that meet international standards remain the main challenges for the sector's future development (Table 1).

Table 1

Activities of fruit and vegetable enterprises

Specification	World indicators (2023)	Uzbekistan indicators (2023)
Volume of fruit and vegetable production	10 billion tons	19.8 million tons
Exported product size	22%	20%
Main export destinations	World Market (different countries)	Russia, China, European Union
Current tasks	Saving resources, improving quality, participation in the world market	Improving product quality and volume, expanding exports

The table clearly indicates that Uzbekistan needs to undertake more efforts to improve the operations of fruit and vegetable enterprises and enhance their competitiveness in the market by building on global experience. In particular, the

adoption of resource-saving technologies and the increase in export volumes are of critical importance.

Therefore, this article discusses the issues of effective management of production processes in fruit and vegetable enterprises, the introduction of modern technologies, the organization of clusters and the supply of competitive products in the world market.

Analysis

As a result of an analysis of these problems in the activities of fruit and vegetable Enterprises, a deeper understanding of the causes and consequences of their origin is possible. To these we can mention the inadequacy of digitization of the production process, the lack of application of modern technologies in processing processes, the inefficiency of marketing strategies and the increase in competitiveness of fruit and vegetable enterprises, improving the quality of products and expanding their market share due to this result in a highly effective approach.

The main reasons for the inadequacy of digitization of the production process are the lack of sufficient financial resources for the introduction of digital technologies, lack of knowledge and skills on the advantages of the digitization process in enterprises, lack or insufficient development of modern digital infrastructure.

The reasons for the lack of application of modern technologies in processing processes are the lack of sufficient investment in the procurement of modern technologies, the low level of qualification of personnel for the use of technologies in processing processes, insufficient understanding of the demand for technological modernization of enterprises.

The reasons for the inefficiency of Marketing strategies are the lack of professional personnel in the field of marketing, the lack of an approach based on scientific research to market the product, the lack of use of modern marketing tools, especially digital platforms (Table-2).

Consequences and solutions to the problems of fruit and vegetable enterprises

T/p	Муаммо	Оқибатлар	Ечимлар
1	Insufficient digitization of the production process	<ul style="list-style-type: none"> - The impossibility of automating the product quality control process. - Low production efficiency. - Reduced competitiveness. 	<ul style="list-style-type: none"> - Support for state programs aimed at digitization. - Special education programs for enterprises. - Implementation of a digital data analysis system.
2	Lack of application of modern technologies in processing processes	<ul style="list-style-type: none"> - Reduction in the volume of processed products. - The impossibility of producing a product that meets international standards. - Loss of competitive market position. 	<ul style="list-style-type: none"> - Development of technological innovation programs. - Attracting foreign investments. - Expansion of automation of processing processes.
3	Inefficiency of Marketing strategies	<ul style="list-style-type: none"> - Inability of the product to meet market demand. - Low brand image. - Reduced export volume. 	<ul style="list-style-type: none"> - Cooperation with Professional marketing agencies. - Product promotion on digital marketing platforms. - Participation in regional and international exhibitions.

This table can be used in the analysis of the main problems in the activities of fruit and vegetable enterprises and specific measures for their solution.

Conclusion

Fruit and vegetable enterprises are one of the strategic sectors in the agricultural sector, they play an important role in ensuring the food security of the country, providing the population with quality products, increasing the volume of exports and increasing foreign exchange revenues. The main requirement of today is to increase their effectiveness in fruit and vegetable enterprises by digitizing production processes, technological modernization and applying effective marketing strategies.

But there are many problems in this area: insufficient digitization, low application of modern technologies and inefficiency of marketing strategies. To

solve these problems, it is necessary to eliminate such factors as lack of financial resources, unskilled personnel and underdevelopment of infrastructure.

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