PRESENT STATE AND PROSPECTS FOR DEVELOPMENT OF LOGISTICS IN AGRO-INDUSTRIAL ENTERPRISES MANAGEMENT IN UZBEKISTAN

Kholikova Rukhsora,
PhD, acting Associate Professor,
Tashkent State University of Economics

Abstract. *A current state and prospects of logistics in agro-industrial complex was analyzed and found in the article. The authors' vision of forming a system of logistics complex and its capabilities in ensuring effective supply chains of agricultural products is considered. Furthermore, there are some recommendations provided for improving the quality of logistics services in management of enterprises of agro-industrial complex of Uzbekistan.*

Keywords: *logistics, agro-industrial complex, agricultural development, logistics infrastructure, cotton growing.*

The implementation of logistics approaches to managing the distribution of goods has become very important at present stage of development of national economy. Over the past few years, the domestic market for logistics services has significantly advanced and continues to grow rapidly in space and time. Therefore, the effective management of transportation of agricultural products is of particular importance and relevance.

As a result of structural reforms carried out in Uzbekistan aimed at developing the economy of the republic, increasing production and exports of products, increasing foreign trade and foreign economic activity of economic entities of agro-industrial complex of Uzbekistan is observed in the country.

As stated in the Speech of the President of the Republic of Uzbekistan Shavkat Mirziyoyev to Oliy Majlis, it is necessary to take measures to improve our position in the World Bank Logistics Performance Index. Uzbekistan ranked 117th in Logistics Performance Index among 168 countries in 2020. It shows that the country needs to make significant and persistent efforts to improve its position in near future.

An agro-industrial complex as a complex of interrelated industries cannot be imagined without a systematic approach, which is a fundamental principle of logistics.

An agro-industrial complex (AIC) is a set of sectors of country economy, including agriculture and industries closely related to agricultural production, which transport, store, process agricultural products, supply them to consumers; provide agriculture with machinery, chemicals and fertilizers; serve agricultural production. Thus, when studying agribusiness, from the point of view of logistics, one should proceed from the following provisions:

– logistical structure of agro-industrial complex should be considered as a complex system with a number of subsystems (infrastructures);

– each subsystem of agro-industrial complex has its own functional purpose, reflecting its internal interests;

– functioning of agricultural logistics system is a process of interaction between these subsystems, the purpose of which is optimal combination of the interests of individual subsystems and system as a whole.

Today, managers use four main areas of logistics management. It includes the minimum total cost strategy, the maximum level of customer service, the strategy of maximum competitive advantage and strategy of maximizing short-term profits. All tasks of the enterprise should be interconnected. That is why organizations are encouraged to use a comprehensive, consistent and integrated approach based on principles of logistics.

In our opinion, agribusiness logistics can be defined as a science and practice of managing economic flows in the areas of production, distribution, exchange and consumption of agricultural products, including resource support for agribusiness and marketing of finished products of the complex in order to meet best needs of population and national economy in agricultural raw materials and its processed products.

Logistics system in agro-industrial complex should include the following types of services:

reception and primary processing;
laboratory control;
cutting;
treatment;
cooling, freezing;
storage;
package;
transport.

However, in management and organization of production in agro-industrial complex, there are some problems that prevent timely functionalization of all sectors of the complex. For example, at present, the existing logistics at all stages of technological process of growing, processing and delivering cotton seeds and raw materials is extremely inefficient. The following shortcomings in cotton growing technology can be singled out: backward technologies for growing and harvesting products in some regions of the republic; inefficient vehicles, many passes of equipment across the field, high fuel costs and loss of production; high energy costs for drying cotton seeds; inefficient storage methods leading to product wastage; numerous sorting and transshipment of products, as well as expensive multi-level delivery system and associated costs of energy, labor and loss of production.

Today, about 10 companies work in the field of agrologistics in the Republic of Uzbekistan, several agroclusters have begun their activities. At the same time, it is easier for agricultural holdings and agricultural clusters to implement logistical approaches, since they have greater financial opportunities associated with the use of funds from parent companies with their own banking institutions, credit unions and ability to attract foreign capital.

It should also be noted that agricultural agro-clusters are often engaged in both cultivation of agricultural products and their processing and food production. Under such conditions, it becomes possible to introduce logistics systems and approaches to inventory management between supplier – manufacturer – consumer.

Detailed logistics systems for livestock, crop production, poultry farming and personal subsidiary plots are needed for effective use of logistics in agriculture.

At the level of individual enterprise or locality, it is necessary to evaluate the efficiency of supply, production and marketing of finished products, as well as relationship of these functions with each other. The main attention should be paid to the problem of optimizing internal flows. This is due to fragmentation of production sites or agricultural areas in space and significant distances from the places of residence of employees of large enterprises to their workplaces. Domestic transportation includes delivery of seeds, fuel and lubricants to the fields, movement of tractors and combines across the field, delivery of finished products to warehouses.

Today, the development of processing industry of agro-industrial complex and infrastructure in general is in particular demand. The creation of only one job in fruit and vegetable canning industry will provide jobs for 5-6 agricultural workers.

Speaking about logistics of agro-industrial complex, one should not forget about institutional environment and flows. Institutions as a set of formal and informal rules of functioning have a decisive influence on the object in relation to what they are accepted for.

In conclusion, we can say with confidence that logistics has every opportunity to assist agriculture, increase its efficiency and bring its products closer to consumers. This requires the attention of the government to this problem, the involvement of science in the development of effective solutions and the training of specialists in the field of agricultural logistics. It is concluded that logistics has a great potential for increasing productivity and reducing costs, however, the use of logistics requires the attention of state, stimulating the involvement of science in the development of effective solutions and professional training of specialists in the field of agricultural logistics.

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