

**ISSUES OF USING FOREIGN EXPERIENCES IN THE TRANSPORT AND
LOGISTICS CLUSTER IN UZBEKISTAN**

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Abstract. In this article, the authors provide a detailed overview of the work being carried out in Uzbekistan on the transport and logistics cluster and the practice of applying foreign experience, assessing its status. In addition, the experience of transport and logistics clusters in developed countries is analyzed. Based on this, the article briefly discusses the issues of studying foreign experience and its effective implementation in our country. In particular, a comparative analysis of the experience of transport and logistics clusters in countries such as Finland, Japan, Russia, and Kazakhstan is made and a number of recommendations are given for its application in Uzbekistan.

Keywords: Cluster, transport, logistics, strategy, economy, liberalization, technoparks, diversification, competitiveness, modernization, small industrial zones, transport infrastructure, service market, cluster technologies, innovative clusters

INTRODUCTION. In recent years, the issues of intensive development of logistics, clusters, innovative activities, digitalization have become one of the priority areas of state economic policy in Uzbekistan. This, in turn, requires the development of a full-scale long-term strategic state innovation policy for the digital development of Uzbekistan and the digitalization of our economy in order to draw conclusions about the contribution of digitalization to the development of the competitiveness of our country's economy, increasing the level of human development, ensuring youth employment, and increasing labor productivity. In this regard, it is worth noting that the use of digitalization, that is, information and communication technologies, and innovative logistics in the transportation of goods in the system of transport and logistics clusters is of great importance.

A transport and logistics cluster is a special type of regional clusters, which, due to their infrastructural origin, are the basis for the formation and development of other regional-level economic clusters and sectors, and represent a concept such as planning economic activity by groups of economic entities that temporarily unite to implement joint projects. Also, "cluster" and "industrial park", "technopark", In our country, great attention is paid to optimizing logistics costs in all sectors and improving management processes in them, structurally transforming enterprises in the sector and diversifying production and service processes in them, increasing the economic potential of enterprises through the full-fledged formation of the value-added chain in the sector, thereby ensuring employment, satisfying the population's needs for products and improving their well-being. The Development Strategy of New Uzbekistan for 2022-2026 also sets out priority tasks for the development of the logistics services market. Ensuring the effective implementation of these tasks requires improving management in logistics chains. The successful implementation of the envisaged tasks requires the development and implementation of measures to improve management mechanisms and models aimed at ensuring the competitiveness of enterprises and cost optimization in logistics chains through the modernization of management processes in logistics chains.

It is worth noting the clear differences between the concepts of "industrial zone" and some others, which mainly reflect structural features. The concept of "cluster"

In addition to structural features, it primarily reflects functional features - a system of existing relationships. These relationships include: exchange, etc. An industrial park or technopark can be the "core" of a cluster. An industrial zone can largely define the boundaries of a large cluster geographically. At the same time, the constructive development of a potential cluster requires active intervention by authorities interested in increasing the efficiency of the regional economy. In some cases, a small effort is required for the effective development of clusters (trigger effect), while in others, large-scale clusters are required to implement large projects

Analysis of literature on the topic. An analysis of the existing literature on marketing shows the need to improve modern marketing principles, brand promotion methods and a flexible approach to consumer requirements. In his textbook on marketing strategies, the expert RGIbragimov states the following: "Marketing strategy is understood as the use of a model of the principles of the enterprise's behavior in the market, established for a certain period of time. With its help, the enterprise seeks to ensure its success." Many economists have been involved in the development and implementation of marketing strategies. Among them are such famous scientists as F. Kotler, David Aaker, Clayton Christensen, Seth Godin, Kevin Keller, Byron Sharp, and Jay Bayer.

While the research conducted in the field of marketing in our country for many years is based on national characteristics, it is also necessary to recognize the scientists who have made a significant contribution to the development of marketing theory. These include R.Ibragimov, YO.Abdullaev, A.Saliev, M.Sharifkhodjaev, D.Rakhimova, Sh.Ergashkhodjaeva, Sh.Musayeva and others..

Research methodology. The study used a systematic approach, marketing analysis, benchmarking, and digital metrics. Mass surveillance methods were used to collect and analyze data from social media platforms.

Analysis and results. Economic policy aimed at supporting clusters of companies differs significantly from the policy aimed at supporting enterprises that form a separate structure. The selected methods of state support and support pave the way for general measures to develop cluster infrastructure. The availability of a special infrastructure for clusters, including a specially trained team of employees, adapted to the needs of a particular industry cluster, is a key factor in competitiveness. Geographically, clusters can be located in separate production zones (microclusters), regionally; in some cases, cross-border clusters develop (for example, the Finnish paper and wood processing cluster, the Russian border logging industry, etc. are vivid examples). There are three main reasons for the geographical concentration of firms:

– the first is related to the possibility of benefiting from sharing the costs of maintaining and developing resources that are common to several companies.

– The second reason is the geographical proximity itself, which provides the ability to deliver goods or services that are important for business at low prices and quickly.

– The third reason is that the concentration of firms in one place, that is, their proximity and centralization, contributes to the faster diffusion of knowledge in the field of management, that is, knowledge and experience that cannot be easily formalized and transferred can reach places more quickly through a centralized system. Geographical proximity to a certain extent facilitates the exchange of this abstract knowledge. It is this economic phenomenon that often favors the development and implementation of certain types of crafts or approaches to crafts within strictly limited territorial boundaries. Similarly, the possibility of informal communication between representatives of the Company and consumers of products located in its territory is also important.

The transport and logistics cluster is a group of economic entities in the transport sector.

an informal merger, which is based on territorial proximity and a common strategic direction of activity

are characterized by such features as direction, complement each other and increase the competitive advantages of individual companies. The goal of creating a transport cluster is to increase the transport infrastructure and passenger turnover of the region and increase its competitiveness. The cluster approach is widely used in the economies of developed countries such as Germany, Finland, Japan, China, India, the USA, etc.

More than 80 TLCs have been allocated in the European Union⁷. This number is due to the highly developed and multi-sectoral nature of the European Union transport network, which includes 217 thousand km of railways (8.9 thousand km of high-speed links), 77.4 thousand km of motorways, 36 thousand km of pipelines, 325 airports.⁸ A number of important regulatory and legal acts have also been adopted. In July 2006, the European Union approved and adopted the "Manifesto for Clustering in the European Union Countries",

As an example of a cluster form of organizing transport and logistics services in Europe, the border TLC in the city of Padborg in Denmark, formed on the basis of transport centers at the intersection of state borders and major international transport corridors, can also be cited. Main characteristics:

The cluster area is 5 sq. km, the number of transport, logistics and terminal operators is about 150, service companies - about 50, the total number of employees is more than 3,000 people. The proximity of participants and informal local ties determine the greater flexibility and efficiency of cluster formation. It is important to increase the efficiency of firms and industries included in the cluster, and to encourage new enterprises that expand the boundaries of the cluster.

Finland has a transport and logistics cluster Limova, which is a nationwide logistics network. The presence of a developed system of related businesses (services, consulting, etc.) can significantly reduce the costs of creating new companies within the cluster and increase the competitiveness of existing ones. The cluster was formed around a group of several Finnish companies located within a radius of 80 kilometers from each other. The cluster unites the following logistics enterprises - AlfaRoc, EP-Logistics, LogiSec, Logmaster, Logistikas, Itella; freight forwarding companies - Finavia, Innorail; consulting companies - Fidacom, Varova; industry - Cargotec, Huurre; research and educational organizations; state and administrative institutions. The head office - TechVilla Technology Center - is located in Hyvinkää.

A distinctive feature of Japanese clusters is the system of subcontracting relationships between large, medium and small enterprises. A Japanese cluster consists of one large parent company with the status of a leading company and two or three levels of subcontractors located nearby. At the same time, first-level subcontractors are tied to the parent company by long-term contracts. Relations between second- and subsequent-level suppliers are regulated by first-level subcontractors.

The policy of the transport infrastructure development in Russia is reflected in a number of national and regional strategies, development programs, in particular, in the Concept of Long-Term Development of the Russian Federation for the period up to 2020, the Concept of the Development of Russia for the period up to 2030.

reflected in the transport strategy, methodological recommendations for its implementation. Cluster policy in the constituent entities of the Russian Federation Russian Railways has developed a methodology for organizing the activities of international transport corridors based on a cluster approach using multimodal transport and logistics centers.

The Concept of the formation of promising national clusters of the Republic of Kazakhstan until 2020 envisages the entry of local clusters into global supply chains, which will significantly increase the level of national technological security, improve the quality of economic growth and ensure the international competitiveness of businesses that are part of the clusters. The need to increase the efficiency of using the potential for the development of transport and logistics clusters in our country is one of the priority areas for increasing the competitiveness and diversification of the economy. The leading role in this process is played by transport and logistics clusters, which should be created at the intersection of international transport corridors at border railway stations to transfer cargo to alternative modes of transport.

The need to create transport and logistics clusters in the Republic of Uzbekistan is aimed at increasing the volume of cargo transportation by redirecting transit cargo from alternative railways to domestic railways using competitive measures and mechanisms. Currently, cargo transportation from the European Union, Russia, Kazakhstan and other CIS countries, as well as from China to Pakistan and India is carried out by sea. At the same time, there are a number of obstacles to the timely delivery of goods. Thus, the ports of Iran go to the Persian Gulf. This means that in order to deliver cargo to the Suez Canal, it is necessary to bypass the Arabian Peninsula and cross the Arabian Sea to get to the ports of the Indian Ocean. Thus, the need to solve the problem of finding alternative land routes for the delivery of goods to Europe and Southeast Asia determines the importance of building new railway lines that will connect the countries participating in the transport process.

The main goal of cluster policy in the field of transport infrastructure is to increase competitiveness in the domestic and world markets of transport and logistics services by uniting organizations specializing in the storage, transportation, escort and delivery of goods and passengers. A transport and logistics cluster, as a specific organizational form, solves the problem of increasing the efficiency of managing technological chains of movement of cargo flows from suppliers of raw materials, production facilities to consumers, contributing to the development and growth of the logistics potential of a given territory.

The formation of transport and logistics clusters is aimed at effectively solving a number of tasks, optimizing commodity turnover, including ensuring the rational construction of forwarding and terminal warehouse complexes, rationalizing cargo transportation processes involving several types of transport, developing transit potential and its effective use, forming a system of operational interaction, planning, coordinating and regulating dispatching activities in transport centers, ensuring optimal service for commodity flows, developing a logistics information system that ensures effective information exchange between cluster members, etc. Within the framework of implementing the set goal, the main tasks of cluster policy are as follows: The main goal of cluster policy in the field of transport infrastructure is to increase competitiveness in the domestic and world markets of transport and logistics services by uniting various structures specializing in the storage, transportation, escort and delivery of goods and passengers, as well as organizations providing services to infrastructure and other organizations.

A transport and logistics cluster, as a specific organizational form, solves the problem of increasing the efficiency of managing technological chains of cargo flows from suppliers of raw materials, production facilities to consumers, contributing to the development and growth of the logistics potential of a given territory.

Typically, land clusters are formed and successfully develop on the basis of transport and logistics terminals, the main task of which is to carry out transcontinental cargo reloading onto various modes of transport and redistribute transit cargo flows between rail and road transport modes.

The uniqueness of the Central Asian transit region lies in the development of transport corridors

relevant areas of development and, accordingly, this special defines the activities of the transport and logistics cluster formed and operating in geographical and economic conditions:

- formation of the country's transit policy;
- transport and transit of goods through the territory of the country ensuring balanced development;
- parts of international transport corridors passing through the country's territory increase competitiveness;
- state support for the implementation of new projects (organizational, legally and economically);
- international, taking into account the increase in multimodal transport integrated development of transport corridors;
- the dependence of neighboring regions on alternative transit transport corridors creating the necessary conditions for reduction;
- for the development and efficient operation of transport infrastructure creating organizational, economic, legal and social conditions;
- implementation of personnel policy for the sector (development of requirements for service personnel involved in the organization of international transportation and attracting cargo flows to transport corridors, training of personnel and creating conditions for retraining);
- new, taking into account regional and export-import cargo flows construction of transit facilities and reconstruction of existing ones coordination;
- activate investment activities and implement an effective innovation policy production and technical support of transport organizations based on the implementation strengthening the base and developing infrastructure facilities;
- forwarding services, including terminal facilities development;
- all types of transport are regionally integrated into the Central Asian countries on improving interaction and coordination at the level developing proposals.

The creation of a transport and logistics cluster requires significant investments aimed at localizing and concentrating resources, capital, and attracting other participants. Its formation affects the interests of various social groups. Typically, neither business nor the state is able to create all the necessary conditions for the creation of a cluster on its own.

A modern transport and logistics cluster is not only a state and business environment can be created within the framework of constructive, mutually beneficial and long-term partnership between. Organizational relations in the transport and logistics cluster should be built in such a way as to ensure the harmony of interests of economic entities and state agencies. As the initiator of cluster policy, the interests of the state are given priority, thus the main condition for the feasibility of creating a transport and logistics cluster is:

- first of all, the development strategy of the republic, that is, including the creation of a competitive environment and investment attractiveness compatibility;

– secondly, to implement a policy of modernization, creation of an infrastructure complex, and increasing the competitiveness of the transport sector, including solving the state's priority tasks of providing financial support for public-private partnership projects.

The cluster policy for the development of the transport industry in Uzbekistan should be reflected in a number of national strategies, regional strategies of Central Asia, development programs, in particular, in the long-term development concept for the period until 2040, in the transport strategy of Uzbekistan for the period until 2035. It is advisable to develop methodological recommendations for the implementation of transit policy, cluster policy of the Republic of Uzbekistan (in terms of developing transit and transport and logistics potential). Effective development of types of clusters is a requirement of the time.

A tourist cluster is a set of tourist and recreational special economic zones created and located in one or more areas of a territory. The purpose of creating a tourist cluster is to increase the competitiveness of the territory in the tourism market through synergistic effects, including:

- the efficiency of enterprises and organizations included in the cluster system increase
- encourage innovation
- encourage the development of new directions.

The creation of a tourist (or tourist-recreational) cluster actually determines the location of the territory and affects the formation of the image of the region. Initially, the cluster approach was applied to industrial production, and its founders were A. Marshall and BS Yastremsky, but it was Harvard Business School professor Michael Porter who popularized the idea of industrial clusters to increase regional competitiveness. "The objective conditions for the emergence of a cluster were summarized in the well-known "Competitive Diamond" developed by M. Porter. In addition to traditional factors - the competitive environment, demand conditions and the presence of supporting networks - in a given territory, specialized factors such as qualified personnel, infrastructure and capital must be created. The creation of these specialized factors requires long-term and sustainable investments. This process, although difficult, creates a competitive advantage for clusters.

The main characteristics of tourism clusters are:

- the existence of cooperation between tourism cluster entities (business structures, government and state agencies, public organizations) operating in the tourism sector and related industries (in the form of public-private partnerships, associations, unions, etc.)
- use of the existing tourist infrastructure (tourist cluster object) and tourist resources of the area where tourist attractions are located:
- use by subjects: -existence of vertical (within the product chain of the tourism industry) and horizontal relationships (between structures involved in the production of tourism products) between participants in the tourism cluster:
- the existence of a single goal for the activity of the tourist cluster, which is to increase the competitiveness of cluster objects and entities, as well as to satisfy recreational needs through the formation, promotion and sale of the region's tourist product

Agro-industrial cluster is a term used to refer to a voluntary and informal association of various industrial organizations geographically concentrated in one region for the purpose of production, processing and sale of agricultural products, environmental protection. The value chain, revitalization of rural areas, not only ensures the country's food security, is a more profitable sector for investors, but also the production of environmentally friendly products to maintain the health of the country's population. In this regard, the analysis of factors limiting investment flows to agro-industrial business and hindering the creation and development of agro-

industrial clusters is an urgent task that determines the mechanisms and means of increasing the investment attractiveness of agro-industrial business.

One of the innovative ideas of the Head of our state is the widespread implementation of the cluster system in our country, which can significantly affect people's well-being, and achieving good results through its application in the agricultural sector. In accordance with the Strategy of Actions in Five Priority Areas of Development of the Republic of Uzbekistan for 2017-2021, implemented at the initiative of the Head of our state, fundamental changes have occurred in economic sectors, in particular, in the cotton sector of agriculture.

Over the past three years, as in all other sectors, new programs have been developed in the country, roadmaps have been consistently implemented, and the cluster method of organizing agricultural production is widely used. Over the past two years, the land area allocated to cotton-textile clusters has accounted for 52 percent of the agricultural land allocated for this crop. If in the early years of independence we ourselves

While we processed only 6-7 percent of the cotton fiber we grew, today we can process at least 80 percent.

Conclusion.

It is worth noting that the idea of the President of the country was supported by influential companies of foreign countries and began to cooperate in this area. In particular, based on the resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated August 8, 2018 "On measures to create modern cotton and textile products in the Republic of Uzbekistan by the Indorama company (Singapore), a program was developed by the Indorama Singapore company to implement systematic work on the creation of a cotton and textile cluster in our country and a plan was developed to implement an investment of \$ 340 million. The company is also implementing a number of large-scale projects in our country.

The cluster method in agriculture includes such processes as plowing the land, planting and caring for plants, and producing finished products from grown raw materials. This single technological chain unites a complex of enterprises and provides integration of science, education and production. Cotton and textile clusters are not only light industry, but also food

covers dozens of other sectors, including food processing, pharmaceuticals, construction materials, and others. The ultimate goals of this system are to create high-quality products under the "Uzbekistan" brand, provide social protection for the population, provide employment, create decent working conditions, and solve other important tasks.

As the President of our country Shavkat Mirziyoyev noted, the future of cotton growing in agriculture, its economic efficiency, is connected with clusters. Clusters should become a locomotive for the rapid development of the agricultural sector. These grandiose reforms implemented under the leadership of the Head of State will be inscribed in the history of the country in golden letters and will serve for the development and prosperity of our Motherland. If in 2017 there was one cluster in Uzbekistan, in 2018 it already amounted to 15, in 2024 their number reached 75, and in 2025 it amounted to 165.

How does this differ from ordinary farming? Previously, our farmers signed a direct contract with "Uzpaxtasanoat" and supplied them with cotton fiber. Textile enterprises used to buy cotton from "Uzpaxtasanoat", now the relationship is established directly between the farmer and the textile company. In this direction, the cluster system is organized in two directions.

The first is direct communication between farmers and textile businesses.

to reach the right agreements. Secondly, textile enterprises with great potential are engaged in farming themselves, this practice is being used in the "TCT cluster" in the Samarkand district.

In general, the following conclusions can be drawn from foreign experience in the transport and logistics cluster and the practice of its implementation in Uzbekistan.

That is, in order for logistics clusters to function effectively, they must include the following functions:

- forming, consuming, recycling material flows
shaping market entities, i.e. producers,
consumers, commercial intermediaries; – engaged in land, water, air transport activities
transport companies;
- forwarding-courier, forwarding-agency, brokerage, combined transportation
operator activities, forwarding companies;
- warehouse complexes, distribution centers and terminals;
- small industrial zones, technoparks, innovation centers;
- institutional bodies (Ministry of Transport, Road and River Transport
agency, customs committee, sanitary-epidemiological and veterinary control
service);
- supporting professionals, i.e. insurance companies, research
organizations, institutes for advanced training and retraining of employees,
consulting and analytical organizations, marketing organizations;
- vehicle service technician
enterprises, road transport companies, service providers
organization.

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