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Research Article

ANALYSIS OF FOREIGN EXPERIENCES OF EVALUATING THE EFFICIENCY OF ORGANIZATIONAL AND ECONOMIC MECHANISMS OF AGROCLUSTERS

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ABSTRACT

In this article, suggestions and recommendations have been developed regarding the foreign experiences of the effectiveness of the organizational and economic mechanisms of agriculture, including the analysis of the effectiveness of clusters in the countries of the USA, Japan, South Korea, and the European Union, as well as the evaluation of the effectiveness of agricultures.

KEYWORDS

Efficiency of agriculture, organizational-economic, efficiency evaluation, KPI evaluation system, labor productivity, foreign experiences.

INTRODUCTION

As the President of our country, Sh.M. Mirziyoev noted, "Cluster and interests are the future of Uzbekistan's agriculture. We cannot make this industry competitive without the introduction of science and innovation" [1].

Agroclusters are well developed mainly in the USA, Japan, South Korea, and European Union countries, and one of the urgent issues is to analyze the experience of these developed countries and conduct scientific and practical

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research on the transformation of their activities into the economy of our country. Financial analysis and performance evaluation of agroclusters in the digital economy is a process that requires a comprehensive approach.

The most important methodological document on cluster analysis is the "European Memorandum" signed by the EU member states in 2006 ("European Cluster Memorandum" signed on January 21, 2008 within the framework of the European Presidential Conference on Clusters and Innovation in Stockholm). According to this memorandum, a cluster is a regional concentration of specialized companies and institutions connected to each other through many channels, creating a favorable environment for innovation.

When analyzing the effectiveness of clusters in the economy of Uzbekistan, it is necessary to take into account the following factors: the level of development of the national economy, the level of social development, the weight of adopted normative legal documents. Also, the formation of cluster structures in the agro-industrial complex should be focused on increasing its stability, realizing the possibilities of optimizing material and financial flows between sectors, reducing risks and regulating economic relations between cluster structures.

Literature analysis.

As part of the research, a number of scientific literature on the organizational, economic and financial analysis of agroclusters was analyzed based on the experiences of developed foreign countries.

According to Michael Porter, the founder of the cluster approach to increase competitiveness in the economy, the more developed the clusters are in a given country, the higher the standard of living of the population and the competitiveness of companies [2].

M. Porter analyzed more than 100 industries of 10 countries of the world and proved that the enterprises united in a cluster in the territory of one country can have a higher level of competition than the enterprises operating irregularly in different countries. In "The Cluster Initiative Greenbook" published by Michael Porter in 2003, 250 cluster programs were analyzed and the "Cluster Initiative Performance Model" was developed to evaluate their performance.

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In 2004, "The Cluster Policies Whitebook" was prepared by scientists of Lund University in Sweden, and it reflects the main elements, importance, features, theoretical and practical approaches of the concept of cluster-based economic development [3].

In 2007, the European Observatory of Cluster and Industrial Transformation was founded, and based on the information based on the activities of clusters collected by scientists of the Stockholm School of Economics, O. Solvell and R. Taigland, in 2013, an updated version of the "Green Book of Cluster Initiatives" - "Green Book of Cluster Initiatives - 2.0" (The Cluster Initiative Greenbook 2.0)" was published. In it, the activity of 356 clusters from 50 countries of the world was studied, and their advantages and disadvantages and competitive advantages were analyzed [4].

A.A. Bojya-volya's research is devoted to the performance evaluation and incentive system, which focuses on performance evaluation systems of top, middle, and lower management personnel in seven administrative models (Anglo-American, French, German, Scandinavian, Chinese, South Korean, Japanese) and research elements reached [5].

E. Berman, Dj. Boyna, S. Van Zel, M. Scientists like Meyer are responsible for monitoring the performance of assigned tasks and choosing criteria for evaluating the effectiveness of employees

Conducted research [6]. According to them, after preparing a report on the indicators in the performance evaluation system, it is possible to evaluate how well the work is carried out to the planned goal, how clearly and correctly the plans are made. Evaluating employee performance based on key performance indicators helps make adjustments to strategic and tactical goals.

D.V. Bednyakov conducted a scientific research on the efficiency of the professional activity of employees and emphasizes that it is possible to increase the efficiency of their activity by improving the professional qualifications of civil servants [7].

At the same time, in our previous research on the activity of agroclusters, we have described our scientific and theoretical views on the organizational, economic and financial activity of agroclusters [8-16].

Research methodology. Analysis and synthesis, systematic approach, comparison, classification,

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grouping, absolute and relative quantitative methods of statistical and financial analysis were used in the research process.

Analysis and results. Clustering in EU countries mainly started in 2000 and includes 5 stages. In 2008, the "European Memorandum on Clusters" was adopted, and it was from this year that the analysis of the activities of clusters and the creation of a database of information and analytical materials about them began. Accordingly, Greece (36), Spain (35), Bulgaria (22), France (20), Poland (19), Romania (16) in terms of the number of agro-industry clusters among European countries, in terms of the weight of agro-industry clusters in the total number of network clusters Bulgaria 45.8 %), Greece (45.0 %), Spain (23.8 %), Iceland (20.0 %), Hungary (18.6 %), Netherlands (14.5 %), France (12, 1 %) and Poland (11.8 %) took the lead [17].

42 million in 28 European countries in 2010. 2101 clusters employed people, 241 of them (11.5%) were agroclusters, in which 4.5 million or 10.8% of the total number of employees worked in clusters. In terms of networks, clusters of agrarian and food and biotechnology industries were ranked high in Finland, Belgium, France, Italy and the Netherlands [18].

Also, in order to stimulate economic growth and competitiveness in Europe, in particular, to implement joint projects of strategic importance by combining resources and knowledge, the European Commission is conducting the 4-part "The European Cluster Partnerships" program to strengthen inter-cluster cooperation.

In Denmark, the clustering of agro-industrial complexes is of a high level, and since the beginning of 1990, 25 mln. Funds in the amount of US dollars will be allocated and 35 working groups consisting of 513 experts consisting of analysts of firms and companies, scientists of universities and scientific research institutions, representatives of state administration bodies will be formed to study the potential of clustering in the country. 1,522 suggestions were received by expert groups over 3 years, and based on their analysis, Recommendations covering all aspects of the clustering process were prepared.

Danish agroclusters are composed of at least 5 elements: farms producing raw materials; processing enterprises; service infrastructures; scientific research and educational institutions; institutional structures (state management bodies, associations, foundations).

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Scientific research institutions provide the members of the cluster with innovative ideas and developments, in which 80% of the costs of scientific research and 10% of the cost of consulting services directed to the creation of innovative products are covered by the state.

In Japan, the role of public authorities is important for the creation of clusters local government authorities are allowed to create clusters at their own expense. In this, they closely cooperate with venture funds, universities, scientific research institutes and corporate business structures. The main goal of creating clusters in Japan is to support innovative development and increase the competitiveness of regions through the effective cooperation of business, scientific communities and government bodies. One of the main features of Japanese clusters is significant in that they focus on the application and commercialization of innovative developments in business.

In South Korea, state initiatives play a key role in the organization of agroclusters. For example, 480 mln. to establish Korea National Food Cluster (Korea National Food Cluster - "Foodpolis") with an area of 232 hectares. 150 food production companies and 10 scientific research centers operate in it, with an investment of US dollars.

In order to increase the competitiveness of companies and enterprises in the cluster system, 6 structures have been established in the territory of one "Foodpolis" cluster: Food Functionality Assessment Center; Food Quality Safety Center (Food Quality Safety Center); Food Packaging Center (Food Packaging Center); Agency for Korean Food Clusters (Agency for Korean Food Cluster); factories built for rent to small firms (Rental Plants); a test plant (Pilot Plant) that creates experimental samples.

In Canada, a high level of experience in the organization, support and financing of clusters has been formed, including the biotechnology cluster (Toronto, Vancouver, Ottawa); information technology cluster (Montreal, Ontario); Examples include the wine cluster (Niagara), the food cluster (Toronto), and other clusters.

Examples of high economic efficiency in Germany are the automotive cluster (Baden-Württemberg), the medical equipment cluster (Tutlingene), the chip production cluster

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(Dresden) and the biotechnology cluster (Berlin-Brandenburg).

The most important means of evaluating the organizational and economic efficiency of clusters based on the application of world practice [19] should be the following:

• direct financing (subsidies, loans), which includes 50% of the costs of creating new products and technologies (France, USA, Russia and other countries);

• facilitating taxation for businesses, including. exclusion of research and development investments from taxable amounts, preferential taxation of universities and research institutes (Japan);

• ensuring the protection of intellectual property and copyrights by legislation;

• providing loans, including without interest (Sweden);

• targeted subsidies for scientific research and development (applicable in all developed countries);

• creation of funds for the introduction of innovations, taking into account possible commercial risks (England, Germany, France, Switzerland, the Netherlands, Russia);

• grants up to 50% of the value of innovations (Germany);

• reduction of state duty and tax incentives for individual inventors (Austria, Germany, USA, Japan, etc.), as well as creation of a special infrastructure for their support and economic insurance (Japan);

• deferment or exemption from payments if the invention relates to energy saving (Austria);

• free handling of applications of individual inventors, free services of patent representatives, exemption from payment of fees (Netherlands, Germany);

• government programs for risk reduction and compensation for dangerous losses (Japan);

• foreign talent search and attraction programs, including expediting visas, providing study scholarships and improving living conditions (Japan, USA, Australia).

Our analysis shows that the clustering activity in the European Union countries began to be

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implemented in the early 2000s and covers a period of 5 stages until now.

Phase 1 (2000-2006) - The European Commission started implementing pilot initiative programs aimed at supporting clusters through the PHARE program. "Manifesto on clustering in European countries" (2006) was adopted.

Phase 2 (2007-2009) - "European Memorandum on Clusters" (2008) was adopted, the European Cluster Observatory was founded and the database of information and analytical materials was created.

The 3rd stage (2010-2012) focused on improving the quality of clustering programs, forming instruments for their assessment and classification, and training highly qualified managers for managing clusters.

Stage 4 (2013-2017) - to help deepen structural changes to increase the competitive advantages of regions by integrating clusters into regional development programs based on the principles of "smart specialization" and "growth points".

Stage 5 (from 2017 to the present) - implementation of large-scale programs aimed at the development and strengthening of clusters as one of the priorities of the new economic policy.

According to the "European memorandum", the analysis of the efficiency of clarsters is carried out in two stages (micro-level analysis, regional analysis). Micro-level analysis consists of developing and implementing a cluster development strategy, increasing its competitiveness, monitoring and evaluating enterprise efficiency, and encouraging enterprise employees, while regional analysis determines the necessary conditions for creating clusters in the region; regional cluster strategy development; includes monitoring and evaluating the effectiveness of the cluster strategy.

KPI is also important in evaluating the efficiency of organizational and economic mechanisms of agroclusters.

The first concepts of KPI began to be formed in the 50s of the 20th century through the idea of "Management by Objectives" by Peter Drucker. In his opinion, it is necessary to deal separately with performance indicators in order to achieve results. And he emphasized that it is necessary to deal with indicators that are effective in order to

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carry out activities towards the main goal, without busying the leaders with daily tasks.

The system of increasing work efficiency through financial incentives of managers and employees based on KPIs was first created in Europe during the economic crisis in the 1970s. The reason is that in European countries such as France, Germany, and Portugal, the salaries of civil servants are much lower than those in the private sector. In order to increase wages, further tax increases were required.

It's not a secret that during the economic crisis, it is desirable not to increase taxes, but to boost the economy by giving incentives to the private sector. In such a complex situation, transition to a new management system has become a demand of the times in order to maintain qualified personnel in the state system and to further increase work efficiency in the state management system.

In the early days, in the 1980s, most of the Western European countries used the methods of appointing civil servants to higher positions rather than financial incentives for the high performance of civil servants. It applied only financial incentives to top managers.

Finally, by the 1990s, in countries such as Great Britain, the Netherlands, Canada, and the United States, financial incentives for high and middle-level civil servants also began. Since 2004, all EU countries have switched to this system.

By harmonizing the performance evaluation system with international rating and index indicators, the introduction of the performance evaluation system of each cluster member allows to stimulate the efficient organization of cluster activities.

Qianjiang Gu and Kang Zhao from China conducted an empirical study on employee performance evaluation [22]. They studied the status of employee performance evaluation in Jiangsu province, analyzed the structure of the evaluation system, indicators, terms, and the procedure for evaluating the performance of employees at all levels, as well as the working principles of the evaluation units (department heads). Also, they covered the specific aspects of the content, standards and approaches of employee performance evaluation. They emphasized the need to pay attention to the following aspects when determining the priorities for evaluating the effectiveness of employees' activities:

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that the content of performance evaluation is related to virtue, ability, diligence, honesty and achievements;

second and third levels of employee performance evaluation

availability of indicators;

to consider virtue, diligence and honesty as a general standard - a general index;

taking personal standards into account when evaluating abilities and various positions;

taking into account all aspects when giving a general and basic assessment;

"evaluation of goals" and "360

evaluation based on the technology of degree evaluation";

assessment of key performance indicators (KPI).

U.Yakubov analyzed the effectiveness of joint-stock companies and the effectiveness of economic entities

evaluation indicators, as well as scientific formulas for determining performance indicators, quantitatively and qualitatively

focused on evaluation. He has developed scientific proposals and recommendations on indicators for evaluating the efficiency of business entities.

T.Yu.Bazarov and I.I.Mahmudov employees work

researched assessment methods, methods of studying a person, and thought about organizing the activities of personnel assessment centers and assessment centers as the most effective assessment system.

A.B. Yusupov State Administration Efficiency Assessment System

analyzed the issue of improvement from the point of view of political science, while Q.U. Umidullaev studied the theoretical and legal basis of evaluating the effectiveness of local executive authorities in Uzbekistan.

However, no comprehensive systematic studies have been conducted to evaluate the effectiveness of employees based on modern methods of management and advanced management methods.

President of the Republic of Uzbekistan on October 3, 2019 "Personnel policy and the state of the Republic of Uzbekistan

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Decree No. 5843 on measures to fundamentally improve the civil service system, "taking into account the differentiated approach, the most important efficiency integrated employees modern methods of management and performance evaluation based on indicators (KPI), including the active use of information and communication technologies.

In agroclusters, the indicators for evaluating the effectiveness of employees are clear, measurable, and aimed at achieving a certain result should be focused and time bound. The assessment should be carried out monthly and connected to a unified electronic system of executive discipline.

It is important to include individual plans, operational plans and strategic plans in the system of key performance indicators. The most important thing is the development of standards for evaluating the performance of cluster participants of the Republic of Uzbekistan, online software for evaluating performance ("KPI-Drive", "1C: Management of goals and KPI", "HighPer", "KPI Monitor", "Elma creation of KPI", "KPI Suite", "Success Factors") automated organization of the key performance indicators (KPI) system, allows you to achieve transparency and openness.

Agriculture and its members should follow the following algorithm to implement the KPI system:

Develop a detailed plan for the implementation of the KPI system (appointment of responsible persons, identification of the organization, determination of implementation deadlines, etc.);

Creating a legal basis for implementing the KPI system (choosing a suitable model, improving the legal framework, optimizing the structure, developing KPI reporting forms, etc.);

Creating an automated program based on the KPI system (program development based on the selected KPI model, training of program managers, etc.);

Implementation of the KPI system (separation of organizations and regions based on selection, phase-by-step implementation in the rest, system operation, training of employees according to the purpose, etc.);

KPI system performance monitoring (collecting and analyzing data on the performance and effectiveness of the system, studying whether the indicators are selected correctly or incorrectly, eliminating identified errors and shortcomings, etc.).

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It should be taken into account that this system is effective only for a certain period. Therefore, it is necessary to constantly monitor the system and, if necessary, update the most important indicators. Also, it is necessary to pay special attention to the resources used for the KPI's high efficiency. It is possible to run out of resources that can produce results if you do not pay attention to the resources that are being spent only after the result. On the contrary, it is not possible to achieve a high result only by saving resources. That is, high efficiency occurs as a result of the interdependence of the expected result and the minimum spent resources. Therefore, it is necessary to consider both efficiency and effectiveness and always maintain a balance between them.

CONCLUSIONS AND SUGGESTIONS.

In conclusion, we can say that to achieve economic efficiency and improve the analysis of agroclusters, it is necessary to make good use of the experience of developed foreign countries. For this we recommend the following:

The profits received are ready for the enterprises that are part of the cluster

introducing a mechanism of appropriate distribution based on the contribution to the product;

to introduce proposals for the allocation of preferential loans and subsidies to the state support funds for improving the financing of agro clusters;

improving the methodology of analysis of indicators based on the use of the system of indicators representing the efficiency of organizational, economic and financial mechanisms of agro clusters;

use of a comprehensive indicator of agro cluster performance evaluation;

establishing the practice of evaluating the activity of agro clusters based on KPI;

establishing the practice of evaluating the activity of agroclusters based on the "European Memorandum" indicator.

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