



PROBLEMS OF PLANNING PRODUCTION ACTIVITIES OF LLC TASHKENT COTTON TEXTILE CLUSTER

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ABSTRACT

This article discusses the main problems of planning production activities in agricultural clusters, such as depreciation of networks and funds, dependence on suppliers, poor use of innovative technologies and equipment, etc. The analysis of information about the state of the agrocluster and ways to control the effective use of material, financial and information resources is given.

KEY WORDS: *Agricultural sector, SWOT analysis, dependence on suppliers, innovative technologies, business planning, labor.*

Scientific and practical work on clusters began with large-scale reforms in all areas aimed at increasing the competitiveness of the country's economy based on the modernization and diversification of key sectors, deepening democratic reforms in the Action Strategy for five priority areas of development of the Republic of Uzbekistan in 2017-2021 [1].

In order to further deepen structural reforms and attract direct investment in the development of cluster production in agriculture, introduce effective methods of growing raw cotton, grain crops and other crops, organize deep processing and produce competitive products with high added value and, on this basis, increase productivity and wages in the agricultural sector, by the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan "On measures to create a modern agro-industrial cluster in the Kuyichirchik district of the Tashkent region" 01.12.2018 № 974, it was created the agricultural cluster "Tashkent Cotton Textile cluster"[2].

Underestimation and insufficiently effective planning of production activities, and as a result, the compilation of a planning system for production activities that is unsuitable for extremely dynamic and unstable market conditions, which is not capable of achieving the set goals and stable development, leads to economic losses. Therefore, it is necessary to responsibly approach the issue of planning the production activities of the enterprise.

In order to prevent any consequences during planning, we will consider the main problems that arise when planning the production activities of the agricultural cluster LLC "Tashkent cotton textile cluster".

The emergence and development of new technologies, fluctuations in market demand and conjuncture determine the process of planning the production activities of an enterprise. Therefore, industrial enterprises need to pay attention not only

to internal capabilities, but also to evaluate external factors that affect the planning process and adapt to their changes.

The external environment of the agricultural cluster LLC "Tashkent cotton textile cluster" assumes the influence of the state, consumers, suppliers and competitors on the agricultural cluster.

Thus, production and technical factors should be attributed to internal factors affecting the planning process, and suppliers to external factors.

The analysis of internal capabilities carried out in the second chapter of this work, as well as the assessment of the influence of external factors, made it possible to conduct a SWOT analysis of the enterprise, which involves the study and study of strengths and weaknesses, opportunities and threats.

Table 1 presents the SWOT analysis of LLC "Tashkent cotton textile cluster".

Through this analysis, the strengths and weaknesses of the enterprise are identified. Along with numerous opportunities, the enterprise in question has a certain set of threats, which will be avoided by thoughtful management actions and well-coordinated work of the entire team.

Thanks to the results of the SWOT analysis, it became possible to formulate the main problems of planning the production activities of the organization in question.

The main problems of planning the production activities of Tashkent cotton textile cluster LLC include:

1. Wear and tear of networks and funds.

At this stage, from time to time, Tashkent cotton textile cluster LLC undergoes a large replacement of equipment unsuitable for work, as well as repair of heating mains. Large expenses go to repair emergency areas, but it must be remembered that the replacement of equipment cannot solve issues, because in addition to physical wear and tear, the equipment becomes obsolete and morally. It is poorly automated and therefore inefficient in production.



Table 1
SWOT - analysis of LLC "Tashkent cotton textile cluster"

Strengths	Weaks
<ul style="list-style-type: none"> ➤ Availability of own diesel power plants in order to provide LLC "Tashkent cotton textile cluster" ➤ Presence of a centralized planning and economic department ➤ Clearly articulated strategy ➤ Compensation of missing costs LLC "Tashkent cotton textile cluster" 	<ul style="list-style-type: none"> ➤ Wear and tear of networks and funds ➤ High energy costs ➤ State regulation of tariffs for thermal energy (capacity), for transportation of thermal energy, for drinking, industrial water, wastewater treatment ➤ Low liquidity ratios ➤ Dependency on suppliers
Possibilities	Threats
<ul style="list-style-type: none"> ➤ Increase in the number of new technological connections ➤ Emergence of new large customers of works ➤ Introduction of new advanced technologies ➤ Acquisition of innovative equipment ➤ Optimization of costs for the types of activities provided ➤ Restoration of power supply to consumers in case of emergencies by concluding an agreement. 	<ul style="list-style-type: none"> ➤ Failure of production equipment ➤ Untimely commissioning of production equipment ➤ Change of political regime ➤ Natural disasters ➤ Reducing the value of assets under the influence of inflation indicators ➤ Tightening the position of the tax authorities

Obsolete and worn-out equipment of substations, thermal power plants and boiler houses causes low efficiency in their operation and an increasing number of failures with corresponding negative consequences. With outdated equipment, the number of accidents and leaks is high, resulting in large losses.

2. Dependence on suppliers.

LLC "Tashkent cotton textile cluster" uses the Just In Time system - this is a system of supply of goods that allows the company to get rid of large stocks. When using the just-in-time delivery system, a special schedule is drawn up, which indicates when and how much goods will be delivered.

However, this system has its drawbacks. Disadvantages include inability to cope with unexpected events (breakdowns, possible downtime among workers), economic situation, difficulty in reducing changeover times and related costs, dependence on high quality supplied materials, need to work in a stable production although demand often fluctuates.

3. Weak use of innovative technologies and equipment.

The introduction of innovative technologies and equipment makes it possible to increase the competitiveness of the enterprise, the efficiency of production activities, reducing costs.

The main goals of innovation are to minimize the cost of production and improve the quality of technological, organizational and personnel decisions.

- reducing the share of manual labor and improving working conditions;
- ensuring a continuous and stable production process, reducing non production time costs;

- reduction of labor intensity and material consumption per unit of output;
- improving the efficiency of equipment use;
- diffusion of innovation in other organizations on a commercial basis.

In the course of the analysis, it was revealed that a single integrated system for automating and managing the activities of the enterprise has been created and is being used at Tashkent Cotton Textile Cluster LLC. This system is called "Lexema". It allows top management to view and analyze information about the state of the enterprise, and also allows you to solve the problems of managerial, accounting and production accounting, control the effective use of material, financial and information resources.

However, the modules are not fully implemented at the enterprise. Since planning at the enterprise of Tashkent cotton textile cluster LLC is assigned to the planning and economic department, today the following system modules have been introduced at the enterprise, such as:

1. Module "Business planning", which is designed for the formation of planned estimates and calculations, plan-fact analysis.

2. Module "Budget management". This module is used for planning and modeling various options for the budget, the implementation of the functions of management, control and analysis of the financial and economic activities of the enterprise.

3. The module "Financial planning", used for planning financial resources, drawing up the financial plan of the enterprise.

4. The module "Accounting for production", which is designed for monthly closing costs.



Thus, in order to eliminate the identified problems and improve the process of planning the production activities of Tashkent cotton textile cluster LLC, it is necessary to apply measures that will be discussed in the next chapter of this research work.

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