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PROCEEDINGS ON  
«ROLE OF YOUTH IN EDUCATION, SCIENCE AND INNOVATIONS»

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## OPENING SPEECH OF DR. JASUR SALIKHOV, RECTOR OF MANAGEMENT DEVELOPMENT INSTITUTE OF SINGAPORE IN TASHKENT

Dear esteemed guests,

Valuable members of the Government and Academicians,

Local and International Scholars and dear Students, Ladies and gentlemen,

With a great joy and a privilege, I welcome you here today as participants of our International Scientific and Practical Roundtable «Role of Youth in Education, Science and Innovations» at the Management Development Institute of Singapore in Tashkent.

I extend gratitude to Deputy Chairman of the Senate Committee of the Oliy Majlis of the Republic of Uzbekistan on Youth, Culture and Sports, Dr. Dilorom Tashmukhamedova, Senator, Director of the Agency for Youth Affairs Mr. Alisher Sadullaev, Rector of Suleyman Demirel University in Kazakhstan Dr. Davronzhon Gaipov, Associate Director for International Relations at Solbridge International School of Business from Woosong University in South Korea Mr. Iskandar Yuldashev, Vice Rector of ADA University in Azerbaijan Mr. Fariz Ismailzade, Dean of the Faculty of Aesthetic Education of the Belarusian State Pedagogical University named V. I. Lenin Ms. Svetlana Kobachevskaya, Head of Department Partnership Development of INHA University in Tashkent Ms. Gulshan Khayitova, Associate Professor of the Management Department of the Faculty of Economics, Kyrgyz-Russian Slavic University, Dr. Tiana Kositsyna, President of the Pampanga Research Educators Organization in Philippines Dr. Jean Paolo Gomez Lacap, as well as Dr. Gaffor Samatov and Ms. Natalya Sarvirova from Tashkent state transport university in Uzbekistan and other representatives of foreign and local higher educational institutions for accepting our invitation and their willingness to share their valuable experience and practical knowledge in the framework of conference devoted to the topic: “the Role of Youth in Education, Science and Innovations”.

We consider the topic of the Role of Youth in our society as crucial one and this appears as a great opportunity to discuss in depth this issue with local as well as international experts, representatives of Youth and others. Contemporary generation of adolescents and youth stand at 1.8

billion people –the largest our world has ever seen. Meanwhile, the number of young people in Uzbekistan under 30 is more than 18 million people, which is almost 55% of population. This leads to the fact that youth issues are not only the priority a priority task of the state policy of Uzbekistan, but would be a valuable subject of learning from international experience. This undermines the importance demonstrates how critical it is to pay immediate attention to the issues of youth development. In order to create the necessary conditions for the implementation of the creative, intellectual potential of youth, the introduction of its innovative ideas, projects and technologies into production, a selection and stimulation of the innovative activity of gifted students, young scientists and entrepreneurs, the strengthening of the integration of science, education and production in Uzbekistan there was adopted a Resolution by the President of the country «Orient to improve the system of attracting young people to science and support for its initiatives». The 5 priority tasks of the resolution are as following: the creation of a unified system for the interaction of gifted youth with business people and leading scientists and ensuring; on this basis; the continuity of the system of training young personnel in the field of science; creation of platforms for the introduction of high technologies and attracting young people to scientific research, as well as the implementation of scientific, technical and innovative projects.

In only a few months, the pandemic upended the daily lives of people around the world. Public and high education was among the sectors most affected as pedagogy went digital. The coronavirus pandemic is reshaping education. At present, creativity and level of digitalization became arguably one of the most important things at stake. Promptly in our terms, Management Development Institute of Singapore in Tashkent adopted to the new realities by establishing the new digital educational programs and implementing hybrid learning format that helped not only to get transparency in education but also significantly decreased transaction and other costs. Along with this, to maximize the efficiency of study process for students, in the premises of Institute we launched «Access it» e library. Absolutely all educational institutions had to be innovative and agile to adopt and launch new educational mechanisms.

In accordance with the President's Decree on the program for implementing the strategy of actions on five priority areas for the development of the Republic of Uzbekistan in 2021 this year was declared as the «Year of Support of Youth and Improvement of the population health». In this regard, a large number of projects are being carried out for the youth development supported by







# DIGITAL EDUCATION AS A DRIVING FORCE OF INNOVATION

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## Abstract

Today, we are witnessing how the industrial revolution 4.0 and digital technologies are transforming the world in quantum leap paces. The undeniable fact is that the coronavirus pandemic crisis has just accelerated this transformation. These facts determine progress in all branches of industry and science, simultaneously, boosting opportunities for growth and emergence of demand for new skills and professions. In its turn, this tendency leads to the acknowledgment of lifelong learning as a top priority for people in order to adapt in fast changing labor market.

Keywords: Digital education, Lifelong learning.

## What is lifelong learning?

The concept of lifelong learning is built upon the idea of learning throughout the life for personal or professional development. The history of this concept traces back to the early 1900. In the century since mechanization had begun, machines had replaced highly skilled craftspeople, which caused them to embark on lifelong learning to change their obsolete professions. Nowadays, we are witnessing the same thing. The education is not regarded as something that a person gains once and for all. Whereas the convergence of digital technologies and lifelong learning brings to digital education, digital lifelong learning can be defined as learning that is formed with the aid of information technology.

Today, we will clarify the significant role of digital education in fostering innovation.

Innovation is defined as the implementation of improved ideas, knowledge and practices that bring benefits. As the President of the Republic of Uzbekistan Sh. Mirziyoev stated [1], «We need innovation like air». According to OECD's report (2004) [2] in the most fundamental sense, there are only two ways of increasing the output of the economy: (1) you can increase the number of inputs

that go into the productive process, or (2) if you are clever, you can think of new ways in which you can get more output from the same number of inputs.

Innovation is the most significant component, which leads to economic growth. Successful cases of countries like Japan, the USA, Switzerland, Scandinavian countries, Asian countries like South Korea, Singapore, Hong Kong (China) clearly demonstrate abovementioned statements.

Switzerland is acknowledged as the country with the highest innovation index by the World Intellectual Property Organization (WIPO) for the ninth consecutive year. The American and Japanese economies have also prospered because of innovative approaches in industries like information technologies, automobiles, highways, airplanes, telecommunications, global brand values, the internet and others.

According to Global Innovation Index (GII) (2020) [3], Uz



This full-time program is thoughtfully designed to prepare the future generation of innovative young people to cope with unprecedented business challenges related to digital transformation and frontier technologies and train professional managers who can understand and effectively integrate digital technologies and strategies into business.

In the future perspective, we believe that investing in digital education will stimulate innovation in all key spheres of industry and doing so, we will reach economic growth and stability.

# THE ROLE OF LEADERSHIP IN DIGITAL TRANSFORMATION PROCESS OF THE ORGANIZATION

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course of progress will proceed (Brynjolfsson, 2014; Demirkan, Spohrer and Welser, 2016). This is

Originality: The result findings will serve as an illustrative guide for further researches on the relationship of Leadership styles and overall digital transformation concept regardless in which industry a company operates.

Digital transformation and its promise.

The expressions «Digitalization» and «Computerized change» are regularly utilized reciprocally

The respondents in our overview to a great extent affirmed ~~assumptions~~ assumptions regarding digitalization of their organizations. In particular, most assumptions were identified with upgrades in client availability and connections, smoothing out of tasks, and approaching basic data for quicker market reactions. Most of ~~business~~ business pioneers in our study (10 altogether) considered computerized to be as «incredible insightful apparatuses» and «dynamic empowering agents». Seven respondents expressed that they searched for diminishing dynamic time periods and further developing data handling. Seven more referenced that digitalization should assist their associations to assemble new methods of communication with clients and make better approaches for offering administrations.

A few respondents were explicit in referencing specific ~~innovations~~ innovations that they accepted had extraordinary potential for their organizations. Among them are distributed computing, ~~web-based~~ web-based-media, savvy computerized gadgets, and somewhat ~~made~~ made-reasoning.



absence of administration for this sort of change (Baculard, 2017; Kahre et al., 2017; Whitehurst, 2015). Without a doubt, as a rule, organizations where utilizing innovation is not an issue by actual report difficulties in digitalization (Fitzgerald et al., 2015). Baculard (2017) composed that numerous associations submit a typical misstep by putting away enormous amounts of cash and sending advanced innovations straightaway. This regularly prompts the absence of exertion coordination and nonappearance of amicable incorporation of innovation all through associations. Essentially, Westerman (2014) noticed that disappointments in advanced change are generally results of one or the other sending without coordination or the absence of contribution from authoritative pioneers.

An exhaustive report by Fitzgerald et al. (2015) uncovered that there are a few arrangements of components that normally go about as obstacles during the time spent computerized. In certain associations, the issues were identified with the absence of direness across all levels; in others, it was culture; but then in others the issues existed in hierarchical requirements. Nonetheless, a thorough glance at these arrangements of finances uncovers that they could be tended to through compelling administration. As Westerman (2014) noticed, the critical assignment in computerized change is to push the organization in an alternate functional mode, and this is the errand for which they cannot make a case for computerized change and lead association through changes, all endeavors are probably going to fizzle.

The significances of our overview likewise uncovered the many difficulties of advanced change measure. The greater part of the respondents (9 altogether) revealed considerable obstructions in gathering the destinations of computerized change. Curiously, five respondents attempted to recognize the reasonable plan for computerized change, which shows the absence of clear objectives. With ten respondents feeling that advanced change in their associations either did not bring the normal outcomes or just too some extent satisfied its underlying reason, the subject of impediments to the cycle stayed totally open. In any case, hierarchical governmental issues and initiative issues went to the front. Eight respondents could not obviously define the vision behind their computerized change endeavors. Six respondents could not recognize a guide for their computerized change measure.

While virtually all respondents recognized the significance of adjusting association initiative objectives with computerized change measure, no one but three could unmistakably form how that functioned in their associations. A few respondents referenced old snags as old innovation



where change is needed; choreograph the change; and empower people. The first action assumes creating a clear point of view about where digital transformation will take place and what exactly is expected from it.

The subsequent activity expects characterizing new jobs and cycles, getting new abilities, and preparing others for change. At long last, ~~third~~ activity accepts association of «computerized

In any case, each leader ought to have the option to recognize deterrents when seeing them and address them opportune and viably. Doing nothing in this cycle or grumbling are equivalent to purposely attempting to slow down the interaction and no one requirements that. «This echoes a usually referred to proposition by specialists in advanced change that the main wrong move by hierarchical pioneers not taking any action» (Fitzgerald, 2015, p. 12).

## Conclusions

The course of digital transformation, albeit especially wanted by numerous hierarchical pioneers, is

It was set up through a progression of meetings that the people who figured out how to get straightforwardly associated with advanced change of their associations and followed a few normal advances were figured out how to force and drive the necessary change and accomplish extraordinary outcomes. In expressions of Westerman et al. (2014), these people had the option to lead the innovation as opposed to being driven by it.

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# ROLE OF MOTIVATION ON EMPLOYEE'S PERFORMANCE

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“Others (organization) think they have chosen the best scheme for their employees, but, in fact, are choosing what the marketing or HR director would like to receive, not what is most welcome to the staff”

(The Chartered Institute of Personnel and Development, 2016)

## Abstract

Nowadays, leading organizations in various sectors of the economy implement effectual motivational tools to manage in achieving the organizations' objectives and goals. In any business environment, line managers and CEOs of the company ought to judge and decide on and apply successful commitments and motivational approaches including different type of compensation to attain productivity and effectiveness among subordinates. Therefore, we treat Human Resources Division (HRD) as a solution in balancing the satisfaction level of employees and the overall outcome of the company. However, the international practices prove that the managers and senior executives of the company are more responsible in this concern, which is a fundamental for having quality, productivity and awareness. Moreover, managers are constantly challenged to motivate and build trust in staff members. Hence, managers keep crucial role in maintaining performance, taking into account material value (income level) of the employees, which is significant aspect for the potential prospect of the company.

Keywords: productivity of workforce, employee's performance, employee motivation

We have quite often heard somebody talking about the urgent need of motivation in the content of their workplace. Certain factors may negatively influence the attitude of the employees towards their jobs and stops good intentions from growing into progress of the company. In many cases, it is a major problem of the companies' performance, even in our country (Uzbekistan), low motivation of employees creates barriers in their input to daily operations.







Picture - 1. Transport costs comparison.

The main reasons for the introduction of the countertrailer method in Uzbekistan are as follows:

First, in the Republic of Uzbekistan, the state does not pay enough attention to the method of Piggyback transportation, which makes it more expensive for businesses to use this type of service.

Second, an important issue is that in order to organize the Piggyback transportation method as an efficient and attractive business, it is necessary to develop its own specialized moving content.

Third, certain technologies of this type of cargo transportation cannot be applied in the whole network

The main advantages of the Piggyback method of transportation are as follows:

1. Environmentally friendly railway transport is one of the most environmentally friendly modes of transport compared to other modes of transport. With the same consumption of energy resources, the railways carry a much larger volume of freight. The energy efficiency of railway transport is two to three times higher than that of road transport. As used in freight transport, today the emission

Fourth, this transport type of demand stimulating additional favorable conditions to create the necessary. For example, the CIS states in some regions, environmental requirements and enhancing. Of the world, other developed countries in this issue, any unilateral approach. Cargo in the carriage of who put environmental complicate the norms, the machine axis download limit and the rest get and vacation days the load of the machine to the way out of that ban to be added.

## Conclusions

The Piggyback method itself is considered as a very controversial technique and its organization requires a comprehensive approach, but the fulfillment of the above conditions will have a positive impact on the development of Piggyback transportation in the CIS countries, especially in Uzbekistan.

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## CREATION OF A COMPETITIVE ENVIRONMENT FOR SECTORS AND



(No. 6019): Uzbek Airlines, Quartz, Asaka Bank, UzAvto Motors, Uztransgaz, Navoiazot, Teplovye power stations, Uzbek national electrical networks and Kyzylkumcement.

2. From January 1, 2022 in natural monopolies, trade organizations playing a controlling role in assets or in the financial sector, as well as corporate clients, whose total annual revenue from the sale of goods has reached 30 billion soums over the past three years.

One of the economic objectives in the strategy of action is to create an effective competitive environment for sectors of the economy and a gradual reduction of monopoly in the market of goods and services.

In this direction, the Committee together with interested ministries and departments, as well as foreign experts in order to radically improve the mechanism of creating a competitive environment has developed a new draft law by unifying the laws of the Republic of Uzbekistan «On Competition» and «On Natural Monop







COVID-19 pandemic impact on the economy of Uzbekistan.

The COVID-19 pandemic has had a noticeable but so far relatively ~~short~~ negative impact on Uzbekistan's economy. Although the pandemic hit the economy hard in the first half of 2020 and caused significant difficulties, the recession was mitigated by strong and timely containment and support measures. These included effective public health measures and the implementation of a set of fiscal, monetary, and financial measures made possible by substantial reserves due to prudent macroeconomic policies in previous years, as well as significant international support. This strong policy response allowed for a sharp rebound in activity in the second half of the year, while the agricultural and construction sectors showed ~~resilience~~ resilience throughout the year. This resulted in Uzbekistan being among the few countries to show positive overall growth in 2020 of 1.6 percent, although this was still about 4 percentage points lower than the growth rate projected before the pandemic.

The ~~authorities~~ authorities' large support package was timely and targeted. The amended 2020 budget included significant additional spending on health care, social assistance and investments, as well as business support, including through tax credits and financial support. ~~Absorption~~ Absorption was less than expected, in part reflecting ~~faster~~ faster-than-expected inactivity as well as some delays in investment spending, resulting in an overall budget deficit of about 4½ percent of GDP in 2020, or about 2½ percentage points less than ~~envisioned~~ envisioned in the amended budget. The Central Bank of Uzbekistan (CBU) lowered its discount rate and provided additional liquidity to banks, thereby supporting overall liquidity and credit. Banks were encouraged to allow firms and households to defer loan payments, providing significant financial assistance. Inflation continued to decline, although higher food prices kept overall inflation in the low double digits, ending the year at just over 11 percent.

Growth is expected to continue in 2021, but the level of uncertainty remains high and the recovery will be particularly dependent on vaccine introduction. With the introduction of vaccines worldwide, the expected recovery in growth of trading partners, ~~and~~ development of a domestic recovery in the second half of 2020, the economy is projected to grow by about 5 percent in 2021. However, the recovery could be delayed by renewed infections, slower than expected vaccine introduction or possible new containment measures, as well as slower growth in Uzbekistan's main trading partners and fluctuations in commodity prices, particularly the price of gold. Given the current financial

limitations of the World Health Organization's COVAX program, the authorities are actively seeking to secure vaccines from other sources.

If we look at the textile industry, then this is an important sector of the economy with a special marketing climate in its market. In the textile, spinning, garment, knitwear, footwear and silk industries, there are about 10,000 large and small companies and more than 400 joint ventures. The network employs 150,000 people. However, the share of Uzbekistan in world exports of textiles and clothing is only 0.3%. Reliable dominance in the production and export of textiles, the production of finished goods with high added value and the creation of national brands that can adequately compete in world markets do not allow companies to increase their competitiveness. These conditions make it important to increase the productivity of companies operating in this sector through marketing strategies. The action plan for five priority areas of growth of the Republic of Uzbekistan for the period 2017-2021 defines the main tasks for the fundamental development of types of goods and technologies that ensure the competitiveness of national and international products. Effective implementation of these activities includes expanding work to improve the productivity of the textile industry through marketing strategies.

However in 2021, Presidential candidate Shavkat Mirziyoyev in his election program announced a new five-year strategy of Uzbekistan, which provides for reducing poverty in the country at least by half by 2027, development of digital economy, further deepening of reforms of the judicial and legal system and improving public administration.

For example, if we talk about the economic sphere, 45 large «mega projects» worth USD 1.3 billion will be launched in the region in five years, an industrial zone «Namangantextile» worth USD 560 million will be created on an area of 313 hectares in the city of Namangan, Turakurgan and Cherdak districts. It should be noted that 710 projects worth 2 billion US dollars worth 22 thousand jobs will be implemented and leading world brands will be attracted to the production of exported products such as sportswear, summer and winter outerwear and jeans.

Additionally, it is necessary to reflect the existing jurisdiction of the antimonopoly authority of Uzbekistan in relation to transactions on the merger of foreign capital, revise the concept of a «group of persons», as well as introduce the procedure for establishing the boundaries of commodity markets, antimonopoly legislation.

## Conclusions

To create an effective competitive environment by increasingly reducing the hegemony of commodity and financial markets, the country is taking steps to reduce government involvement in the economy, eliminating unnecessary price controls and reducing government influence over the economy.

To radically increase the effectiveness of measures to develop competition, at the top it is planned to increase the Committee of the Republic of Uzbekistan by subordinating it to the direct participation of representatives of the committee in the study of questions of entrepreneurs and buyers are expected, based on the fact that ministers in parliament have been given specific tasks on general issues. Implementation of these measures can contribute to the creation of healthy competition in government inst

# YOUTH ENTREPRENEURSHIP IN UZBEKISTAN: HOW TO INCREASE THE ENTREPRENEURIAL ACTIVITY OF YOUNG PEOPLE

Shokhrukhkhon Tashkhodjaev

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## Abstract

The article offers a rapid overview of the present state of small and medium-sized firms, discusses the major impediments to the formation of business operations, and recommends programs and activities to encourage young entrepreneurship. A variety of steps are recommended to encourage young people to become entrepreneurs, to choose the most brilliant young people, to coordinate their training, and to assist the early phases of prospective business ideas.

Key words: Business, youth development, start-up entrepreneurship, governmental support, small and medium-sized businesses.

## Introduction

The development of small and medium-sized businesses in Uzbekistan has noticeably intensified in recent years. The gradual recovery from the global pandemic economic crisis has increased the need for the formation of a new generation of entrepreneurs, young, dynamic, modern people capable of playing an active role in business, economy and in the development of society. According to the data obtained by the State Committee of the Republic of Uzbekistan on Statistics, from 46 to 63% of employees who were laid off during the economic crisis are young professionals who have not reached the age of 30 {1}. Annual polls and sociological studies show that the percentage of young people who want to develop their own business is several times higher than the percentage of those who have already started their own business. According to the Statistics Committee, 78% of respondents consider starting a small business an excellent way of realization, 60% prefer their own business, hoping to receive a higher level of income compared to employment. However, today only 3% of young people have their own businesses.

## Problem statement

The main problems that prevent young people from starting their own business were as follows:

53% -insufficient or totally lack of funds;

16% -lack of personal observation;

11% -inadequate knowledge.

In such a circumstance, only government support can make it easier for young entrepreneurs to enter the business environment. Notwithstanding the continuous formulation of programs aimed at developing youth entrepreneurship, issues that do have a substantial influence on young people's motivation to launch autonomous business enterprises remain unresolved. The following are some of the major issues.

1. Social attitude of young adults. Among the youth, the willingness to take risks, to create something new is poorly expressed, and the spirit of entrepreneurship is absent.
2. The public's viewpoint of businesspeople. Entrepreneurs are seen by young people as persons who must continually overcome obstacles, rather than as businesspeople aiming for success.
3. The educational program's level and material. Classical academic establishments lay the groundwork for understanding of economics, but they do not develop the rewards and behavioral abilities essential for efficient enterprising engagement.

Against the backdrop of international comparisons, the Uzbek business climate looks unattractive. Our companies are much more likely to face difficulties and barriers in doing business. When comparing data for 27 countries that are members of the European Union, as well as Russia, Iceland, Turkey and Norway, the main barriers that hinder small and medium sized businesses in 2018-2020 were identified. According to the study, the first among barriers in the European Union is the problem of purchasing power, and in the countries of Central Asia the lack of qualified labour.

## Small and Medium Business Support Programs in Uzbekistan

The system of support for youth entrepreneurship includes organizational structures of the regional and local levels. All of them are united by a common goal and objectives, legislative and regulatory framework, organizational and legal relations and operate on the basis of uniform methodological

and functional approaches. The main organizations providing support and development of youth entrepreneurship in Uzbekistan include:

- Youth Parliament under the Senate of the Oliy Majlis of the Republic of Uzbekistan;
- Agency for Youth Affairs of the Republic of Uzbekistan;
- Uzbekistan Youth Union;
- Academy of Youth under the Ministry of Innovative Development of the Republic of Uzbekistan.

The Youth Union of Uzbekistan created a report on the business climate in Uzbekistan, which examined the situation of interaction with regional and municipal authorities [3]. Research has shown that only 5% of surveyed entrepreneurs feel clear support in regions. Based on the data obtained, it can be concluded that 22% of the survey participants believe that the regional administration does not pay any attention to helping small and medium-sized businesses, 31% of respondents assessed the authorities' attention as clearly insufficient, 26% believe that there is help, but it is not enough. It should be noted that the majority of the respondents (39%) consider participation in programs useful for the development of their business, 34% call participation moderately useful and only 10% rated their participation as an absolutely useless business that does not give any result. The Chamber of Commerce and Industry of Uzbekistan, together with UNDP, developed a set of measures aimed at involving young people in entrepreneurial activities "Support for youth start-up initiatives" [4]. The

4. Based on the results of the program, participants will present their project to potential investors



folks in educational establishments. Every report must have a subsection with names and addresses. Following the completion of the surveys, it is required to create a database of young individuals who are eager towards becoming businesspeople. Successful entrepreneurs, corporate and state leaders should be invited to information conferences with young individuals who wish to start their own businesses.

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# INNOVATIVE DEVELOPMENT IN AGRO -LOGISTICS

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Djhf\_ lh]h eh]bklbdZ \ dZq\_kl\\_ hkgh\gh]h ofgh b hZ b q ilbd b a Zk  
wdhghfbq\_kdb o ijhp\_kkh\ hij^\_ey\_l nhjfbjh\Zgb\_ eh]bklbq\_kdb o  
©p\_iv^a b ©k bkl\_fZ^a h[t^bgy\_klhg^b go h^by h Klv^bg\_gb\_ jZaebqgu  
ijZdlbq\_kdb fh`\_l hkms\_kl\eylvky ^ey jZaebqguo p\_e\_c \ jZaeb  
gZ jZaebqgu\_ kjhdb LZdbf h[jZahf hkms\_ikhpey\_klky\_\©ngbc]jZ  
khklhygbx k\yaZggghklb hl^\_evguo kqZkl[fu b nmgdp

:gZebabjmy fg\_gby kifpbZab\_klhbba gb o dhlhju\_ ih gZr\_fm  
fg\_gbx gZb[he\_\_ ijb[eb`\_gu d ijZdlbd\_ nhjfbjh\Zgby b j\_ZebaZ  
LZd : : DZgqjZ`Zf@\_gb\_ h lhf qlh ©\ eh]bklbq\_kdb hia p\_hilbjhlc\_  
ijhoh^bl lh\Zjguc b bgnhjZpbhgguc ihlhdb hl ihklZ\sbdZ ^h ihl



hj]ZgbaZpbc dhfiZgbc dhjihjZpbc [Zgdh\ ihklZ\sbdh\ ijh^m  
ki\_pbZebabjh\Zgguo mkem] bgnjZkljmdlju GBB <MAh\ b  
\aZbfh^hihegyxsbo ^jm] ^jm]Z b mkbeb\Zxsbo dhgdj\_lgu\_ ij  
dhfiZgbc b deZkl\_jZ \ p\_ehf

LZdbf h[jZahf ijb ]jZfhlgbc j\_ZebaZpbb deZkl\_jZ \hiehsZ\_lk  
\ukdZaZggh\_ < < >u[kdhc > @ ©GZb@mkqrbdhj[baZxeklyZlh\dhfbZg  
dhlhju\_ bkihevamxl dhgp\_ipbx bgl\_]jZpbb \ eh]bklbd\_ b f\_lh^h  
ihklZ\hd MPI iha\heyxsmx h[t\_^bgblv mkbeby nhdmkghc dhfi  
kd\haghf mijZ\e\_gbb lh\Zjgufb b bgnhjZpbbgggu]fjbjhZlgdZfb  
kljmdlju\_ ©ijh\_dhZgZgbdjhba\h^kl\h - jZkij\_^ijle^Zbb - k\_j\bk^a

Bkke\_^h\Zgb\_ b kh\_^bg\_gb\_ ihgylbc ©eh]]bklbq\_kdZy kpbki  
deZkl\_j^a m[\_^Zxl Z\lhjh\ \ lhf qlh deZkl\_ju y\eyxlky\_fijZdlbc  
eh]bklbq\_kdbo p\_i\_c gZ ijZdlbd\_

;Zmwjkhdk >hgZev^ >` \ujZ`Z\_l k\hz fg\_gb\_ ke\_^mxsbf h[  
nhjfbjh\Zgbx eh]bklbq\_kdhc bgnjZkljmdlju g\_h[oh^bfh hij\_`  
f\_klhiheh`\_gb\_ dZ`^h]h lbiZ iha^jZ\e\_gbc h[ith\_dh\_gbygmngudpbo  
eh]bklbdb^a > @

ljb wlhf \Z`gh ih^q\_jdgmlv qlh dZ`^uc we\_f\_gl deZkl\_jZ  
kbg\_j]\_lbq\_kdbc wnn\_dl dhlhjuc y\ey\_lky p\_evx nmgdpbhgbjh\Z  
b eh]bklbq\_kdbo p\_i\_c

ljb nhjfbjh\Zgbb deZkl\_jh\ ihd fg`\_gbx @Dhhkgh\guf pmmzrk lgbdZf  
members p\_ihq\_d ihklZ\hd hlgkylky \k\_ g\_aZ\bkbfu\_ dhfiZgbb  
\_^bgbpn nZdlbq\_kdb \uihegyxsbo hi\_jZpbhggu\_ b beb mijZ\e\_g  
\ ijhp\_kkZo ijbf\_gy\_fuo ^ey h[kem`]hZigbjy[ohgej\_lgch jugdZ  
\kihfh]Zl`evguf mqZupgtrmgZé members p\_ihq\_d ihklZ\hd hlgkylky dhfiZ  
mqZklb\_ h]jZgbqb\Z\_lky lhevdh ij\_^hklZ\e\_gb\_f j\_kmjkh\ agZgb  
hkgh\guf mqZklgbdZf^a

## F\_lh(Methodology)

F\_lhbkkke\_^h\izgbyb ekbyk ihevah\Zghbb\_lkls\mjxz e]hjblfZ

J b k m g h d : e ] h j b l f i j h \ \_ ^ \_ g b y

< ihke\_^gb\_ ]h^u \ ieh^hh\hsghf k\_dlhj\_ wdhghfdbb gZ[ex  
jZa\bib\_ dhIhjh\_ ijhbkoKljm[deZ]jg^Zjjj\_h[jZah\Zgbyf jhklm qbk

- jZa\bIb\_ gZmdb h[jZah\Zgby kbkl\_f bgnhjZpbhgguo b dhgk  
>Zgggu\_ ijbhjbl\_lu \u^\_e\_gu \k\yab k l\_f qlh deZkl\_jgZy kbkl\_  
i\_j\_ohgZ jughqgu\_ ijbgbpiu H^gZdh \Z`guf fhf\_gIhf y\ey\_lky hij.  
klZImkZ deZkl\_jh\ dhlhjuc k\_]h^gy \_s\_ g\_ hij\_^\_e\_g ?]h h[  
iha\hebl ih fg\_gbx Z\lhjh\ ]em[`\_ ihgyIv b knhjfbjh\ZIv bo g  
hp\_gdm jI\_ZaIme\yI\_evghklb

KjZ\gb\Zy hij\_^\_e\_gby ©eh]bklbq\_kdZy p\_iv<sup>a</sup> b ©wdhghfbq.  
hlf\_Iblv qlh \ deZkl\_jZo h[yaZI\_evguF mkeh\b\_f y\eyxIky ijhba  
bgnjZkljmdl mjZ jZaebqguo \b^h\ Djhf\_ lh]h ^hiheyg\_bIkyevGUBb w  
\ aZ\bkbfbhklb hl fhsghklb deZkl\_jZ wIh fh`\_I [ulv hIjZke\_\Zy gZ  
beb nZdmevl\_I dZn\_^jZ hkms\_kI\eyxsb\_ ih^]hIh\dm ki\_pbZeb





Jb Ko\_fZ ] LZrd\_gIZ k mdZaZgb\_fJtkimZe bdbH[eZkl\_c

Bamq\_gb\_ ko\_fu ]hjh^Z LZrd\_gIZ iha\hebeh hij\_^\_eblv dhgdj  
h[eZkl\_c b h[hagZqblv bo ke\_^mxsbf h[jZahf

I- ©Biih^jhf^a \t\_a^ ba h[eZkl\_c ;moZjkdZy >`baZdkdZy  
KmjoZg^ZjugkdZy J\_kim[ebdZ DZjZdkZyZdklZgj^ZgugkdZy  
KZfZjdZg^kdZy Ohj\_afkdZy

II- ©;\_dl\_fb\^a^ ba h[eZkl\_c :g^b`ZgkdZy GZfZg]ZgkdZy N\_j

III- ©Db[jZd^a^ ba LZrd\_glkdhc h[eZklb  
AZjm[\_`gu\_ bkke\_^h\ZI\_eb j\_dhf\_g^mxl baf\_gblv j\_Felpé iblZgb  
Dizon ©GZrb rj\_ea\_ibe \$PE \_ev ^~ÀH•&€ v%ð0 vv

Bkke\_ ^h\Zgby ijhba\h^kl\Z ieh^hh\hsghc ijh^mdpbb \ Ma[\_  
gZk\_e\_gby ih h[eZklyf b mqblu\Zjyuf\_ihbjp\_begkgby igeh^hh\hsgf  
ijh^mdpbb gZ ^mrm gZk\_e\_gby k bkihevah\Zsgbzfiha\miejf\_Zpbb  
jZajZ[hIZlv ke\_^mxsmx IZ[ebpm IZ[e

LZ[ebp1ZHij\_^\_e\_gby \_fdhklb \u\haZ ieh^hh\hsghc ijh^mdpbb ih j\_]bhgZf

J_kim[ebdZ Ma[_dbklZg	Qbke_ggh v gZk_e_gby ] lukc q_e	h[t_f ijhba\h^kl\Z ieh^hh\hsg ijh^mdpbb luk l	ijhba\h^kl\Z ieh^hh\hsg ijh^ gZ ^m gZk_e_gby	ZZaf_j <hafh`guh h[hafh`gh]hh[t_f wkihjIZ \u\haZ IH ] gZ ^mrm[eZklb L@ gZk d]	
J_kim[ebdZ Ma[_dbklZg	34558,9	20321,4	588,0	320,2	11065,7
J_kim[ebdZ DD 1 :g^b`ZgkdZ)	1923,8 3188,2	584,9	304,0	36,2	69,6

1. Biih^jhf      luk l ]h^
2. ;\_dl\_fbj      luk l ]h^
3. Db[jZc      luk l ]h^

lhemq\_ggu\_ j\_amevlZlu iha\heyxl k^\_éZj\h g Z qhZ^ehgUhf b q Utk dZ  
ih ih\h^m nhjfbjh\Zgby^Ke`gu ijh\h^b-lvrkqyblù\ZiymlgZdl\_Z oql  
LZrd\_glkdZy h[eZklv jZkiheZ]Z\_lky \ g\_ihkj\_^kl\\_gghc [ebahklb

AZdexq\_(conclusions)

J\_axfbjmy ij\_^klZ\e\_gguc fZI\_jblZev ke\_^m\_l hlf\_  
DeZkl\_ju gZ k\_]h^gy ij\_^klZ\eyxl kh[hc ijZdlbq\_kdh\_ \hie  
eh]bklbq\_kdbo p\_e\_c  
>ey bo mkdhj\_ggh]h jZa\blby g\_h[oh^bfZ ]hkm^Zjkl\\_ggZy i  
ljb nhjfbjh\Zgbb Z]jhdeZkl\_jh\ g\_h[oh^bfZ hjb\_gl-Zpby g  
m^h\àhj\_gb\_ ihlj\_[bl\_e\_c \ bo ijh^mdpbb  
G\_h[oh^bfZ ih^^\_j`dZ b \h\le\_q\_gb\_ fheh^`b \ ijhba\h^  
ijh^mdpbb q\_j\_a deZkl\_ju j\_rZy l\_f kZfuf ijh[e\_fu bo ljm^hmklj  
Kh^\_ckl\b\_ \ jZa\blbb eh]bklbq\_kdhc bgl\_]jZpbb mqZklgbdh\  
6.G\_h[oh^bfu dhgdj\_lguwdhgghgbdhkdb\_ baukdZgby ^ey hij\_^  
jZkiheh`\_gby b nhjfbjh\Zgby^kikl\h^h^h-evguo l\_jfbgZeh\  
Ih^^\_j`dZ dhgdj\_lguo eh]bklbq\_kdbo ijh\_dlh\ b bo fhgblhjbq  
Kibkhd bkihevah\Zgghc ebl\_jZlmju

6. KZfZl\ : ;mj\QmkIZfh\Z: B h;eh]bklZkeZjb L 8a[\_dbklhg  
 fbeebc wgpbdghi\_^bykb. -272 k
7. Keh\Zjv bghkljZgg&o ke\ -kl\_j F Jmk ya - k
- 8.

