

CREATING A STRATEGICALLY-ORIENTED SYSTEM MANAGEMENT OF ENTREPRENEURIAL STRUCTURES IN THE FIELD OF SERVICES

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ABSTRACT

The first decade of the 21st century is characterized by the active development of the service sector in most countries of the world: the number of service organizations is increasing, the number of people employed in this field is increasing, and the range of services offered is expanding. The development trend of the service sector is also observed in modern Russia: the number and nomenclature of the corresponding organizations are expanding rapidly, the number of employees employed in the service is growing. However, development domestic service sector occurs spontaneously without clear strategic guidelines, since under the influence of market processes, almost all organizations of the national economy begin to perform service functions not inherent to them. In these conditions, there is a need to study the features of strategic management processes in the paid services sector and to create, on their basis, scientifically-based strategic management techniques for its constituent entities. Problems of functioning of the sphere in servants and organizations of the sphere of us the meadow is covered in domestic and foreign literature in sufficient detail. Meanwhile, there are practically no studies aimed at improving the competitiveness of business structures operating in this sector of the economy. Consideration of the features of entrepreneurial activity in the service sector is episodic in nature, being, as a rule, only one of a wide range of covered aspects. In this regard, a study focused on identifying the features of strategic management processes in business structures of the service sector is relevant and timely, since it allows you to determine the prospects for the development of business in this area

KEYWORDS: Entrepreneurship, services, strategy, development of market processes.

INTRODUCTION

The vector of innovative development of Uzbekistan is aimed at large-scale strategic transformations. These transformations cover all spheres and sectors of the economy. The action strategy in five priority areas of the country's development in 2017-2021 includes the social and economic aspects of the innovative development of the economy.

Innovative development is impossible without a strategy for economic development. At the same time, the share of industry should exceed the share of all other sectors of the economy. The share of industry should tend towards steady growth. In the total volume of industrial production, the share of production of means of production must constantly grow. At the same time, the proportion of other industries should be developed proportionally. The basis of this development is investment projects and production modernization. Social development is also important. The social sphere ensures the harmonious development of human resources. Human resources form the basis for the development of human potential. The level of innovative development of the country's economy depends on the level of development of human potential. Today there is an urgent need to form the conditions for such development. These are the conditions for putting research results into practice. This requires effective mechanisms for the transfer and commercialization of scientific and technological developments.

The objective need for innovative development is a consequence of the involvement of national economies in modern global processes. Changing production technologies transforms production relationships. States pursue an active socio-economic policy of creating conditions for attracting foreign investment and modernizing the economy. The positive experience of reforming the economy of Uzbekistan is recognized by the international community. This has been repeatedly noted in the world media. Thus, Uzbekistan took 76th place among 190 economies of the world in the Doing Business 2019 rating of the World Bank Group, published on October 31, 2018, having lost two positions compared to last year's rating. At the same time, the country scored 67.4 points in terms of a favorable business environment (calculated on a 100-point scale), which is 1.08 points more than a year earlier.

According to a study by the Institute for Economics and Peace (Institute for Economics and Peace), it became known that Uzbekistan took 125th place in the annual Global Terrorism Index-2017. It was attended by 163 countries. Lower positions indicate that the country is as safe as possible. The level of terrorist danger in Uzbekistan is only 0.077 points out of 10 points. In 2016, the country ranked 117th. A "fall" to 125 marks suggests that the level of terrorist activity is minimal.

In the Global Cybersecurity Rating (GCI), Uzbekistan took 93th place in the list of all countries, and 9th among the CIS countries. This suggests that Uzbekistan is making maximum efforts in the field of ICT and is guided, first of all, by security. The rating was compiled by the International Telecommunication Union. Researchers note that of the four main economic problems (resource allocation, income distribution, economic sustainability and economic growth), the problem of economic growth remains the least studied to date. The circumstances that determine the relevance of the development of problems of economic growth are the increase in population, the elevation of people's needs, and the limited resource base.

One of the main trends of recent decades is the transition to innovative economic development. The need for a transition to an innovative type of economic development is determined by the action of a number of trends and challenges of the current stage. First of all, global competition is intensifying, covering the markets for goods, capital, technology and labor, the system of national governance, support for innovation, and human development. The flow of technological changes is expanding, the role of innovation in socio-economic development is strengthening, and the value of a number of traditional growth factors is decreasing.

Literature Review

The theoretical basis of the study is presented in two main directions: the first covers theoretical approaches to managing entrepreneurial activity in the service sector, and the second includes economic theories, means and methods of ensuring the competitiveness of business structures.

A significant contribution to the study of the economic aspects of entrepreneurship in certain areas of the domestic services sector, such as consumer services, hotel business, banking services, belongs to A.M. Babich, I.V. Bushueva, O.I. Vapnyarskaya, L.S. Demidova, E.I. Egorova, E. M. Zhiltsov, T. I. Koryagina, A.A. Krupanin, V.D. Markova, E.V. Pesotsky, Yu.V. Peshekhonov, N. M. Rimashevskaya, V.K. Romanovich, D.V. Shopenko, M.N. Fedorets, O.B. Yudaev, L.I. Yakobson and others.

Management features of service organizations are considered mainly by foreign researchers, among them L. L. Berry (LL

Berry), M. Joe Bitner (M. Jo Bitner), C. K. Gronroos (S. S. Gronroos), V. A. Zaitaml (VA Zeithaml), K.G. Lovelock (S.N. Lovelock), E.J. Langerard (EJ Langeard), T. Levitt (A. Levitt), A. Parasuraman (A. Parasuraman), P. B. Chase (R. B. Chase), J. L. Shostack, (GL Shostack) et al.

The general problems of economic growth were raised in the works of A. Smith, D. Ricardo and other scientists. However, the theoretical and methodological foundation of the innovative growth of the national economy begins with the Theory of Economic Development by J. Schumpeter, in which he defined innovation as one of the factors of economic reproduction of an entrepreneur that determines the progress of the economic system. N.D. Kondratiev in the 20s. of the last century substantiated the theory of large cycles of economic development lasting 50-60 years and proved that the transition to a new cycle is associated with technological progress - inventions and discoveries, changes in production and exchange techniques. The long waves of technological progress, justified by him, in the modern sense, are nothing but technological innovations. In the second half of the twentieth century, the essence of innovation was interpreted by many scientists (F. Bets, T. Brian, J. Grossi and others).

MATERIALS AND METHODS

The information base of the study is represented by both quantitative and qualitative research. The use of official statistics made it possible to clarify ideas about the development of entrepreneurial activity in the service sector.

The theoretical and methodological basis of the study is the work of domestic and foreign scientists on the issue under consideration within the framework of the provisions of the following theories: theory of economic analysis; corporate finance theory; management theory; marketing and reengineering of business processes. To solve the tasks posed in the work, the dialectic method and logical and economic analysis methods were used.

Analysis and Discussion,

Today, the system of concepts characterizing the essence of modern innovative growth as a phenomenon has gained a place in international and national regulatory documents.

Innovative economic development is a prerequisite for economic growth and improving the quality of life in any country. It depends on the economic and scientific-technical potential of the state, its innovation policy and resources, and determines the level of competitiveness of the country.

Innovations ensure the stable functioning and development of any industry, since a characteristic feature of the modern economy is the high rate of change within industries and individual organizations, requiring the introduction of innovations. Under the influence of the mobile external environment, enterprises change not only the assortment, pricing policy and promotion methods, but also the organizational structure, management standards and technologies. The most effective way of changes, development and implementation of innovations is determined using an innovative strategy based on long-term forecasting, taking into account internal and external factors and resource constraints. An innovative strategy involves the creation of a product that does not have analogues in the market, focused on new needs.

The globalization of scientific and innovative processes in the global market space requires the use of new organizational mechanisms for the transition to an innovative economy.

Describing the transition of the world economy to an innovative path of development, most researchers recognize that the main feature of the modern type of reproduction is the formation of national innovation systems (NIS) that provide innovative processes and activities. In essence, NIS is a set of interconnected institutions that produce and transmit knowledge, which are embodied in new technologies and products.

The main incentive for introducing innovations is to increase the competitiveness of not only products or companies, but also the overall national innovation system [4].

Small business plays an important role in the innovative development of the country. In conditions unfavorable for the development of small business, a market economy cannot develop and progress.

The study showed that in Western countries, a rapid increase in the share of small companies and enterprises originated in the mid-70s and early 90s of the last century. Currently, in the most developed Western countries, the share of small business is 70-90% of the total number of enterprises, in the United States more than half of the total population (53%) is involved in small business, and in Japan it is much more than 71.7%. In Uzbekistan, state support for small businesses and private entrepreneurship has a direct goal - the creation of socio-economic conditions in which progressive ideas and entrepreneurial projects will be born, and an innovative economic climate will be formed. In his Message to the Oliy Majlis dated December 22, 2017, the President of the Republic of Uzbekistan Shavkat Mirziyoyev noted: "In connection with the announcement of 2018 as the Year of support for active entrepreneurship, innovative ideas and technologies, comprehensive measures will be taken to support this area, eliminate obstacles and obstacles on the way dynamic and stable development of business entities" [2].

The conditions for socio-economic development should be achieved through the following most important areas in relation to small businesses and private entrepreneurship:

- assistance in the creation of infrastructure facilities to support small businesses, focused on helping newly created small businesses;
- Implementation of special programs to support competitive, export-oriented SMEs;
- supporting microfinance institutions and creating favorable conditions for their development;
- creation of institutional conditions for the development of business lending by banking institutions;
- Improving the structure of business incubators for beginning entrepreneurs, as well as the growth of the consumer market;
- A change in the regulatory legal framework in order to reduce administrative restrictions and barriers to entrepreneurial activity;
- implementation of legislative norms that determine the participation of small businesses in state and municipal orders;
- the possibility of real access of small businesses to real estate in state and municipal ownership [3, 12].

The Republic of Uzbekistan pays great attention to the development of small business and private entrepreneurship. An additional impetus to the large-scale transformations being carried out in the country

was given by the implementation of the Strategy for the Further Development of the Republic of Uzbekistan adopted at the beginning of 2017 [1].

As part of this Strategy, one of the first documents as President for Sh.M. Mirziyoyeva became the Decree “On additional measures to ensure the accelerated development of entrepreneurial activity, the comprehensive protection of private property and the qualitative improvement of the business climate” signed by him on October 5, 2017 [5].

The document approved a program of comprehensive measures, providing for the implementation of 42 specific measures in the five highest priority areas, among which are legal regulation of business activity, reduction of inspections and prevention of unreasonable interference in business activities, further liberalization of responsibility of business entities, improvement of the financial system, taxation and customs as well as improving the conditions for doing business, increasing investment second appeal and the international rating of the republic.

Undoubtedly, the reform of the public services system based on the “one window” principle will give a new impetus to this work. Today, through the "one window" you can draw up 16 types of permits for entrepreneurial activity.

In order to further expand this good practice, a phased introduction by 2020 of another 86 types of the most popular licenses and permits is envisaged. In addition, from January 1, 2018, the head of state canceled the requirement to compulsorily issue licenses and permits issued through the “single window” on special paper forms. This mechanism will be replaced by the specialized information electronic system "License". It will allow entrepreneurs to receive government services in electronic form on a “one-stop shop” basis, without visiting other departments, to track the progress and outcome of the examination of applications for permits and licenses, regardless of location and method of application. The emergence of such a portal will create a centralized system for issuing the necessary licenses and permits, independent of state bodies. After commissioning through it, it will be possible to obtain about 40 types of licenses and permits, and by 2019 it is planned that all their types operating in Uzbekistan will be available here.

As a result of measures taken to create a business environment, comprehensive support and further stimulate the development of small business and private entrepreneurship, 25.9 thousand new small enterprises and micro-firms (without dekhkan and farms) were re-created in the Republic of Uzbekistan in June, June 2018. 8.6% more than the same period in 2017. [6]

The largest number of small enterprises and micro-firms was formed in the field of trade (23.2%), industries (22.0%), construction (12.7%), agriculture, forestry and fisheries (12.4%), services for accommodation and food (7.7%), transportation and storage (3.9%).

In 2018, in the regional context, the largest indicator of the number of small businesses (per 1000 people, units) amounted to 22.5 units in the city of Tashkent, 17.9 units in the Syrdarya region, and 16.4 units in the Jizzakh region. In the Tashkent region, this indicator was equal to 15.0 units, in the Navoi region 13.3 units. and Kashkadarya region 13.2 units. In Bukhara, Andijan, Khorezm, Ferghana regions, the Republic of Karakalpakstan and Samarkand region, this indicator is noted at an average level, in the range of 10-13 units. At a low level, this indicator is in Namangan - 9.9 units. and Surkhandarya regions - 9.0 units.

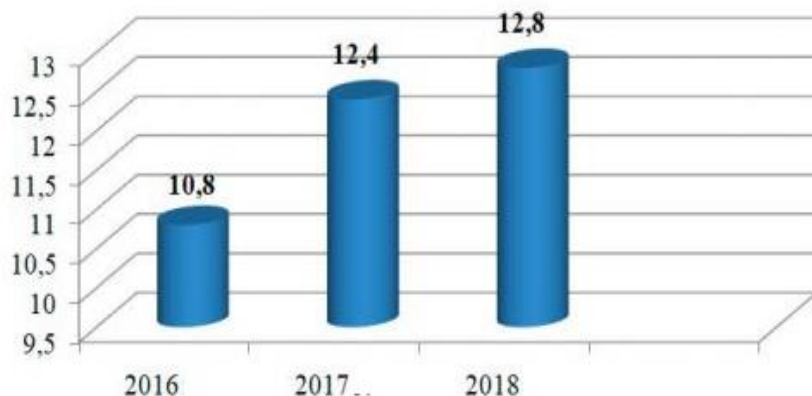


Fig. 1. The number of small businesses (per 1000 people, units) for January-June 2018 [6]

If in January-June 2016 the number of small businesses (per 1000 population, units) was 10.8 units, in 2017 - 12.4 units, then in 2018 this figure reached 12.8 units, which is 2 units. higher than 2016. In January-June 2018, the share of small business in GDP amounted to 49.2% (54.3% - for January - June 2017). This decrease is due to an increase in the share of large enterprises in the structure of GDP.

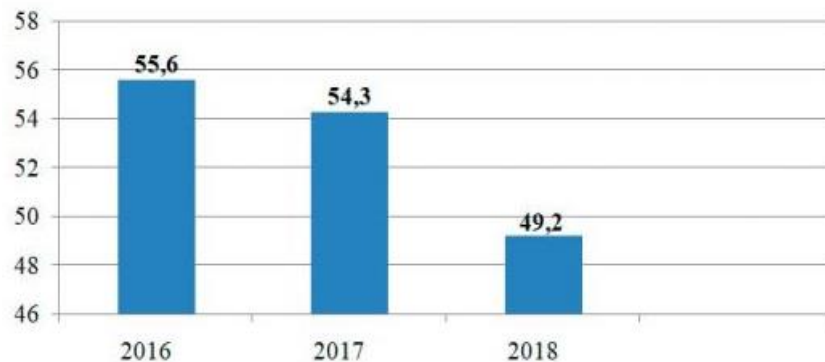


Fig.2. Dynamics of reducing the share of small business in GDP for January-June 2018 ,% [6]

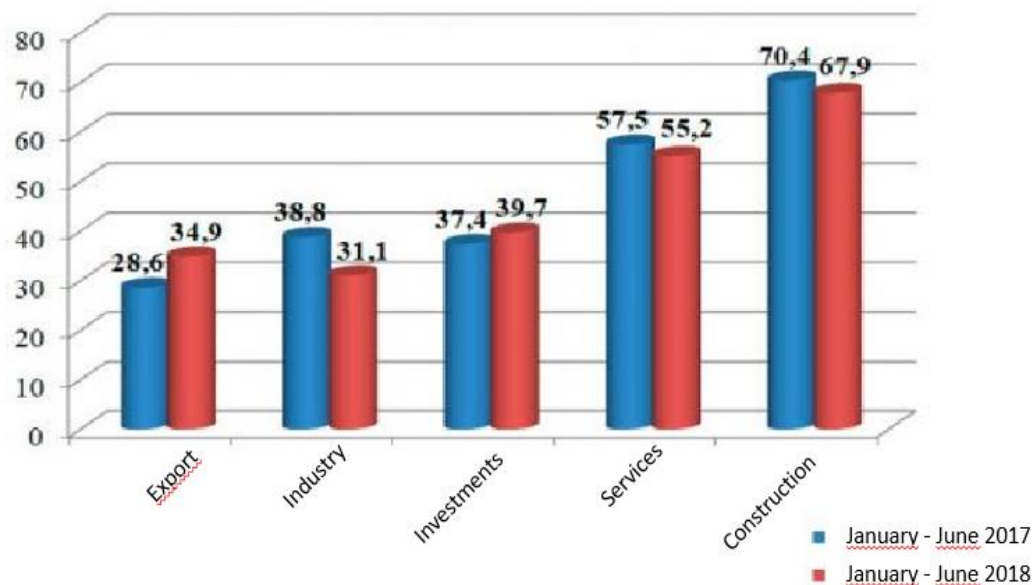


Fig.3. The share of small business (% of total) [6]

Small businesses in January-June 2018 in the Republic of Uzbekistan:

- industrial production totaled 29,234.0 billion soums (31.1% of total industrial production), or 106.6% of the level of January-June 2017;
- disbursed investments worth 16360.6 billion soums (39.7% of the total volume of disbursed investments of the republic), or 123.6% of the level of January-June 2017;
- construction work was completed for 14659.3 billion soums (67.9% of the total volume of construction work), or 108.6% of the level of January-June 2017;
- services rendered (rendered) for 36755.4 billion soums (55.2% of the total volume of services), or 97.8% compared to the level of January-June 2017;
- 88.0% of the total retail turnover was formed, which amounted to 55253.6 billion soums (an increase of 2.4%);
- exported products (goods and services) for \$ 2723.3 million (34.9% of total exports), which is \$ 1022.8 million, or 60.1%, more than in 2017;
- An increase in the freight turnover of road transport by 4.3% (79.7% of the total freight turnover) was ensured;
- ensured an increase in passenger turnover by 2.6% (95.1% of the total passenger turnover).

Thus, further stimulation of small business and private entrepreneurship in various countries, including the Republic of Uzbekistan, is a powerful factor in the innovative development of the country, which will increase the competitiveness of the economy, which will contribute to modernization of the economy, achieving qualitative changes in the structural composition of the economy, further economic development and growth of well-being of the population.

Findings / Results

In the course of scientific research, ways to solve the most pressing problems of the formation and development of entrepreneurial activity in the field of services were proposed. An expanded classification of services was developed, approaches to assessing the attractiveness of the service sector for entrepreneurial activity were proposed, a methodological apparatus was developed that allows the scientifically based choice and analysis of the development strategy of the entrepreneurial structure of the service sector, as well

a methodological apparatus has been developed aimed at creating a strategically oriented system for managing entrepreneurial structures in the service sector.

At the same time, the following provisions and conclusions are submitted for protection, which, in the opinion of the author, contain elements of scientific contribution to the solution of the tasks posed.

1. The classification of services has been developed by the extension, which clarifies the classification features and groups of services provided by entrepreneurial structures of the service sector.

The socioeconomic transformations taking place in Uzbekistan are conducive to the development of the service sector, which has led to an increase in the number of services since the production of services is carried out by both state and private producers. The variety of services is confirmed by the variety of existing classifications of services. Extended classification of services is given in table. 1. In our opinion, in a market economy, the most fundamental is the division of services into *market, non-market, paid*.

Market services are provided at prices set in accordance with market conditions, i.e. these are services intended for sale or sold at economically significant prices.

Non-market services are provided free of charge or their prices are not influenced by market conditions. These are, as a rule, socially oriented services. If they are evaluated, it is economically without knowledge Chimoio price. The price is formally considered such if it covers less than 50% of the cost of providing services. Such services are consumed either by society as a whole or by households. Thus, the area of paid services is wider than the area of market services.

Table 1.
Classifications and groupings of services

Classifications and service groupings	Signs and groups
<i>1. Nature of service</i>	Material services are services provided to material production. Intangible services - services of science, insurance organizations, banking services, communication services, education, culture, defense, healthcare, etc.
<i>2. In relation to consumer</i>	"B2" - services of entrepreneurial structures to other entrepreneurial structures. "B2c" - services of business structures to consumers. Professional (professional) - consulting. Lay (nonprofessional) - do not relate to the field of counseling.
<i>3. By nature service relationships with physical goods (idea Judd)</i>	Services related to physical goods that the customer owns and uses, but not as the owner. Services related to physical goods owned by the client. Services not related to physical goods.
<i>4. In relation to product-k. Marx</i>	Services embodied in the goods. Services that do not leave tangible results that exist separately from the performers of these services, and their result is not suitable for sale goods
<i>5. By type of service. Wall classification Tones and Judd (1964)</i>	• housing services; • family services (home renovation, landscape care, cleaning of premises, etc.);

	<ul style="list-style-type: none"> • etc.
6. <i>By the specific gravity of the physical and service components in the composition of services.</i>	The analyzed product offers range along the horizontal axis, as the proportion of the service component increases in their composition
7. <i>By market featured. Ratmell (1974)</i>	<ul style="list-style-type: none"> • by types of sellers and buyers; • based on the motives and practice of shopping; • according to the degree of regulation.
8. <i>By touch. Shostak (1977)</i>	The spectral range with the release of Service tangible (the tangible) and non-tangible (intangible) dominants
9. <i>According to the effect. Heath (1978)</i>	Services affecting people or physical objects. Individual and collective services. Effects caused by the provision of services:
10. <i>By degree required contact service org anizatsii with customers. Chase (1,078)</i>	Assumes gradation of service organization services on a scale contacts (high - low)
11. <i>According to the involvement of a person in the process creation of services, To mas (1978)</i>	Based on the use of human labor (people based services):
12. <i>By activity, Kotler (1980)</i>	<ul style="list-style-type: none"> • production (engineering, leasing, equipment repair, etc.); • distribution (trade, transport, communications); • etc.
13. <i>By nature action. Lovelock (1983)</i>	<ul style="list-style-type: none"> • committing tangible actions aimed at people; • performance of tangible actions aimed at the physical property of the customer; • etc.
14. <i>In accordance with the All-Russian classical fikatorom mustache prairie population (perch)</i>	<ul style="list-style-type: none"> • domestic services; • communication services; • utilities; • tourist and excursion services; • medical services; • other services to the public.
15. <i>Classification household services (Perch)</i>	<ul style="list-style-type: none"> • passenger transport services; • housing services; • services of cultural institutions; • etc.
16. <i>In terms of Consumer (perch)</i>	<ul style="list-style-type: none"> • simple service performed according to the formula "consumer + special - socialist "; • etc.
17. <i>According to the functional purpose (Perch)</i>	<ul style="list-style-type: none"> • repair, painting and sewing on uvi (not including the manufacture of felted and rubber shoes); • etc.
18. <i>According to the conditions providing</i>	<ul style="list-style-type: none"> • at home; • in production conditions (ateliers, workshops, etc.); • etc.
19. <i>International standard industry left classification</i>	<ul style="list-style-type: none"> • wholesale and retail trade; • restaurants; • etc.
20. <i>By the method of pricing (author's suggestion)</i>	<ul style="list-style-type: none"> • market; • non-market; • paid: <ul style="list-style-type: none"> - demand; - non - demanding .

Accordingly, *paid services* can be divided into two macro-aggregates: *demand-based types of paid services*, the consumption of which is formed by the market mechanism, and *non-demand services*. The factors that shape their price to the consumer are outside the scope of market relations. Until recently, the services of their kindergartens, as well as the expenses of the population on city passenger transport, rent and utility bills, could be attributed to the latter.

Considering that the objective of the entrepreneurial structure is to make a profit on the capital invested in the business, we can assume that they select the future market niche in the segment of demand paid services. *Demand service is a profitable*, i.e. *produ dyascheesya* for a fee, a useful action to perform in a certain way organized business structures oh, aimed at satisfy the educational needs of an individual or a legal entity.

Demand for paid services is a social category that reflects the real and potential needs of individuals and legal entities for paid services.

RECOMMENDATIONS

The performed study allows us to formulate the following conclusions and recommendations. The modern role of the entrepreneurial structure of the service sector should manifest itself in competition with material production, in focusing on a specific consumer. To solve this problem, it is necessary to overcome the inertia of the previous type of reproduction and to form fundamentally new systems and mechanisms for managing entrepreneurial structures that meet the modern role of the service sector in the economy of Uzbekistan.

The features of paid demand services make it possible to distinguish them into a separate group and define them as profitable, i.e. payable, useful action carried out in a certain way by an organized entrepreneurial structure aimed at satisfying the needs of an individual or legal entity. To increase the competitiveness of enterprise structures in the service sector, it is necessary to develop principles and methods for the formation of a strategically oriented management system.

The creation of such a system is necessary because traditional strategic management methods are developed mainly for large business enterprises. A strategically oriented management system should facilitate the effective implementation of all management functions and orient them towards achieving strategic goals. In addition, it should provide both vertical and horizontal interaction between structural divisions in the system of regulation and organization of production and sale of services.

CONCLUSION / SUMMARY

All of the above proposals will increase the efficiency of entrepreneurial structures in the service sector, satisfy the diverse needs of the population and organizations in services, and will increase the free time of citizens and the expanded reproduction of labor, which is very important in modern economic conditions.

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