

**STRATEGY OF ENTERING INTERNATIONAL MARKETS OF
"UZBEKISTAN RAILWAYS" JSC INDUSTRIAL ENTERPRISES****F. B. Shakirova**Associate professor of Tashkent State transport University,
Tashkent city, Uzbekistan*E-mail: farogat.1973@gmail.com***S.B. Sattorova**, student of Tashkent State transport University,
Tashkent city, Uzbekistan**Introduction**

One of the important infrastructural sectors of the world economy is the transport system, and its development is one of the priorities of every national economic policy. Today, innovative development of the economy is gaining priority in ensuring the stable economic growth of the world and national economy. In developed countries, 70-90 percent of the gross domestic product is created due to the development of innovation activities. 2 trillion of world railways. passenger-km passenger turnover is distributed by countries as follows: Japan and Europe - 370-380 billion. passenger-km; India and China - almost 300 billion. passenger-km; other countries - 200 bln. passenger-km [2].

Analysis and results

In the conditions of high dynamics of changes in the external environment, rapid development of competition, corporate management should be implemented on a systematic basis using effective marketing tools. These can be applied by developing and implementing a marketing strategy aimed at increasing competitiveness, forming new competitive advantages and strengthening existing ones[1].

In this case, marketing activities can be evaluated not only in terms of increasing revenue and market share, but also in terms of impact on profit (NMC indicator). In addition, using this indicator, marketing profitability values can be calculated according to the following formula:

$$NMC = R - MC = V \times M - MC = D \times MS \times P - AVC - MC, \text{ бу ерда}$$

R – gross profit;

MC – marketing expenses;

V – product size;

M- margin per product unit;

D- market demand for the released product;

MS- компаниянинг бозор улуши;

P- the price of a product or service unit;

AVC- variable costs per unit of product or service.

It is suggested to use the following indicators for evaluating the effectiveness of marketing activities:

These indicators will be the most significant in terms of the effectiveness of marketing activities in the context of increased competition in the transport services market. In order for the company's marketing department to have retrospective analytical information and be able to make effective strategic and tactical decisions in the forecast period, it is necessary to consider them in their dynamic development.

In strategic planning, goals are first set, and then measures are developed to achieve them. It is self-evident that progressive laws (for example, the balance of resources and needs) will be applied in the future, but taking into account the analysis and forecasting of the economic situation in advance. The main principles of marketing strategy are as follows:

long-term (5 years and more) and medium-term (up to 3 years) perspectives of the company's activities;

that they are aimed at using the main success factors on which the company's position in the market depends;

organic connection of the set goals with the size and structure of resources; ҳам ижобий, ҳам салбий таъсир кўрсатадиган ташқи омилларнинг ташкилот фаолиятига таъсир этишини ҳисобга олиш (инфляция, солиқлар, рақобатчилик ва ҳоказо);

flexibility of the system, that is, the ability to anticipate changes in the external and internal environment and adapt the organization's operation process to them.

The situation in the market of passenger services in our country indicates a clear underutilization of production resources and the possibilities of the passenger economy of railways. According to the data of the table, the volume of passenger traffic increased by 5.0% during the considered period, or 3759.5 million in 2015. 3757.7 million from road-km in 2017. increased to road-km.

Completion of the electrification of the Jizzakh-Marokand railway section made it possible to organize high-speed traffic. Since November 2011, a convenient high-speed train on the Tashkent-Samarkand-Tashkent route has been launched, which has opened up great opportunities for the expansion of tourist transportation. The implementation of the program of electrification of Marokand-Bukhara-Karshi-Marokand, and later Marokand-Bukhara railway lines envisaged by the railway company in the near future envisages the expansion of tourist and high-speed trains in this landfill. High-speed and high-speed traffic routes in the direction of Tashkent-Bukhara and Tashkent-Karshi have been established.

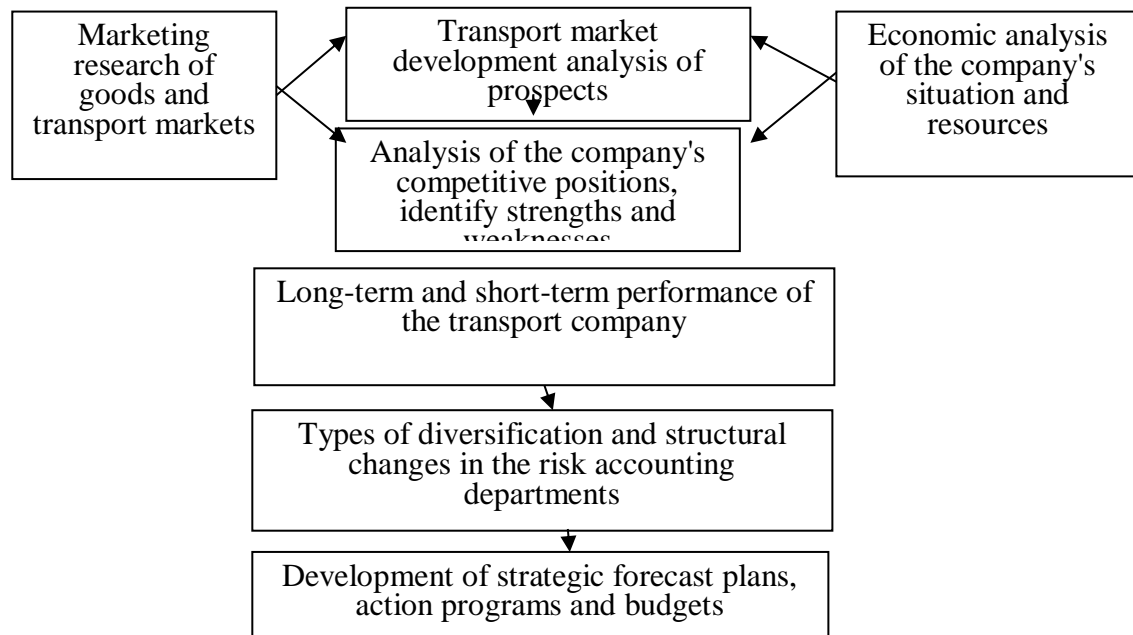


Figure 1. Algorithm for developing the development strategy of "Uzbekistan Railways" JSC.

The study of these reserves and opportunities allows to clearly define the boundaries of the target market of passenger transportation on the railway, the development of this market will help to improve the financial situation of the joint-stock company. "Uzbekistan temir yollari" JSC intends to expand the scope of marketing research aimed at mastering the target markets, the main goal of which is to find ways to increase its competitiveness in the market of passenger services.

At the moment, a comprehensive economic analysis was carried out in order to determine the advantages and disadvantages of the railway transport activity of the specific position of the network in the market of transport services. For this, PEST and SWOT analyzes of the market situation and "Uzbekistan Railways" JSC were performed.

« A strategic analysis of the advantages and opportunities for the development of the competitiveness of JSC "Uzbekistan Railways", the problems and factors that prevent the formation and realization of competitive advantages was carried out at the level of economic sectors, taking into account their mutual influence, and a number of efforts should be directed to their solution. identified the main problems.

Table 1

Results of JSC "Uzbekistan Railways" activity

PEST analysis

<p>Political-legal and natural factors</p> <ul style="list-style-type: none"> - antitrust legislation; - transport legislation; - regulation of tariffs; - international regulation; - international agreements; - legislation on environmental protection. 	<p>Economic factors</p> <ul style="list-style-type: none"> - inflation rate; - GDP dynamics; - investment climate in the field of transport network; - taxation in the transport network; - prices of energy resources; - prices of rolling stock; - gross regional product; - average per capita incomes of the population and incomes of organizations; - work activity of internal and external competitors; - tariffs in competing types of transport.
<p>Socio-cultural and demographic factors</p> <ul style="list-style-type: none"> - demographic trends, including regional ones; - legislative changes in the social sphere; - balance of monetary income and expenses of the population; - assessment of population mobility; - level of education of the population; - personnel training and retraining system; - consumer preferences. 	<p>Innovation factors</p> <ul style="list-style-type: none"> - development of the international passenger transportation system; - innovative technologies in the passenger transportation market; - funding of scientific and technical research and development in the network; - introduction of ICT in the network (CRM, ERP, BI); - introduction of quality management system (ISO); - introduction of marketing innovations in the network.

The analysis carried out according to the PEST analysis methodology allows to identify negative trends in the development of world and national economies, as they determine risks and affect the results of the activities of transport companies. The PEST-analysis methodology is often used to assess the main market trends of the network, and the results of the PEST-analysis can be used to compile a list of threats and opportunities in the implementation of SWOT-analysis in JSC "Uzbekistan Railways" (Table 2).

**Results of JSC "Uzbekistan Railways" activity
SWOT analysis**

SWOT analysis	
Advantages	Weaknesses
<ul style="list-style-type: none"> - the availability of certain reserve capacities for the expansion of transport services; - setting a relatively low tariff for the transportation of passengers on long-distance trains; - regularity of passenger transportation according to the schedule; - direct connections between large regional centers and cities, historical and cultural centers; - development of high-speed routes with high comfort. 	<ul style="list-style-type: none"> - relatively low price competitiveness and speed in transportation in suburban routes; - insufficient flexibility of tariffs (regulated by the state); - relatively low quality of service in passenger transportation; - the need to update rolling stock and attract investments for these purposes; - insufficient development of information technologies; - the need to develop infrastructure and increase the capacity of stations (especially during holidays, tourist season, etc.);
Opportunities	Threats
<ul style="list-style-type: none"> - dynamic growth of the flow of passengers under the condition of development of international and domestic tourism; - entering the international markets of passenger transportation; - optimization of the composition of the rolling stock in order to increase convenience; - expanding the scope and quality of services at stations; 	<ul style="list-style-type: none"> - increased competition from road and air carriers; - the program of reconstruction of highways and rolling stock will lead to the development of bus transportation; - possible changes in the antimonopoly regulation of railway transport.

Strategic analysis of strengths and weaknesses of JSC "Uzbekistan temir yollari" competitiveness development, problems and factors hindering the formation and development of competitive advantages (results of conducted PEST- and SWOT-analyses), at the level of economic sectors, taking into account their interaction with each other was held, and the resolution of a number of key conditions identified in it allows to determine the prospects of increasing the volume of passenger transportation.

CONCLUSION

In the field of freight transportation services, the railway covers the activities of almost all structural divisions at the level of development of transportation services, and it allows to strengthen competitive advantages in freight transportation by providing quality service to customers at Uzbekistan Railways JSC.

In our country, since 2012, transit traffic and receipts have decreased sharply. This situation is explained by the relatively high tariff set by "Uzbekistan temir yollari" JSC for some goods of Tajikistan.

In connection with the development (completion) of the "Uzbekistan-Kyrgyzstan-China" railway project, the Uzbek side will study the issue of implementation of construction works in the 268-km Kyrgyz section of the project by Uzbek experts on preferential terms. In this, under the leadership of the Information Analytical Department on Construction Industry, Capital Construction, Communal Sector and Transport Issues under the Cabinet of Ministers, with the participation of specialists, experts and scientists from organizations and agencies related to the transport system, the problems of the implementation of the "Uzbekistan-Kyrgyzstan-China" railway project and their elimination conducting a scientific-practical seminar on the subject of "ways".

Based on the need to regulate the transit process through the country, development and adoption of the "Transit Law";

Introduction of modern service technologies, including the use of special scanners with the possibility of non-disruptive inspection of goods transported in motor vehicles;

Providing railway customs posts with high cargo throughput in the republic with scanner inspection devices;

Simplifying the lists contained in the Decisions of the Cabinet of Ministers on the implementation of customs inspection of cargo transported by rail transport and their annexes, as well as canceling the re-customs inspection of cargo that was not subject to reasonable suspicion at border customs posts and was passed through scanners/

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