

MANAGEMENT MECHANISMS OF SEWING AND KNITWEAR CLUSTERS WITHIN THE FRAMEWORK OF THE UZBEKISTAN–2030 STRATEGY

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Abstract. *The article examines modern mechanisms for effective management of sewing and knitwear clusters within the framework of the “Uzbekistan–2030” Strategy. It emphasizes the advantages of the cluster approach in the textile industry, including digitalization, efficient resource allocation, and increasing export potential.*

Based on domestic and international experience, the study proposes evaluation criteria and management models to improve cluster performance. The findings are practically significant for industrial diversification, high value-added production, and strengthening global competitiveness.

Keywords: *Uzbekistan–2030 Strategy, sewing and knitwear clusters, management mechanisms, digital transformation, export potential, resource optimization, innovation, competitiveness.*

Since the early years of gaining independence, the Republic of Uzbekistan has consistently adopted strategic measures aimed at reforming the national economy and ensuring sustainable development of the sewing and knitwear industry. During 1991–2000, the initial stage of economic reforms was implemented, the national legal framework was established, and privatization processes were launched. In 2017–2021, the Action Strategy initiated by President Sh. M. Mirziyoyev marked a new stage in the country’s economic and social development. Particular emphasis was placed on industrial modernization, the production of competitive goods, and the introduction of a cluster system.

The “Development Strategy of New Uzbekistan,” adopted in 2022, and the “Uzbekistan–2030” Strategy developed in 2023 have defined the country’s long-term sustainable development goals. These strategies identify industrial diversification—particularly support for the textile and sewing and knitwear sectors—the development of a cluster-based approach, and the introduction of modern management mechanisms as key priorities. At the same time, the legal framework governing the sector has been strengthened through the Law of the Republic of Uzbekistan “On the Organization of Cluster Activities,” the Law “On Innovation Activity,” as well as relevant presidential decrees and resolutions.

From this perspective, the issue of effective management of the cluster system in the sewing and knitwear industry serves not only the development of national industry but also the achievement of the goals set out in the “Uzbekistan–2030” Strategy, including the production of high value-added products, the enhancement of export potential, and the attainment of global competitiveness.

According to A. Mustapaev, value chain analysis in the sewing industry reveals skill gaps among young workers, factors causing frequent job changes, and opportunities for developing sewing production in rural areas.¹⁴

As noted by D. Vafoeva, the cluster approach in Uzbekistan’s sewing and knitwear industries enhances economic efficiency, ensures rational resource allocation, and helps retain the workforce in local regions.¹⁵

Research by E. Bobrov and V. Samsonov indicates that implementing digital technologies such as ERP, PLM, and CAD/CAM in the textile industry can raise production efficiency by 25–30% and support integration into global supply chains.¹⁶

According to Sh. Ibragimov, increasing labor productivity in local textile enterprises depends on improving workers’ skills, enhancing working conditions, and applying innovative management mechanisms.¹⁷

L. Alimov’s research shows that effective cluster performance depends on state support, tax incentives, and expanded logistics access to foreign markets.¹⁸

According to R. Karimov, under the national strategy to 2030, diversifying garment and knitwear exports, boosting high-value finished products, and ensuring an internationally standard work environment will support the country’s economic stability.¹⁹

This study examines mechanisms for effective management of garment and knitwear clusters using systematic, comparative, and economic-statistical methods. Uzbekistan’s experience was compared with cluster practices in Turkey, China, and Italy, while expert assessment and SWOT analysis identified the strengths, weaknesses, opportunities, and threats of local clusters. Based on the findings, innovative and digital transformation-oriented management mechanisms were proposed in line with the goals of the “Uzbekistan–2030” strategy.

In Uzbekistan, there are more than 142 “cotton-textile clusters” in the context of cotton-textile clusters.

¹⁴ Mustapaev A. Improving the Efficiency of Management of the Competencies of Workers in the Sewing and Knitwear Industry // American Journal of Corporate Management. - 2025. - T. 2. - no. 2. - S. 22–26.

¹⁵ Vafoeva D. Cluster approach in the development of textile and knitwear enterprises in Uzbekistan // International Journal of Business and Management Studies. – 2024. – Vol. 3(4). – P. 45–51.

¹⁶ Bobrov E., Samsonov V. Digital transformation in the textile and garment industry: efficiency and challenges // Journal of Industrial Economics and Management. – 2023. – Vol. 11(2). – P. 87–95.

¹⁷ Ibragimov Sh. Factors of increasing labor productivity in the textile industry of Uzbekistan // Central Asian Journal of Economic Studies. – 2024. – Vol. 6(1). – P. 101–108.

¹⁸ Alimov L. State support and cluster integration in the textile industry of Uzbekistan // Economics and Innovation Review. – 2023. – Vol. 5(3). – P. 64–70.

¹⁹ Karimov R. Prospects of export diversification of sewing and knitwear enterprises within Uzbekistan 2030 strategy // Eurasian Journal of Business and Strategy. – 2025. – Vol. 4(2). – P. 55–62.

National exports: In 2024, exports of knitted and crocheted fabrics and general textiles are estimated at several billion dollars, according to various sources. For example, in 2024, textile exports were recorded in the range of approximately \$2.9–\$3.8 billion; in January-May 2024, \$1.3 billion was recorded.²⁰

The figures in the table show that Uzbekistan’s garment and knitwear clusters make a significant contribution to the country’s economic stability not only through production volumes, but also through export volumes and foreign exchange earnings. At the same time, effective cluster management mechanisms, in particular the introduction of digital management systems, will allow further increasing financial indicators.

Table 1

Textile and sewing-knitting strategies in developed countries²¹

State	Main directions	Experiences in practice	Lessons for Uzbekistan
Germany	Innovation and digitization	Digital factories, automated production, sustainable design within the framework of "Industry 4.0".	Implementation of digital technologies in clusters, production of innovative products
Italy	Design and value chain	Milan is the fashion center, high-end brands, bringing local design to the world	Branding of Uzbek sewing products, cooperation with design schools
Turkey	Export and logistics center	Proximity to European markets, free trade agreements, fast delivery	Development of logistics infrastructure, expansion of export geography
China	Large-scale production and cheap labor	Big factories, cheap labor, government subsidies	Shift from mass production to value-added products
Bangladesh	Cheap labor and export orientation	One of the world's largest clothing exporters, it mainly works for retailers such as H&M and Zara.	Ensuring safe working conditions, increasing competitiveness at the expense of quality products

As can be seen from the table, developed countries have chosen different priorities in the development of their textile and sewing-knitting industries. For example: In Germany, the focus is on innovation and digital technologies. Automated production processes based on the concept of “Industry 4.0” increase efficiency.

➤ Italy is strengthening its position in the global market through high-value products and national brands, closely linking its textile industry with the fashion industry.

➤ Turkey has become a logistics hub, with fast delivery opportunities due to its proximity to European markets and free trade agreements.

²⁰ Stat.uz, OEC, Fibre2Fashion

²¹ Developed by the author

- In China, large-scale production, cheap labor, and government subsidies are the main factors.
- And Bangladesh has become one of the world’s major brand supplier countries due to its cheap labor force.

The lessons learned for Uzbekistan are:

Drawing on international experience, cluster development should focus on innovation and digitalization through ERP, CAD/CAM, and PLM systems (German experience); the creation of national design schools and strong local brands to produce high-value products (Italian experience); improvement of transport infrastructure and fast access to new export markets (Turkish experience); a shift from low-cost mass production to innovation- and quality-based manufacturing (Chinese experience); and compliance with international occupational safety and social standards to enhance reliability for foreign partners (Bangladesh experience).

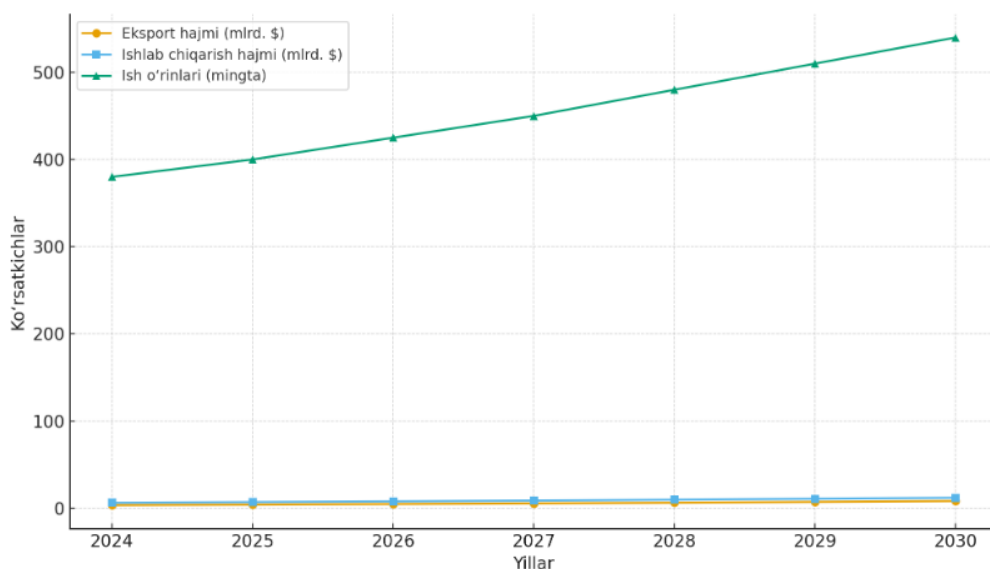


Figure 1. Forecast indicators of the Uzbek garment and knitwear industry until 2030.²²

The graph presents forecast indicators for Uzbekistan’s garment and knitwear industry for 2024–2030, covering export volume, production volume, and employment dynamics.

Exports are projected to increase from USD 3.2 billion in 2024 to USD 8 billion by 2030, while production is expected to grow from USD 6 billion to USD 11.8 billion and employment from 380,000 to 540,000 jobs, driven by greater value addition, expansion of finished goods exports, digitalization, improved logistics, and the development of local design and innovation centers. The study confirms that effective cluster management under the “Uzbekistan–2030” strategy is crucial for competitiveness and sustainable growth, emphasizing innovation, digital technologies, design, and branding, along with measures such as strengthening national brands, upgrading export infrastructure, improving

²² Stat.uz

social and labor standards, enhancing the investment climate, and deepening sectoral integration. By 2030, the industry can become a major export driver and source of economic stability through effective governance and innovation-oriented reforms adapted to national conditions.

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OLIY TA'LIMDA INVESTITSION RISKLARNI BAHOLASHNING MUHIM SHARTLARI

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Toshkent davlat iqtisodiyot universiteti,

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Annotatsiya. *Oliy ta'lim tizimida investitsiya risklarini baholash va boshqarish bugungi kunda ta'lim bozori dinamik rivojlanishining muhim talablaridan biri hisoblanadi. Oliy ta'lim muassasalarida investitsiya loyihalarining samaradorligini va risk omillarini to'g'ri aniqlash hamda sifat ko'rsatkichlarini kompleks baholash investitsion jarayonlarni chuqur tahlil qilish imkonini beradi. Mazkur tezisda oliy ta'lim tizimida investitsion risklarni baholashning asosiy shartlari yoritilib, risklarni baholashga oid ilmiy-nazariy yondashuvlar tahlil qilingan. Xulosa sifatida investitsion risklarni baholash jarayonida nafaqat moliyaviy va statistik tahlil usullarining, balki sifat ko'rsatkichlarini baholashning ham muhim ahamiyatga ega ekanligi ta'kidlangan.*

Kalit so'zlar: *oliy ta'lim investitsiyalari, investitsion riskni pasaytirish shartlari, investitsion riskni baholash, investitsion riskni boshqarish.*