

## FOREIGN EXPERIENCE OF INTEGRATION PROCESSES IN ENTERPRISES

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**Tursunova Zarnigor Rustamovna**

*Senior Teacher, Department of Innovation Management, Tashkent State University of  
Economics*

*E-mail: [zarnigormagistr12@gmail.com](mailto:zarnigormagistr12@gmail.com)*

[ORCID](https://orcid.org/0009-0002-3160-0941) 0009-0002-3160-0941

### **Abstract**

This article provides information about manufacturing enterprises, production processes, the role of production in the country's economy, the organization of production, and production. It also provides ideas about the factors affecting the organization of the production process in Uzbekistan.

### **Keywords**

Production, manufacturing enterprises, production process, organization of the production process.

### **Introduction**

In the modern global economy, integration processes are recognized as one of the main factors in the integration of national economies with the international market, the formation of a single economic space and increasing competitiveness. The content of integration is not limited to the expansion of trade relations, but also includes the deepening of investment flows, technological transfer, production cooperation and innovative activities. As a result, previously economically underdeveloped regions are becoming new market participants and are forming as active links in the international value chain[1].

One of the most effective forms of integration in industry is the clustering model, which allows combining production, research, logistics and export infrastructure within a single ecosystem. Clusters not only ensure inter-sectoral synergy and rational use of resources, but also serve as an important strategic mechanism in the implementation of the state's industrial policy[2]. International experience shows that clustering serves to produce products with high added value, expand export potential and accelerate the innovative transformation of the national economy.

This article provides a scientific analysis of the development experience of leading textile countries such as China, Turkey, Bangladesh and Uzbekistan based

on integration and cluster models. Using the example of the economies of these countries, the features of vertical and horizontal integration models, the role of clusters in ensuring competitiveness, value chain optimization mechanisms and export diversification strategies are studied. The research results show that integrated cluster systems are a new paradigm of modern industrial development and have become the main direction for ensuring sustainable growth and efficiency in national and global economies.

### **Analysis of thematic review**

The issues of improving the integrated production system and the textile industry in the economy of Uzbekistan are widely covered in the scientific research of local economists. In particular, in the scientific works of scientists such as S.S. Gulyomov, N.Kh. Jumaev, M. Sharifkhodzhaev, Yo. Abdullaev, N.Q. Yoldoshev, M.R. Boltabaev, Z.T. Gaibnazarov, E.A. Muminov, Z.A. Khakimov, S.Sh. Yusupov, Kh. Kodirov, K.R. Khonkeldieva, B.O. Tursunov, F.P. Azimova, I.A. Toshpulatov, theoretical and practical aspects of increasing the economic efficiency of textile enterprises, improving clustering processes, rational use of resources, ensuring competitiveness, and improving management mechanisms have been thoroughly studied.

In our opinion, despite the existence of several scientific studies by domestic and foreign economists, there is a need for a comprehensive and thorough analysis of issues related to the management of enterprises focused on the production of integrated products. It is important to further deepen research in this area and identify problems, as well as develop new methods that will help effectively manage business and production strategies.

### **Methods**

In this study, the theories and opinions put forward by domestic and foreign scientists on the management of enterprises aimed at the production of integrated products were separately studied and fully analyzed. Also, the main goal of the study was to improve the management mechanisms of business structures aimed at the production of integrated products, which play an important role in the economic development of the Republic of Uzbekistan. To achieve this goal, various factors affecting the management mechanisms of the enterprise were intensively analyzed theoretically and practically, and new models were developed based on the identified factors aimed at improving the management process and system. The study effectively used inductive and deductive methods, systematic and logical analysis, as well as economic analysis methods, which helped to make the analysis and conclusions of the work clear and reliable.

### **Discussion and results**

The global textile market is estimated to be worth approximately USD 1.11 trillion in 2024. This helps to understand the large scale of the industry and the impact of cluster strategies.

The integration process is a deepening of cooperation between regions or territories in the economic, trade, investment and technological spheres, which gives positive results in many directions[3]. In general, this process serves to develop new regional markets, that is, previously relatively remote or economically underdeveloped regions now have the opportunity to become active participants in the common economic space. Large integrated structures often participate as strategic partners in the implementation of state industrial policy and government reforms. Clusters can serve as an example of integrated manufacturing enterprises, and the study of foreign experience of cluster models is important in our study[4]. In many developed countries, industrial clusters have become a common form of creating business communities. Analysis of cluster initiatives in various countries in recent years shows that their high competitiveness relies on the strong positions of individual clusters, which further strengthens the cluster and increases the efficiency of the national economy. Below we present an analysis of integration and cluster strategies of foreign countries.

China is now recognized as a leading geo-economic center for the world's textile and garment exports. In recent years, exports of this sector have reached nearly 300 billion US dollars[5], further strengthening the country's industrial strength and global competitiveness. China's textile industry is developing based on a vertically integrated production model, high-tech modernization processes, and a system of large-scale industrial clusters. Such a model allows minimizing production costs, reducing product prices, and steadily increasing export volumes. At the same time, the high export potential of China's textile industry is sensitive to dynamic changes in international market demand and global competitive pressure, which makes innovative management, diversification, and expansion of high-value-added products in the industry a strategic necessity. In 2023, China's garment exports will reach nearly 164 billion US dollars, successfully maintaining the country's leading position in the global textile market. The vertical integration of large industrial clusters such as Jiangsu, Zhejiang, Guangdong, the perfection of logistics and supply chains, as well as technological modernization processes, have ensured high export stability. These clusters, combining all stages of production within a single innovative ecosystem, have increased flexibility to fluctuations in international demand and have become a strategic factor in strengthening China's competitive advantage in the global market.

Turkey is recognized as a leading producer of “nearshoring” products due to its geographical proximity to the European market and logistical advantages. The country’s textile industry is vertically integrated and specializes in the production of high-value technical fabrics, particularly home textiles and denim. The Turkish model is characterized by a production strategy focused on fast delivery, product adaptation to the market and short-term design updates, and is focused on high-value segments. The active participation of small and medium-sized enterprises (SMEs) and regional industrial clusters in this process ensures the operability of the supply chain and optimizes production costs.[6] Turkey stands out as a leading regional producer due to its geographical proximity to the European market, local production of cotton raw materials, and the presence of historically established textile clusters. According to 2023 data, although some sources have observed a relative decline in textile and clothing exports, the country maintains its competitive position in the international market due to its vertically integrated production system, stable supply chain and high quality standards. This is explained by the flexibility and high added value creation potential of the Turkish textile industry.

The scientific conclusion to be drawn from this experience is that competitiveness can be significantly increased by responding quickly to the market, shortening the value chain and specializing in innovative, high-value-added products.

Bangladesh’s textile and garment industry is the main driver of the country’s economy and accounts for the bulk of its export earnings. The country’s main competitive advantage is based on its low-cost labor and highly flexible manufacturing system that allows for rapid response to large orders.

The key feature of this model is its focus on horizontal expansion, characterized by the presence of many small and medium-sized factories and a high share of outsourcing in the supply chain. This allows production to quickly adapt to changing international demand.

Bangladesh’s garment export sector has undergone various changes during 2020–2024. According to official BGMEA (Bangladesh Garment Manufacturers and Exporters Association) statistics and government reports, a significant increase in exports was recorded in 2021–2022 as a result of the recovery of global demand and the resumption of supply chains during the pandemic[7]. However, in 2022–2023, the sector’s export performance was reduced due to reduced demand in global markets, increased logistics costs, and inflationary pressures.

Bangladesh’s cluster-based textile zones, such as Tongi, Gazipur, and Narayanganj, have organized the industry on a regional basis, playing a strategic

role in increasing production efficiency, reducing logistics costs, and optimizing the flow of products for export. Through these clusters, the RMG sector is able to maintain its flexibility in response to changes in international market demands[8].

At the same time, the Bangladeshi industry faces systemic challenges such as poor labor conditions and underdeveloped logistics infrastructure. However, the country's investment attractiveness as a low-cost and flexible manufacturing platform for global brands remains high. As a result, Bangladesh has a strategic advantage in attracting international orders and maintaining export volumes.

As a result of the cotton-textile cluster policy introduced in Uzbekistan in 2018, a steady growth dynamics in the export of textiles and ready-made clothing products was observed during 2020–2024. The cluster model integrated the agricultural (cotton growing) and industrial production chains into a single system, facilitating deep processing of raw materials, production of finished products with high added value, and increasing export potential[9].

This approach has emerged as an important strategic factor in localizing the value chain within the national economy, creating new jobs, developing regional industrial infrastructure, and strengthening Uzbekistan's competitiveness in the international textile market.

### **Conclusions and recommendations**

International experience shows that integrated production systems and the cluster model in the textile industry are emerging as a strategic mechanism for increasing competitiveness. In the case of countries such as China, Turkey and Bangladesh, it is clearly evident that the main advantage of the integration process is the formation of a value chain within the domestic economy, deep diversification of the production process and a sustainable increase in export potential.

While the Chinese experience has enabled high-tech modernization, cost reduction and expansion of global market share through vertically integrated clusters, the Turkish model is based on logistics proximity, fast delivery (nearshoring) and the production of high-value-added products. Bangladesh, on the other hand, has emerged as an economy specializing in exports by attracting global orders through horizontal clustering based on cheap labor resources and outsourcing.

Uzbekistan's cotton-textile clusters have created a deeply integrated production system in the national economy, strengthened the connection between agriculture and industry, localized the value chain and consistently increased export potential.

Thus, integrated industrial clusters, as a modern economic model, have scientific and practical significance not only as a key factor in increasing exports,

but also as a key factor in ensuring the sustainable and innovative development of the national economy.

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