

INNOVATIVE SETTINGS VOJLANISH CONDITIONS OF ENTERPRISES IN THE ACTIVITIES OF THE STRATEGIC MANAGEMENT EFFICIENCY

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Abstract:

This article examines the effectiveness of the strategic management of the enterprise, the factor affecting the dog, the issues of improving the competitiveness of the enterprise and the increasing metho in the organization and economic management mechanism.

Keywords: Strategic management, enterprise activity, innovative integration indicators, strategy, estimation, sustainability of the enterprise.

Introduction

Currently, the importance of strategic management in the practice of enterprises is increasing. This is due to the expansion of their authority and the increased level of responsibility for their economic situation. The quality of modern management determines the efficiency of enterprises. Therefore, attracting the most modern equipment and technologies to enterprises is one of the priorities of today.

Nowadays, most of the enterprises need to develop the concept, strategy and program of their development.

The long-term success of any enterprise depends on the developed strategy. If the enterprise does not have a development strategy or is developed with one or another error, this will not allow the enterprise to take a stable and strong position in the market. Modern science and practice have extensive experience in strategic planning and management, but many strategies still cannot adapt to the changing conditions of the external and internal environment. This indicates that not all problems of strategic management have yet been solved, which is primarily related to the development of mechanisms for the strategic stability of the enterprise's development[1].

The strategic management system assumes that the future performance of the enterprise is determined based on the study of retrospective indicators and the use of the extrapolation method. Extrapolation is the introduction of trends established in the past into the future. In other words, when developing a forecast, it is assumed that the conditions for the enterprise's activities will not worsen in the future, that is, the results of the enterprise's activities will be better than in previous periods. This is the manifestation of a trend that increases the development of the enterprise [2].

To evaluate the future stability of the enterprise, a complex integral indicator representing the development trend (trend) is used; an extended system of indicators is used for deeper analysis and reserve identification. Thus, the assessment of the future stability of the enterprise implies the assessment of various aspects of the enterprise's activity, moreover, such an assessment is carried out in dynamics and space.



Analysis of literature on the topic

In the works of foreign scientists R.S.Kaplan, D.P.Norton, issues of increasing the efficiency of the enterprise and developing economic activity in the strategic management system are widely covered [1]. In the views of these scientists, the main focus is on assessing the main features of the strategic management system for the enterprise and organization, its effectiveness.

According to I. Ansoff, studying the prospects of an enterprise and assessing the factors influencing them plays an important role in the strategic management system [2]. He believes that an enterprise should always work with risk, make forecasts for its long-term activities, and use the extrapolation method.

In M. Porter's views, the role of innovations in the development of companies, the features of their application, the continuous introduction of only innovations for the sustainable development of the company, and the impact of innovation on the achievement of competitive advantage of companies have been researched [3].

In the views of R.S.Muratov, I.A.Djalolova, S.Sh.Oripov, the enterprise is considered as a separate object, and its content and essence, requirements for it, indicator system, financial stability and management issues are detailed[4]. Management of enterprises and their requirements, principles, forms of management are evaluated.

I.O.Ulashev, Sh.A.Atamuradov's scientific views highlight issues such as the problems of the management mechanism of enterprises, proposals for solving them, management methods, choosing the optimal option in management, and evaluating the effectiveness of management [5].

G.Sh.Khonkeldieva's scientific research covered the areas of management, evaluation of organizational-economic indicators, promotion and efficiency improvement of corporations [6]. Based on international experiences, special attention is paid to ways of using modern methods of corporate management, formation of national structures, improvement of economic indicators.

R.R. Abduraupov's views pay special attention to scientific approaches to improving the mechanisms for managing the economic potential of foreign-invested enterprises in Uzbekistan[7].

Despite the scientific research and theoretical studies that have been carried out, issues aimed at assessing the factors influencing the development of economic activity and increasing the efficiency of an enterprise in the strategic management system, especially in the context of today's globalization and democratic market reforms, have not been systematically addressed.

Research Methodology

The theoretical and methodological basis of this article is the general economic literature and scientific articles, research by economists on the issues of strategic management of enterprises, interviews with scientists and industry representatives, analysis of their written and oral opinions, expert assessment, observation of processes, a systematic approach to economic phenomena and processes, and a comparative analysis with the author's experience, which provides conclusions, proposals, and recommendations in relevant areas. In the process of studying the topic, along with general economic methods, special approaches to data systematization were used, namely, comparison, compilation of theoretical and practical materials, and systematic analysis.



Analysis and Results

Understanding the concept of an enterprise is of great economic importance. In many literatures, different views on the enterprise are presented. For example, in the textbook “Enterprise Economics” by R.S. Muratov, I.A. Dzhalolova, S.Sh. Aripov, the enterprise is defined as follows. An enterprise is an independent economic entity that produces products, performs work, and provides services in order to satisfy social needs and obtain net profit [4]. In the textbook “Enterprise Economics and Management” by I.O. Ulashev, Sh.A. Atamuradov, the enterprise is defined as follows. An enterprise is an economic entity of various sizes, which is considered the main unit of society, and which, in order to meet the needs of the population and make a profit or perform other social functions, produces, exchanges products, and performs other works and services based on the use of private resources, makes decisions on its activities and is responsible for them, has the status of a legal entity, and is responsible for them. [5] In our opinion, an enterprise is an independent economic entity that has the rights of a legal entity, produces and sells products or exchanges products, performs works, provides services, and carries out its activities in accordance with current laws, in conditions of competition and equality of all forms of ownership.

Based on the above, the enterprise, throughout its activities, is in social, economic and political relations with the state, citizens and legal entities and makes a significant contribution to the sustainable development of the national economy.

Nowadays, the development of an enterprise can be achieved only through the continuous introduction of innovations. M. Porter defined the role of innovation in achieving competitive advantage of companies as follows: “...a company gains competitive advantage through innovation. They approach newly introduced procedures using both new technologies and new working methods in a broad sense. Once a company has achieved competitive advantages through innovations, it can only maintain these advantages through continuous improvement. Competitors will immediately and inevitably bypass any company that stops improving and introducing innovations” [3].

The competitiveness of an enterprise is understood as the production and sale of goods that are more attractive to consumers than those of competitors. Continuous monitoring of the competitive environment is a necessary condition for production to meet needs in the most efficient way. Conclusions about the state of the competitive environment serve as the basis for developing an enterprise's innovation policy.

Essentially, the advantage achieved over competitors is achieved through innovation, and therefore, the ability to introduce new elements into the activities of an enterprise that provide any advantage achieved over competitors is a necessary component of the competitiveness of this enterprise.

Enterprise sustainability is a complex economic category that characterizes its long-term effective operation (Figure 1) and is based on three elements: enterprise competitiveness, economic security, and economic efficiency. It should be noted that these elements are closely related and work together, but have different functional tasks. Competitiveness determines the potential of enterprise development, and stability determines the long-term perspective of the enterprise.



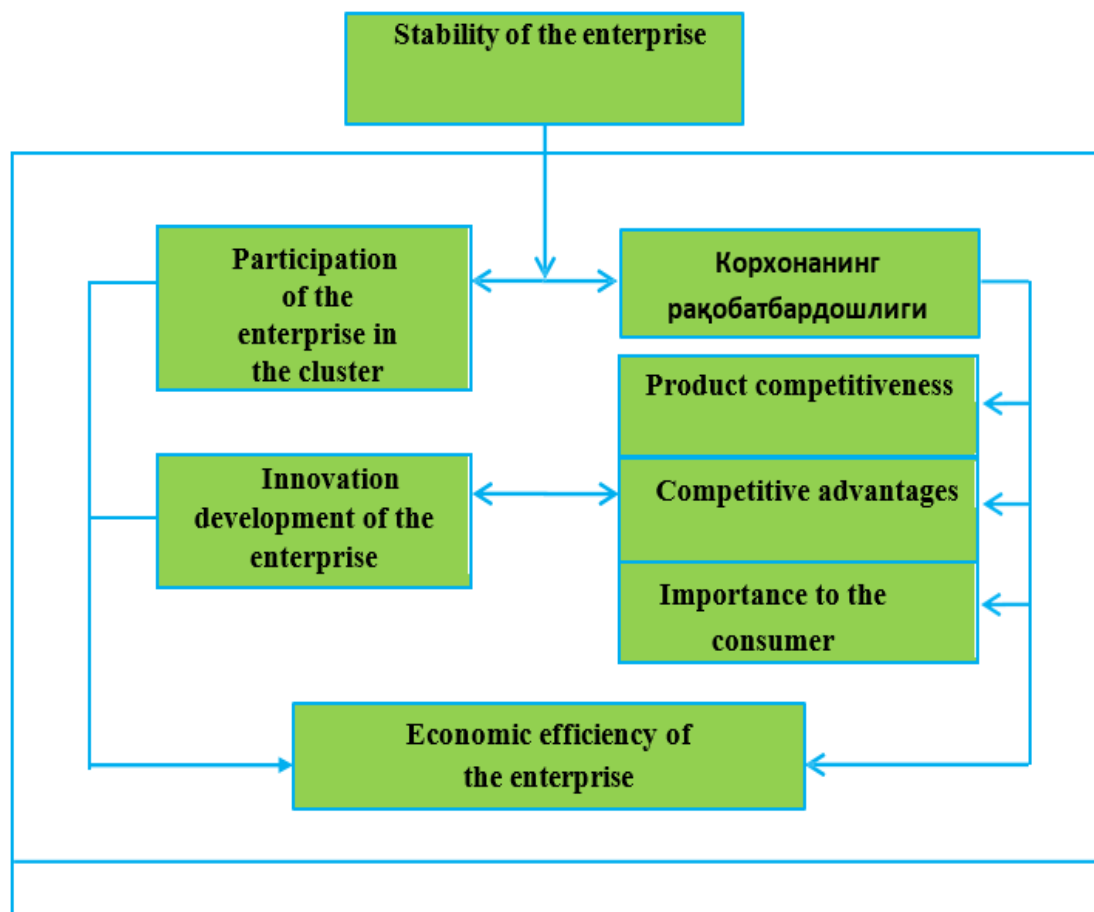


Figure 1. The structure of elements of enterprise stability

The sustainability of an enterprise can be described as competitiveness divided into time. In relatively small time intervals, both concepts have equal force.

The production potential of an enterprise, expressed in its technical and technological capabilities in the organization of production, labor and management, is an element that ensures timely innovation. The higher the production potential of an enterprise, the lower the share of costs incurred in the production of products and their quality. The quality of the manufactured products, which exceeds the quality of competitors' goods, is a material expression of innovative potential. Objective reasons, which arose due to the need to transition to an innovative type of development of economic systems, require a comprehensive solution to the problems of effective interaction of scientific, technical and economic factors throughout the entire innovation and investment process. In our opinion, the rational combination of technological and economic potential is the central issue of managing the innovation and investment process.

Table 1 provides an assessment of the factors affecting the sustainability of the enterprise. It analyzes the main innovative directions in enterprises and factors that negatively affect the introduction of innovations, as well as factors that ensure the development and support of innovations.

The large number of factors makes it possible to classify them according to certain characteristics.



1-Table Analysis of factors influencing the stability of the enterprise activity

N	the factors	are factors that the effects of the results of
1.	Knowledge and skills of	production management in the enterprise (the laws of market economy) and the lack of knowledge and skills innovation management introduction to prevent it.
2.	The centralized level	Markazlashuv the level of the top of the lower level management of proposition creative thinking and management was limited to the possibility of a creative approach.
3.	The communications system	Communications system is well established in this case no or management leader them effectively use could you information and updates some cases, in their own time to deliver the problem causing out.
4.	The contract relationship	Managing and employees defined functions exactly does not know and them to apply do not management the process of the development impedes promotes.
5.	To innovasiyalar which is of interest to	Leaders by innovasiyalar to which is of interest is low , ie in the management of elasticity the lack of it.
6.	Stimulation	in the management of the stimulation system perfectly worked out innovation management introduction to interest decreases.

The external factors of the enterprise include: anti-crisis policy of the state in the economic sphere; demographic situation in the country; political stability; progress of science and technology; development of transport infrastructure.

Internal factors are formed in the internal environment of the enterprise, in its subsystems (personnel, production, marketing, sales, finance, organizational structure). Managing internal factors allows the enterprise to identify reserves for strengthening stability and to promptly manage production in case of changes in external factors.

The systematic development of an enterprise is carried out by successively passing through the stages from centralization to decentralization. This means that each element of the enterprise acquires the characteristics of planning and organization. In essence, the transition of the enterprise to a decentralized management scheme changes the management paradigm itself, which is a purposeful external influence on the object, its transformation into another state. The development of the elements of the enterprise to the level of independent decision-making in an unknown external environment is a necessity for ensuring the competitiveness of the enterprise. On the other hand, the enterprise, as an integral part of the external environment, as a purposeful development, must have certain characteristics. The main one is manageability. In this regard, the management of an enterprise with such a decentralized nature takes on a different form, different from the traditional one.

The development of the enterprise can be changed depending on the circumstances: egiluvchanlik-moslashuvchanlik-competitor.

As part of the implementation of innovative technologies, the company has strategically developed and implemented effective methods of working with customers.

According to the results of the analysis, the implementation of strategic management of innovative activities of enterprises primarily involves improving the knowledge and skills of management personnel, reducing the level of centralization and introducing new information technologies into the information exchange system between stages, increasing the interest of management personnel



in innovation, developing an incentive system, ensuring that each manager clearly and fully understands the tasks assigned to him and performs them in a timely manner, and reducing the level of informal communication [7].

The economic efficiency of investments is an integral part of the overall efficiency of production. At various levels of economic activity, the main task is to ensure that investments bring the highest possible profit and return. Deviation from this rule can lead to the loss of resources and the destruction of the past and present labor of society.

The need to assess the economic efficiency of investments arises in all cases, such as new construction requiring additional capital investments, expansion, reconstruction and technical re-equipment of existing production, modernization of production and development of organizational and technical measures. Sometimes the production of a new type of product also requires the introduction of investments and other funds, and therefore a preliminary assessment of the ratio of costs and results [8].

When assessing the economic efficiency of investments, enterprises must solve two tasks:

the first is to assess the effectiveness of the investment project, which allows you to choose the most optimal option in terms of the payback period and profitability of capital investments;

the second is to evaluate the effectiveness of investments in existing production (production of additional products, cost reduction, profit increase, etc.).

Innovation is a process associated with the production of new products or the improvement of existing ones as a result of human scientific and technical activity. The results of the introduction of innovation allow companies to gain a significant competitive advantage, which is an important motivating factor for the enterprise.

World experience shows that enterprises are interested in the introduction of advanced resource-saving developments in science, secondly, as a result of this global event, by further developing the potential of enterprises of our republic, increasing its investment attractiveness, thirdly, by implementing deep diversification measures in enterprises, stable and high-quality product production and efficiency will further expand the possibilities of radical improvement.

Due to the peculiarities of strategic management activities, it is necessary to develop a new comprehensive approach to resource management in order to create a flexible system of sustainable development of enterprises (Fig. 2).

One of the main conditions for the successful adoption of resource-saving technologies at enterprises is the need for a comprehensive approach to managing the process of introducing resource-saving technologies, developed on the basis of foreign recommendations for introducing these technologies into production, adapting them to the conditions of their application and the specific characteristics of their acceptance by enterprise managers and specialists.



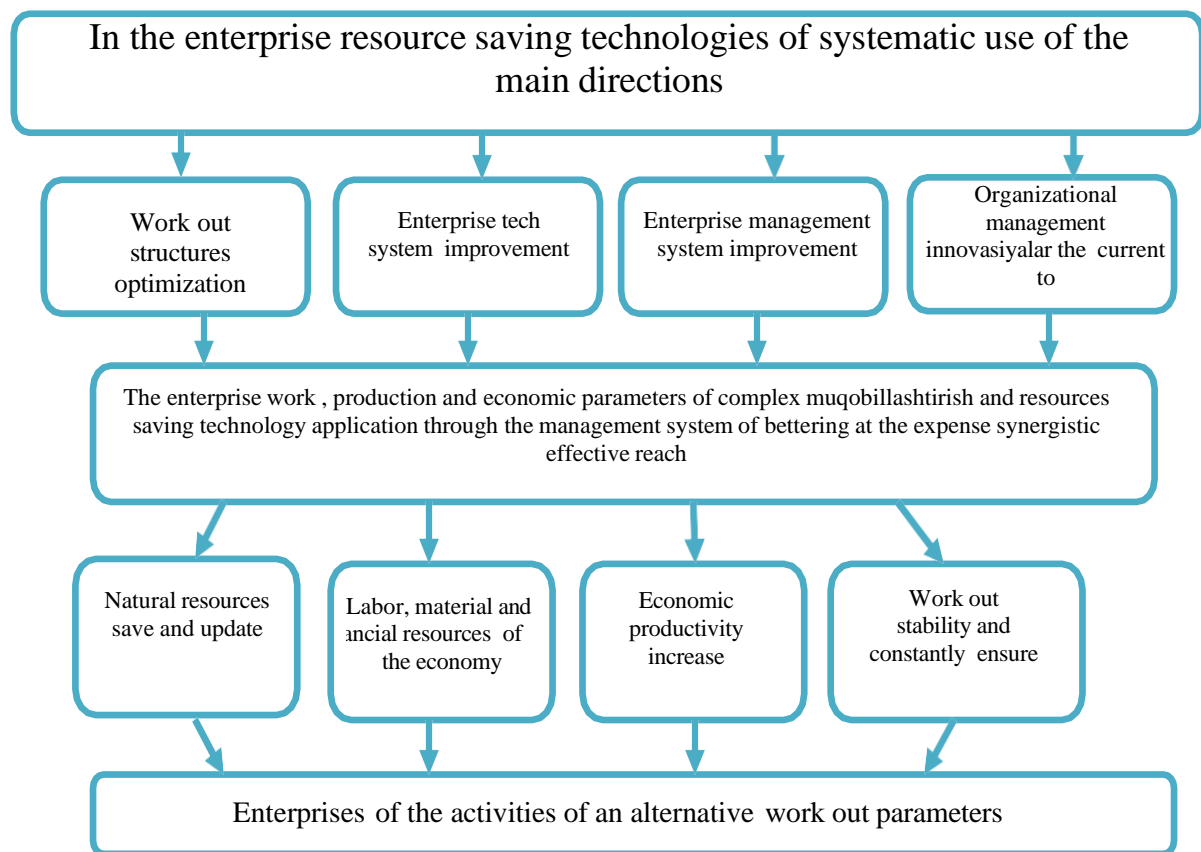


Figure 1. Model for systematic management of processes for the application of resource-saving technologies in enterprises

A comprehensive approach to managing the process of introducing resource-saving technologies implies systematic work in four main directions: optimization of the production structure, improvement of the enterprise's technological system, modernization of the material and technical base of production, and the use of modern organizational and management innovations. A comprehensive approach implies systematic work in all directions of the introduction of resource-saving technologies.

Only then can the enterprise preserve and restore natural resources; saving labor, material and financial resources; it is possible to achieve a synergistic effect, which is expressed in the increase of production stability and efficiency.

The specific aspects of sustainable development and management of enterprises in our republic are assessed on the basis of SWOT analysis, which is widely used in practice (Table 2).

SWOT analysis is a strategic planning method aimed at identifying the factors present in an organization's internal and external environments. They are divided into four categories: Strengths, Weaknesses, Opportunities, and Threat



2-Table Enterprises development SWOT analysis

Strong side	Weak sides of the
Enterprises development on the state of the program work were out of, and	the enterprise in modern service - type development on personnel , the lack of
Enterprises towards financial opportunities for	Products and services of export in infrastructure, lack
of enterprise in the export make to high	Products sales and maintaining a problem of presence
Options	-the risk of risks or threats
in enterprise products and services diversifikasialash options	Internal and external markets, the price margin change the
Internal market to use the opportunities in the	World market competition is escalating
Foreign market to the possibility that	in countries where political and economic situation change

The table shows that, along with the strengths and weaknesses of enterprise management, there are also weaknesses. Therefore, management and heads of economic entities should pay special attention to the weaknesses, otherwise the expected economic efficiency will not be achieved. Ultimately, the activities of the enterprise may become not a factor of economic development, but its opposite.

Conclusions and Suggestions

In conclusion, it can be said that in order to achieve efficiency in managing an enterprise, it is first of all necessary to clearly define the goals of management, as well as the means and methods of achieving them. The production of high-quality and competitive products at the lowest cost ensures the highest income, prevents crises, and is the main task of every enterprise. All management tasks should serve the implementation of this goal. The effectiveness of management is largely achieved through the interaction of the goals set for the enterprise and the tasks to be performed. The need to increase its competitiveness is assessed based on the analysis of the trends and patterns of the enterprise's activities and the principles of strategic management. Since sustainability is the effectiveness of the enterprise's activities, the realization of its competitive potential, and competitiveness is the effective use of the enterprise's production capacity and the ability to sell competitive products, taking into account the combination of these concepts allows the enterprise to form an optimal strategy for increasing its competitiveness.

It is necessary to widely use the method of assessing the competitiveness of the enterprise, which is based on determining the aggregate indicator integrating the characteristics of the enterprise and the competitiveness of the product, taking into account the strategy priorities. Assessing the competitiveness of the enterprise - to increase the stability of cluster participants in the market of manufactured goods, performed works, and provided services, allows for the effective use of the cluster approach based on sustainable regional-industry partnerships of enterprises and entities united by an innovative program for the introduction of advanced technologies.

An approach to increasing the sustainability of an enterprise based on innovation is established, which allows for a systematic consideration of the situation in a group of interconnected enterprises belonging to different sectors and optimization of their innovation strategy. At the same time, the formation of a cluster goes through such stages as: preparatory, analytical, strategic, implementation and forecasting of prospective development.



Increasing the production efficiency of enterprises is currently one of the important directions of economic policy. The population's demand for products is growing from year to year. Meeting this demand requires the use of innovative technologies in the production of enterprises, the introduction of sufficient investments and the use of new methods, as well as the improvement of management mechanisms.

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