

Improving the Method of Assessing the Efficiency of Strategic Management in Textile Enterprises

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ABSTRACT

This article examines the issues of improving the technology of strategic management of textile enterprises in an innovative economy based on the selection and expansion of the stages of modern management support.

Keywords:

Management, textile enterprise, strategic management, management lever, management technology, efficiency.

Introduction.

In the conditions of the market economy, in order to gain advantage in competition, it is necessary to use all available opportunities and unique abilities effectively, in this regard, it is necessary to draw up long-term strategic plans and use modern strategic management methods. Improving the production efficiency of many textile enterprises operating in the Republic of Uzbekistan depends not only on the effective use of existing opportunities, but also on the organization of effective strategic management based on the use of modern management technologies in the management of production processes. Therefore, an objective assessment of the effectiveness of strategic management of enterprises through a comprehensive study is one of the important factors in further improving the economic situation in the country. The new Development Strategy of Uzbekistan for 2022-2026 sets the task of "doubling the production of textile products" [1], the successful implementation of which requires improving the management mechanisms of the textile industry of the country. Successful implementation of such

priorities requires the effective use of available resources, as well as the development of a strategic management system. The current system of network management does not provide sufficient resilience to changes in the market economy. Therefore, the improvement of strategic management technology in textile enterprises on the basis of the selection of modern management tools and the expansion of their stages is a topical issue.

Literature review. Strategic management emerged in the 1960s as an innovative approach to the organization of scientific direction and management. Until now, however, strategic management has been seen primarily as a task of managing market entities at a lower level - enterprises, firms, organizations.

In his book *Corporate Strategy*, Ansoff defines strategic management as "a way of knowing, its beginning, strategic diagnosis, the path of additional measures and the culmination - new products, new markets and technologies, as well as new opportunities" [2].

V.N.Rodionova understands strategic management as "the process of developing, making and implementing strategic decisions, the central part of which is a strategic choice based on comparing the enterprise's own resource potential with the opportunities and threats of the external environment" [3].

According to M.I.Kruglov and N.Yu.Kruglova: "Strategic management expands the horizons of foresight, strengthens long-term and thus timely responds to changes in the external environment of the enterprise: commodity and technology markets, scientific, technical, economic, social and political spheres is an opportunity to respond "[4].

According to G.B.Kleiner, "strategic management is a system of views and recommendations on enterprise management based on the processes of formulating, implementing and modifying a company's strategy to achieve business success" [5].

According to Hoffer and Schendel, "strategy is the main link between the goals and objectives of the enterprise" [6].

R.A.Isayev studied the conceptual framework of integrated quality management and strategic management system in the textile industry, as well as methodological aspects of its implementation [7,8].

Research methodology.

The research methodology is a dialectical method, and methods such as selective observation, comparison, and expert evaluation were used in the research process.

Analysis and discussion of results.

To date, controversial scientific interpretations of the content of the strategic management system of the enterprise can be considered as one of the obstacles to understanding the theoretical and practical importance of this system in ensuring the efficiency of industrial enterprises. In our view, the operational efficiency of textile enterprises often depends on the effectiveness of the development and implementation of their development strategies. Success in a rapidly changing environment can only be achieved by enterprises that clearly present their strategy and ensure its development and successful implementation. In modern economic conditions, enterprise management requires managers to acquire new methods and skills in the field of strategic management, as well as the use of modern tools and tools in the field of development strategy management, improvement of management technology.

Management technology is an alternative allocation of resources needed to organize the management process to achieve the goals of the enterprise in the current period and in the strategic future. Therefore, the specifics of the technology of strategic management of textile enterprises are explained by the supply of resources and the state of their use (Figure 1).

In the course of the research, the issue of improving strategic management technology is focused on improving these components.

Practice shows that the majority of textile enterprises in the country do not have a long-term development strategy or are managed only by a similar strategy.

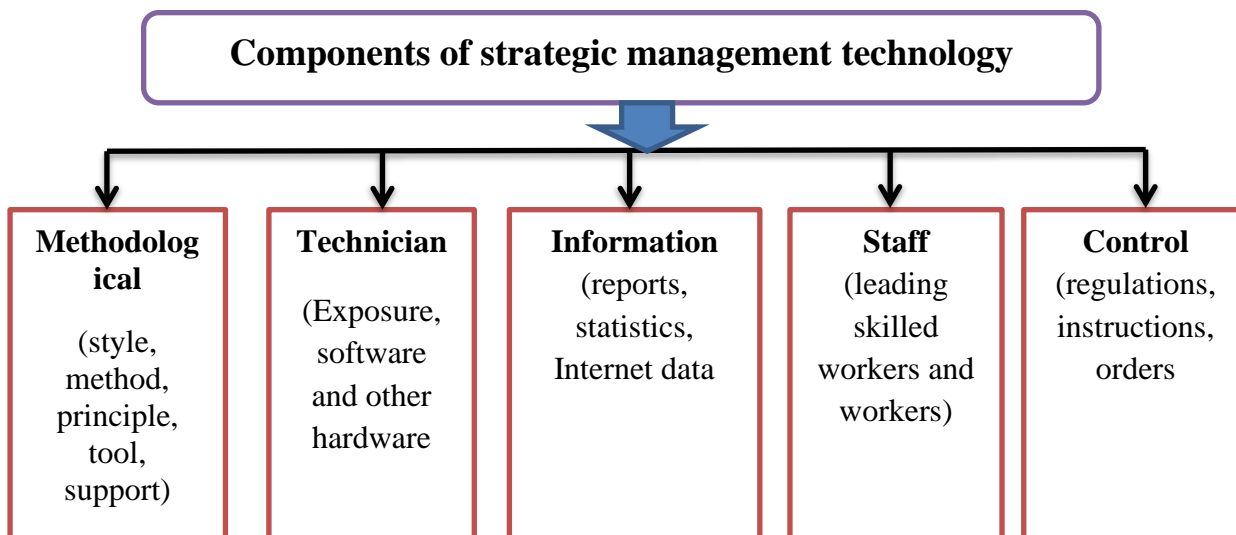


Figure 1. Components of strategic management technology¹

¹Author's development.

In our opinion, the development of an effective long-term strategy of textile enterprises is hampered by:

- 1) the absence of a strategically oriented owner;
- 2) redistribution of property continues in many areas, which leads to changes in the management system of the enterprise;
- 3) consideration of the value of the strategy by property owners and leading managers;
- 4) frequent change of goals set by shareholders;
- 5) lack of qualified specialists to develop a long-term strategy;
- 6) lack and non-disclosure of statistical data in industrial markets for a number of years;
- 7) imperfection of the methodology of strategy development.
- 8) Insufficient improvement of strategic management technologies and methods.

This is largely due to the lack of strategic management tools and tools to ensure the efficiency of industrial enterprises. In this regard, the issue of improving the quality of strategic management, taking into account the overall efficiency of the enterprise and the increase of its individual business processes, is very relevant today.

Therefore, in our opinion, we now need a comprehensive strategic management system based on the development and implementation of future development strategies aimed at increasing the efficiency and competitiveness of textile enterprises and including modern support in practice.

The conceptual model for improving the efficiency of strategic management of textile enterprises, developed by us, includes a system of strategic priorities, which implies the need to modernize the tools and supports for the development and implementation of development strategies of these enterprises.

An effective management mechanism requires company leaders to define the objectives for applying a particular tool. This step is very important because it is used to evaluate the effectiveness of a particular tool or combination of them.

It is known that effective management tools cannot be introduced by law, the decision on

their formation and use is made by the company's managers, who also aim to use a certain tool.

The most comprehensive approach to the description of marketing efficiency factors is in the concept of marketing management system proposed by B.A. Solovev. According to this concept, the effectiveness of marketing management (MM) is proposed to be assessed at the following 3 levels: activity management (AM); function management (FM); demand management (DM) [9].

Development and implementation of new strategic options, monitoring and evaluation of the results of the implementation of the strategy, based on the fact that the strategic management of textile enterprises is unique, long-term, predictive and based on the results of the above-mentioned strategic plans This method of evaluating the effectiveness of marketing activities will need to be improved, taking into account the results and continuity of activities, as well as the strategic activities of the textile enterprise. Therefore, in our research, we found it necessary to develop a method for evaluating the effectiveness of strategic management of a textile enterprise.

This proposed method covers the results of the following levels of strategic management of textile enterprises:

- strategic activity management (SAM);
- strategic task management (STM);
- strategy implementation management (SIM);
- result and activity continuity management (RACM).

The effectiveness of the strategic management of the textile enterprise is considered as a product of the management of the following four activities:

$$E (SB) = f (E (SAM), E (STM), E (SIM), E (RACM)) (1)$$

(1) A detailed expression of the relationship is presented in the form of formulas (2), (3), (4), (5) - (Table 1).

In turn, the effectiveness of strategic activity management is structurally assessed by the following factors: senior management strategy (Rs), staff strategy (Ps), senior management

and staff interactions (A), external and internal environment study and forecasting system (Tb):

$$E(SAM) = f[E(Rs), E(Ps), E(A), E(Tb)] \tag{2}$$

The effectiveness of strategic task management can be expressed in terms of dependence on performance indicators of variables such as

strategic planning (SR), strategy development (SIC), motivation (M):

Стратегик вазифани бошқариш самарадорлигини стратегик режалаштириш (CP), стратегияни ишлаб чиқиш (СИЧ), мотивация (M) каби ўзгарувчилар самарадорлиги кўрсаткичларига боғлиқлик кўринишида ифодалаш мумкин:

$$E(STM) = f[E(SR), E(SIC), E(M)] \tag{3}$$

Table 1

A four-factor model for determining the effectiveness of strategic management of textile enterprises²

Evaluate the effectiveness of strategic management														
Effectiveness of strategic activity management				Effectiveness of strategic function management			Effectiveness of strategy implementation management				Outcome and activity continuity management efficiency			
E(Rs)	E(Ps)	E(A)	E(Tb)	E(SR)	E(SIC)	E(M)	E(J)	E(I)	E(P)	E(T)	E(C)	E(FMN)	E(PCUM)	E(DDA)

²Developed by the author

The effectiveness of strategy implementation management can be expressed in terms of dependence on performance indicators of variables such as process management (J), customer management (I), personnel management (P), product management (T) and sales management (S):

$$E(SIM) = f[E(J), E(I), E(P), E(T), E(C)] \quad (4)$$

The effectiveness of Outcome and Continuity Management can be expressed in terms of dependence on performance indicators of variables such as financial performance management (FMN), production capacity utilization management (PCUM), enterprise dynamic development assessment (DDA):

$$E(RACM) = f[E(FMN), E(PCUM), E(DDA)] \quad (5)$$

In the research process, the scores were divided into three to determine the parameters

of quality and efficiency management of strategic management efficiency of textile enterprises: 1, 5 and 10.

The importance of the organizers and unit parameters of the above strategic management effectiveness assessment was carried out using the expert assessment method. The experts also assessed the effectiveness of strategic management of textile enterprises. Highly qualified employees of the 16-member Uztextile Industry Association and its leading enterprises were selected as experts. Special questionnaires were developed for the assessment. During the study, the importance level of the four factors proposed to assess the effectiveness of the strategic management of the textile enterprise was assessed by experts on a five-point scale.

During the study, we developed a scale to assess strategic management in textile enterprises based on expert assessments. Leading specialists of the Uztextile Industry Association were selected as experts. The results are presented in Table 2.

Table 2

A scale for evaluating the effectiveness of strategic management in a textile enterprise³

Integral exponent result	The content of the rating
от 0 до 0,30	Critical
от 0,31 до 50	Unsatisfactory
от 0,51 до 70	Satisfactory
от 0,71 до 0,85	Good
от 0,86 до 1	Ideal

³Author's calculations based on expert assessments

As a result of the analysis of expert assessments of the criteria and parameters listed in Table 2, the effectiveness of strategic

management of 4 textile enterprises was assessed. The results are presented in Table 3.

Table 3
Performance indicators of the strategic management system for textile enterprises⁴

Integral indicator name	“BETLIS TEXTILE” LLC	“KONTEKS- TASHKENT” LLC HK	“FULL COTTON” LLC	“BEK MEGA TEXTILE” LLC
K_{sfbs}	0,68	0,58	0,48	0,44
K_{svbs}	0,66	0,52	0,46	0,42
K_{saobs}	0,57	0,48	0,56	0,52
K_{nfubs}	0,65	0,56	0,62	0,66
K_{sbs}	0,64	0,53	0,52	0,50

⁴based on calculations made by the author

The results of Table 3 show that only in the enterprise "BEK MEGA TEXTILE" LLC strategic management is in a "satisfactory" state. A lot of work has been done in this textile enterprise to develop a strategy and implement it in practice. A number of practical steps need to be taken to increase the effectiveness of strategic management in the remaining textile enterprises.

Conclusions and suggestions.

Taking into account the importance of achieving strategic goals, the fact that their implementation will take more time, and the need for objective evaluation of the results and the results of these assessments as a basis for future strategic goals, was offered. The application of this management support in the strategic management of textile enterprises will allow not only the formation of goals, but also the evaluation of the results of the implementation of the strategy.

We also make the following recommendations to increase the effectiveness of strategic management in the textile industry:

- It is necessary to form the management structure of textile enterprises in a way that is adaptable to market changes;
- It is necessary to develop long-term strategic development plans for textile enterprises;
- It is necessary to improve the technology of strategic management in textile enterprises;
- Development of modern methods of assessing the effectiveness of strategic management in textile enterprises and its successful implementation.

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