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Sherzod Rustamovich Mardonov  
Scientific Center of the Cotton Industry CJSC  
Independent researcher

## DEVELOPMENT OF A SYSTEM-INTEGRATION CONCEPT OF A COTTON-CLEANING ENTERPRISE DEVELOPMENT STRATEGY

**Abstract:** The article discusses the development of a conceptual integrated integration strategy for the future development of cotton processing enterprises. The author presents the main modules of a system-integrated concept for the implementation of the marketing strategy of the plant.

**Key words:** Marketing, marketing strategy, development strategy, mechanism, list-integration concept.

**Language:** English

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### Introduction

The complex process of reforming economic relations in our country and the development of new market relations in the management of the economy, as well as the organization of production and economic activities, as well as the introduction of new approaches to management are effective.

In the process of economic reforms, significant changes have taken place in the industrial production of the republic, property relations have been radically changed, management mechanisms have been improved. Radical changes in the influence of external environmental factors have created a competitive environment. Therefore, in a competitive environment, increasing the efficiency of production through the rational use of all available resources remains a requirement of the times. The role of long-term sectors in ensuring macroeconomic stability of the country is invaluable. Such industries include those that are part of the cotton complex. The role of the ginning industry in the cotton industry is unique in that the raw cotton grown by farms in these enterprises is processed, and the cotton fiber produced is the main raw material for the textile industry. Therefore, the implementation of marketing strategies for the development of enterprises in these industries is one of the most important issues.

In general, one of the main tasks of marketing is to develop a marketing strategy of enterprises and to

find ways to successfully address the tactical issues of its implementation.

### Literature review

Implementation of the strategy depends, firstly, on a comprehensive strategy, taking into account changes in the external and internal environment of the ginnery, and, secondly, on the improvement of mechanisms for the implementation of the strategy, in particular, in the development of the strategy. depends on the level of knowledge and skills of students.

Issue of evaluation of textile and clothing industry clustering capabilities in Uzbekistan were studied by Ergashxodjaeva, S. J., Kyvyakin, K. S. [6], Modern methods of production capacity usage management in textile enterprises were investigated by Tursunov B.O. [11;12;13;15;16]. Problems of applying of artificial intelligence in the textile industry as factor of innovative development of the branch were searched by Nuritdin Y. and others [7;8;14].

For methods for control efficiency evaluation of the production capacities application at the textile enterprises and the mechanism for optimal control were dedicated works of Khodiev, B. Y. and others. [9]

Strategic production planning implies the need to develop a marketing strategy.

The data show that the term "strategy" is derived from the military word for business theory and

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practice, which means: "to use all available means to organize the policy of a country or a country in a military-political alliance" b).

The term "strategy" is derived from the ancient Greek words "stratos" (army) and "agein" (carry). Together, they use the word "strategist" or "strategos" to mean "regimental commander" and "army commander."

The use of the term "strategy" in business began in the 50s of last century. For the first time in management, J. about strategy. Von Neumann and O.S.Morgenstern mentions it in his 1944 book, Game Theory and Economic Behavior.

F. Kotler believes that "goals are areas of development that are expressed in the process of developing a marketing plan, and strategy is a plan to achieve them" [2]. D.J.Sculli believes that "marketing strategy is a concerted effort to gain a sustainable competitive advantage" [3]. According to Hoffer and Schendellar, "strategy is the main link between the goals and objectives of the enterprise" [4].

One of our economists, M.R.Boltabayev, approaches the definition of marketing strategy as a process of strategic planning, expressing long-term goals and comparing existing resources with the opportunities that open up [5].

The results of the analysis of the genesis of the theory and methodology of strategic marketing allow us to say that today local and foreign scientists have developed different approaches, concepts and tools for strategic marketing. However, their effective use in modern conditions requires the solution of a number of methodological problems.

### Methodology

First, from the point of view of theory and methodology, it is impossible to use any concept to build an effective system of strategic management, so in practice, the synthesis of different schools and concepts of modern strategic management is carried out. However, there is no scientific basis for this hybrid approach.

Second, the main indicator of an enterprise's investment attractiveness for attracting capital from potential investors to develop its activities is its value, which is created through the implementation of investment projects and generates profits. At the same time, the desire to increase the current profit of the enterprise contradicts the criteria of investment efficiency, which is determined on the basis of discounted cash flows.

Third, while corporate governance has been a strong focus of management in recent years (particularly after the 2008-2010 global financial and economic crisis), the focus has been on the economy, and the role of strategic growth in corporate governance in the corporate governance system.

Fourth, the paradigm of traditional resource management, which has dominated the theory of

strategic management for the past few decades, has now gradually become secondary to the objective. The high uncertainty and dynamism of the exogenous environment inherent in the modern information society determines the probability of the results of long-term strategic management decisions and, therefore, is based on competent values that define economic and management processes and models.

Fifth, research has shown that the scientific and methodological apparatus for the implementation of the strategy, in particular the growth strategy, has not been sufficiently developed.

It should also be noted that the literature on economics does not sufficiently state the results of research on the need to justify the use of this or that management concept in order to organize the activities of the ginning industry. Methodological guidelines have not been sufficiently developed to take into account all the important factors influencing the efficiency and effectiveness of the ginnery's growth strategy.

All of the above has led us to the need to create a qualitatively new conceptual and methodological approach to the management of the growth strategy of the ginnery, designed to address the identified problems.

The new concept is based on the concept of value management and a balanced system of indicators, which dominates the theory of modern strategic management, recognized in the world system of knowledge. In our opinion, these two selected management tools will fully allow the implementation of modern approaches that can be used to develop an economic mechanism for the implementation of the growth strategy of the ginnery.

The concept of system-integrated management of the ginnery, which we propose, reflects its two main features: systematization and integration.

### Analysis and results

Integration primarily involves strengthening the theoretical and methodological foundations of two key concepts: the Value Management Concept (VBM) and the Balanced Scorecard (BSC). The VBM concept provides the process for implementing a growth strategy - setting a strong benchmark for enterprise value-added and management decisions - and provides a basis for making management decisions and identifying key growth tools to increase enterprise costs. The price takes into account the long-term prospects of the ginnery, as its valuation is based on the forecast of future cash flows from the enterprise's assets. Thus, the price is always a long-term indicator. It should be noted that the VBM concept is based on a single approach to the valuation of future and existing assets (capital) and uses efficiency criteria based on future discounted cash flows. In this way, it eliminates the contradiction between estimating current and prophecy indicators and creating value.

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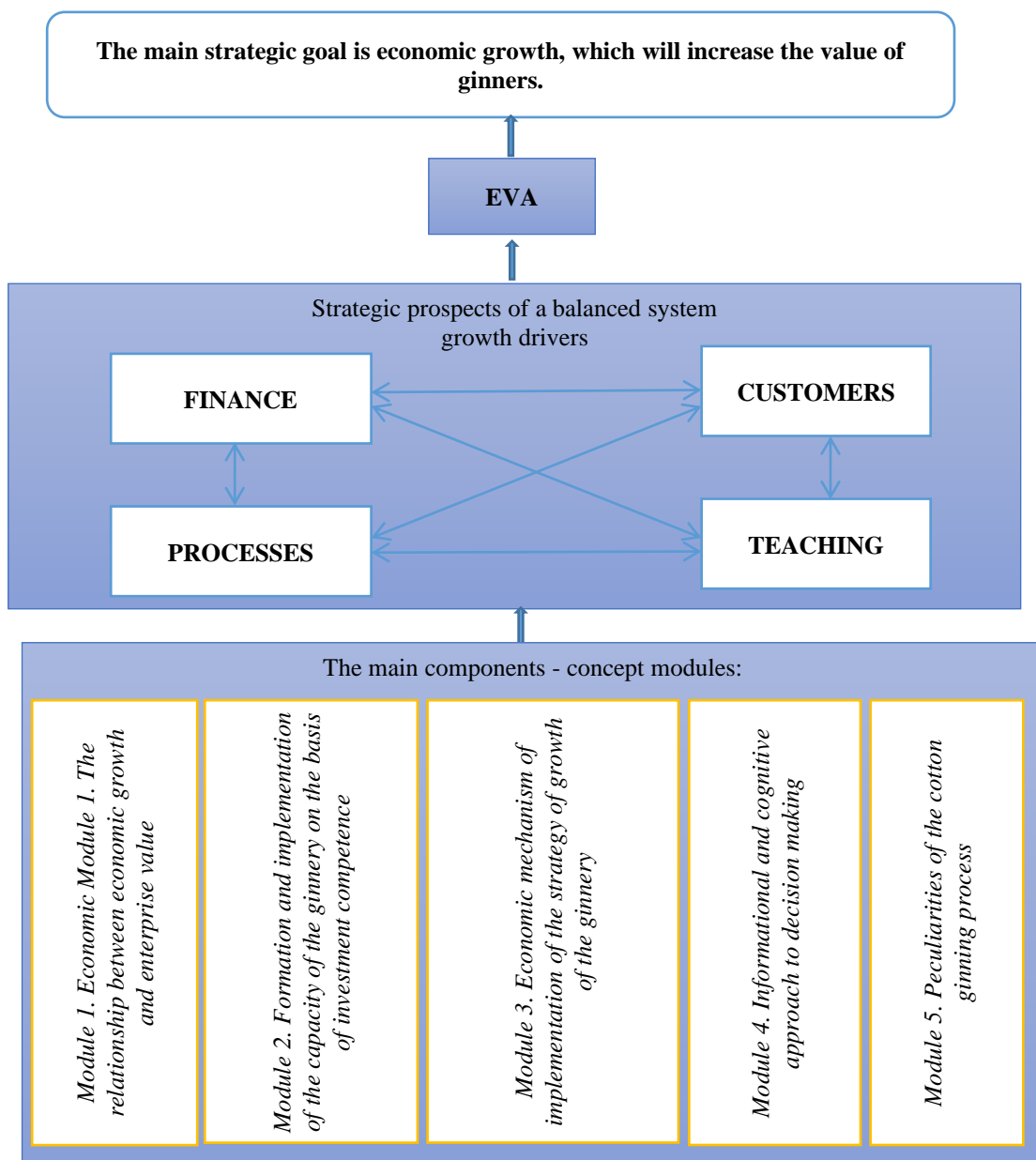
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It should be noted that in our concept, we rely on the views of the British economist W. Petty, who is famous for many types of prices (market, investment, liquidation, etc.), according to which in the framework of VBM (special education is expensive) is "expensive" you need to take into account the fundamental factors. Thus, we rely on the concept of the internal value of the enterprise, which will be determined by the main factors that will affect the future free cash flows. It does not affect the determinants of the level of insider information input and takes into account the full growth factors.

Thus, the internal or main value of the enterprise is the fair market price, which is free from changes in market conditions and noise, as well as whether the

enterprise is sufficiently re-evaluated and not re-evaluated by the market.

All of the several methods that have a common theoretical basis in the VBM are based on the concept of estimating the free cash flow (the amount of cash available to investors in the enterprise). The concept of VBM for strategic management is understood as one of the modifications of economic benefits, which clearly defines the root determinants of the growth of the value of the enterprise in the management of day-to-day, investment and financing activities, and demonstrates the strategy of daily growth. In implementing the VBM concept, the EVA is used as a measure of economic value added in global operations.



**Figure 1. Basic modules of the system-integrated concept of implementation of the marketing strategy of the ginnery**

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The choice of EVA as a criterion for the economic growth efficiency of a ginnery is based on a number of reasons:

First, EVA reflects the company's economic growth (trade growth, profit growth). Second, EVA depends on a number of factors related to cash flow and is a fundamental complex that fully represents the root, complex determinants of growth in order to manage the day-to-day, investment and financial activities of an enterprise: profitability, capital formation and value.

Third, EVA is an indicator that takes into account the interests of all stakeholders: investors (shareholders, creditors), suppliers, customers, employees, the budget, and others (EVA's positive value is the result of the efforts of all business participants).

Fourth, EVA solves the problem of increasing the value of the enterprise by balancing the differences in the purpose of profit growth and growth factors on the basis of BCC.

Finally, EVA is a means of demonstrating day-to-day performance at the management level, and at the same time is a measure of the effectiveness of a growth strategy.

Thus, it is the economic value added that, in our view, is the basis of the author's concept of assessing the level of achievement of the main strategic goal in the implementation of the marketing strategy of the ginnery, as well as monitoring the quality of management decision-making.

However, both of these concepts do not include the main drivers of value - the method of listing financial and non-financial factors. This methodological problem is solved by the BSC concept. While the concept of a balanced system of indicators is based on directions (prospects), the increase in the value of the ginnery through the systematization and harmonization of key indicators and the divergence of the goals of economic growth are not the same.

Systematic ginning is expressed in the subordination of the set of interrelated means of management to the strategic goals of the enterprise,

which is an integral economic mechanism for the implementation of the growth strategy of the enterprise.

The system-integrated concept of the ginnery's growth marketing strategy includes the following main components and modules, which include its basic theoretical and methodological principles (Figure 1).

The high material capacity of the industry and the relatively low return on capital also determine the high risk of price creation in the implementation of the growth strategy, the management of which requires the formation of requirements for profitability and investment quality.

Lack of raw materials and high material capacity in cotton ginning joint-stock companies have important features in the cost of production of cotton products, as well as the high cost of fuel and energy in these enterprises in recent years. In this regard, management should focus on energy conservation and energy efficiency.

### Conclusions:

The proposed concept of system-integrated management of the ginnery's growth strategy will serve as a basis for further development of methodological guidelines for the implementation of the so-called economic mechanism in the management system of the ginnery. Among the features of this concept are the following:

- identification and formalization of the relationship between the use of competent indicators, attention to the fundamental value, economic growth, investment competence and the value of the enterprise;

- Identification and generalization of the characteristics of ginning cotton, which determines the characteristics of the industry for the implementation of the growth strategy.

This concept solves the problem of increasing the value of the ginnery by ensuring the balance of divergence (diversity) and key determinants of economic growth.

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