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Issue Article

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DEVELOP A STRATEGY FOR INCREASING BUSINESS EFFICIENCY IN ENTERPRISES

Abstract: *This article examines the effectiveness of the strategic management of enterprises, the factors affecting them, the efficiency of the enterprise and its competitiveness, as well as the improvement of organizational and economic management mechanisms.*

Key words: *strategic management, business activity, competitiveness, trend, management effectiveness, internal and external factors, innovation, integral indicator, strategy, evaluation, enterprise sustainability.*

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Introduction

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

Currently, 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 development strategy of the enterprise is not developed with one or another error, this situation does 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 shows that not all problems of strategic management have been solved yet, and this situation is primarily related to the development of mechanisms of strategic stability of enterprise development.

In the strategic management system, it is assumed that the future activity of the enterprise will be determined based on the study of retrospective indicators and the application of the extrapolation method. Extrapolation is the application of trends established in the past to the future. In other words, when developing a forecast, the conditions of the enterprise's activity will not deteriorate in the future, that is, it is determined that the end of the enterprise's activity will be good compared to the previous periods. This is the manifestation of a trend that increases the development of the enterprise.

To assess the future stability of the enterprise, a complex integrated indicator representing the development 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 involves the assessment of various aspects of the enterprise's activity, moreover, such an assessment is carried out in dynamics and space.

In 2017-2021, the action strategy for the further development of the Republic of Uzbekistan also sets priorities such as "deepening structural changes, increasing the competitiveness of enterprises and increasing the export potential". Effective execution of these tasks requires improvement of modern management mechanisms and efficiency of innovative activities of production enterprises.

Analysis of literature on the topic

Issues of increasing the efficiency of the enterprise and developing economic activity in the strategic management system R.S.Kaplan, D.P.Norton, I.Ansoff, V.P.Barancheev, M.Porter, R. .S.Muratov, I.A.Djalolova, S.Sh.Oripov, problems of their activity management mechanism, I.O.Ulashev, Sh.A.Atamuradov, G.Sh.Khonkeldieva, Researched in the scientific works of R.R. Abduraupov, M.Q. Pardaev, Kh. Nabiev, D.Kh. Nabiev and others.

Despite the carried out scientific and research work and the conducted scientific and theoretical research, in the context of today's globalization and democratic market reforms, the issues aimed at assessing the factors affecting the improvement of the efficiency of the enterprise and the development of economic activity in the strategic management system have not been systematically covered.

Research methodology

Analysis, synthesis, induction, deduction, statistical grouping, expert assessment, scientific abstraction and other methods were widely used in the research process.

Enterprises operating in the Republic of Uzbekistan were taken as the object of research.

The main goal of the research is to improve the efficiency of strategic management of enterprises.

The practical significance of the research results allows determining the main directions of effective improvement of strategic management at the enterprise level.

Analysis and results

Creating an understanding of the enterprise has important economic value. Many literatures present different opinions about the enterprise. For example, in the textbook "Corporate Economics" by R.S.Muratov, I.A.Djalolova, S.Sh.Oripov, 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 requirements and obtain net profit. In the study guide "Economics and Management of the Enterprise" by I. O. Ulashev, Sh. A. Atamuradov, the enterprise is defined as follows.

An enterprise is a legal entity that is considered the main link of society, produces and exchanges products based on the use of private resources, and performs other work and services in order to satisfy the demand of the population and obtain profit or perform other social functions. is an economic entity of various sizes that has [7].

In our opinion, a legal entity that has the right, produces and sells products or exchanges products, performs work, provides services based on the use of property owned by the right of ownership or the right to fully manage the economy, in accordance with the current laws, in the conditions of competition and equality of all forms of ownership an independent business entity that carries out its activities is an enterprise.

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

Currently, the development of the enterprise can be achieved only with the continuous introduction of innovations. M. Porter defined the role of innovation in companies' achievement of competitive advantage as follows: "... the 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 gained a competitive advantage through innovation, it can only maintain that advantage through continuous improvement. "Competitors will immediately and surely overtake any company that stops improving and introducing innovations."

The competitiveness of the enterprise means the production and sale of goods that are more attractive to consumers than the goods of competitors. Continuous monitoring of the competitive environment is a necessary condition for production to satisfy needs in the most efficient way. Conclusions

about the state of the competitive environment are the basis for the development of the enterprise's innovation policy.

In essence, the advantage achieved over competitors is due to innovation, and therefore, the ability to introduce new elements that provide any advantage over competitors in the enterprise's activity 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.

It can be said that the stability of the enterprise is the competitiveness distributed over time. In small intervals of time, these two concepts have equal power.

The production potential expressed in the organization of production, labor and management of the enterprise, its technical and technological capabilities is an element that ensures timely innovation. The higher the production potential of the enterprise, the lower the level of the share of costs for product production and its quality. The quality of the produced product, which is higher than the quality of competitors' goods, is a material representation of the innovative potential.

The objective reasons caused by the need for the development of economic systems to transition to an innovative type require a comprehensive solution to the problems of effective interaction of scientific-technical and economic factors in the entire innovation-investment process. In our opinion, the rational combination of technological and economic potentials is the central issue of managing the innovation-investment process.

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

Table 1. Analysis of factors affecting the stability of enterprises

№	Factors	The results of the influence of factors
1.	Knowledge and skills	The lack of knowledge and skills in production enterprises, precisely in terms of management (laws of the market economy), prevents the introduction of innovative management.
2.	Level of concentration	The high level of centralization limits the ability of lower level managers to think creatively and take a creative approach to management.
3.	Communication system	Poor organization of the communication system or the manager's inability to use it effectively causes the problem of timely delivery of information and news in some cases.
4.	Contractual relations	Managers and employees do not know exactly the tasks and do not follow them, which hinders the development of the management process.
5.	Interest in innovation	Low interest in innovation by managers, that is, low flexibility in management.
6.	Encouragement	Inadequate development of the incentive system in management reduces the interest in introducing innovative management.

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

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

Internal factors are formed in the internal environment of the enterprise, in its subsystems (employees, production, marketing, sales, finance, organizational structure). Management of internal factors allows the enterprise to determine the reserves of strengthening stability and to quickly manage production in case of changes in external factors.

The systematic development of the enterprise is carried out by successively passing the stages from centralization to decentralization. This means that every element of the enterprise becomes planned and organized. In essence, the transition to a decentralized scheme of management by the enterprise changes the management paradigm itself as a goal-directed

external influence on the object to change it to another state.

Development of the elements of the enterprise to the level of independent decision-making in the conditions of an unknown external environment is the necessity of ensuring the competitiveness of the enterprise.

On the other hand, the enterprise must have certain characteristics as a whole in the external environment, as a goal-oriented development. The main of them is controllability. In this regard, the management of an enterprise with a similar decentralization feature will have a different form, different from the traditional form.

Systematic management of enterprise development can be implemented in the following sequence of the characteristics being formed: flexibility - adaptability - competitiveness.

Application of innovative technologies to the activity of enterprises, use of strategic management methods serves to increase efficiency indicators and production volume.

According to the results of the analysis, in order to introduce strategic management of the innovative activities of enterprises, first of all, it is necessary to improve the knowledge and skills of management personnel, to reduce the level of centralization and to introduce new information technologies into the system of information exchange between stages, to increase the interest of management employees to innovation, to develop an incentive system, it serves to ensure that each manager clearly and fully understands the tasks assigned to him and to fulfill them on time, to reduce the level of informal communication[8].

The economic efficiency of investments is a component of the overall production efficiency. The main task is to bring as much profit and return as possible to investments in various levels of economic activity. Deviation from this rule can lead to the loss of resources, the destruction of past and present work of society.

The need to evaluate the economic efficiency of investments arises in all cases, such as new construction requiring additional capital investments, expansion of existing production, restoration and technical rearmament, modernization of production and development of organizational and technical measures. Sometimes, the production of a new type of products also requires investment and other funds, which means a preliminary assessment of the ratio of costs and results [9].

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

the first is to assess the effectiveness of the investment project, which creates the opportunity 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.).

The process related to the production of new products or the improvement of previously existing types as a result of human scientific and technical activity is an innovative 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 the enterprises of our republic, increasing its investment attractiveness, thirdly, by implementing deep diversification measures in enterprises, the production of stable and high-quality goods 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 in enterprises is the complex developed on the basis of foreign recommendations on the introduction of these technologies into production by adapting them to the conditions of their use and the specific characteristics of their acceptance by managers and specialists in relation to the management of the introduction of resource-saving technologies. approach is necessary.

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; it is possible to achieve a synergistic effect, which is reflected in the saving of labor, material and financial resources; the increase of production stability and efficiency.

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

SWOT analysis is considered a strategic planning method and is aimed at determining the existing factors in the internal and external environments of the organization. They are divided

into four categories, namely Strengths, Weaknesses, Opportunities and Threats.

Table 2 SWOT analysis of enterprise development

Strengths	Weaknesses
Development of state programs for the development of enterprises	Lack of personnel for the development of modern services in enterprises
Financial opportunities provided to enterprises	Lack of infrastructure for exporting products and services
High export potential in enterprises	The presence of problems in the sale and storage of products
Opportunities	Dangers or threats
Opportunities to diversify products and services in enterprises	Price changes in domestic and foreign markets
Financial opportunities and benefits provided to enterprises	Increasing competition in the world market
Access to foreign markets	Changes in the economic and political situation in the states

As can be seen from the above table, there are also strengths and weaknesses in the management of enterprises. Therefore, management and heads of economic entities should pay special attention to free parties, otherwise the expected economic efficiency cannot be achieved. In the end, enterprise activity can become not a factor of economic development, but its opposite.

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