

STRATEGIC MANAGEMENT IN ENSURING THE COMPETITIVENESS OF INDUSTRIAL ENTERPRISES

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Annotation

This article explains the concept and content of strategic management. Methods of effective strategic management at enterprises and organizations, ways to ensure the competitiveness of industrial enterprises and improve the efficiency of planning are being studied.

Keywords: industrial enterprises, strategic management, competition, innovative idea, management, planning.

Introduction

In the conditions of the world economy, the formation and development of a competitive environment in monopolistic structures, the introduction of innovative processes into their activities, the modernization of monopolistic sectors of the economy and enterprises, the use of modern and efficient management methods become a single whole. from the main means of economic development [1].

The organization of production based on high technologies that meet the requirements of the world standard and ensure the production of exportable products in Uzbekistan, the development of the infrastructure of light industry enterprises and the introduction of innovative technologies as the main production strategy to use the cluster method [2].

Known. The term "strategic management" entered everyday life in the 1960s and 1970s to describe the difference between high-level management and production-level management. The success of any organization is ensured by the preparation, desire, business acumen and enterprise of the people working in it [3]. Measures should be taken to organize advanced training courses in public management, including strategic management, risk management, modern methods and principles of "smart" management in training, retraining and advanced training programs for managerial personnel [4]. In this regard, it is advisable to use strategic management, use competitive advantages, develop specific goals, and implement projects.

The level of knowledge of the subject

A number of domestic and foreign scientists conducted research to ensure the competitiveness of industrial enterprises, the rational use and improvement of strategic management in their activities. Theoretical and methodological foundations of strategic management Theoretical and methodological issues of strategic management were studied in the works of A.M. Aronov, O.S. Vikhansky, V.A. Goremiykin, O.A. Bogomolov, I.N. Ivanov, V.S. , A.T.Zuba, N.O.Kruglova, M.I.Kruglova, N.N.Trenea, R.A.Fatkhutdinov. In particular, the concept of strategic management was studied and developed in the works of foreign scientists such as I. Ansoff, G. Mintsberg, J. B. Quinn, S. Ghoshal, R. Rumelt, V. Quint, K. Anspo [5]. Alfred Chandler wrote: "Strategy is the definition of the main long-term goals of the enterprise, the adoption of directions for action and the allocation of resources necessary to achieve these goals" [6]. Michael Porter wrote: "The two main types of competitive advantage [differentiation and low cost], combined with the range of activities a firm seeks to achieve, lead to three general strategies for achieving above-average performance in the industry: cost leadership, differentiation, and a focus-oriented strategy has two options: cost orientation and differentiation orientation [7]. Igor Ansoff wrote that "Strategic management consists of three parts: strategic planning; the company's ability to translate its plans into reality; and managing the firm's internal resistance to change"[8]. According to Bruce Henderson, "Strategy is used when benefits are achieved by planning the sequence and timing of the simultaneous deployment of resources, taking into account the capabilities and behavior of competitors [9]. According to Academician V. L. Kvint, for the effective activity of strategic leaders, it is necessary to know the essence, methods and forms of using the main elements of the management system, management functions - planning, promotion and control, performance indicators. the processes of making and implementing strategic decisions [10].

Analysis and Results

The role of industrial enterprises is important at the level of the countries of the world, including for our country. As of April 1, 2022, 92,064 industrial enterprises operate in Uzbekistan. According to the State Statistics Committee, the growth rate in the number of operating industrial enterprises compared to 2018 amounted to 182.7 percent. You can see the number of enterprises operating in the industry by years: in 2018 - 50,396; in 2019 - 62,381; in 2020 - 73,655; In 2021 - 85,525 [11]. An analysis of industrial enterprises and organizations operating in Uzbekistan showed that as a result of reforms aimed at changing forms of ownership and restructuring industries, as of October 1, 2020, their number in the industry amounted to 80,023, which is 16.6% more than for 2020. at the same time last year. High indicators of the number of industrial enterprises were recorded in the following regions: in Tashkent - 15,440; in the Fergana region - 8,475; in the Tashkent region - 8,370; in Andijan region - 8,111; In the Samarkand region - 6,739 people. According to the State Statistics Committee, in January-September 2020, the enterprises of the metallurgical industry of our country spent 55.2 trillion. produced products for the amount of soums. Compared to the same period last year, the physical volume index of this network amounted to 103.7 percent. Navoi region (56.7%), Tashkent region (36.2%) and Tashkent city (5.6%) had the highest share in the total volume of products produced by the enterprises of the metallurgical industry on a national scale. 859.4 million in January-September of this year. Exports of products of the metallurgical industry were carried out in the amount of US dollars. This amounted to 6.9 percent of the total export of the republic[12]. The use of

new, innovative forms of management at many enterprises with different legal status operating in the industry of our country remains an urgent task. In particular, the use of the McKinsey 7S model, developed by a group of consultants from the American consulting company McKinsey in the 1980s, closely supports the development of our economy [13].



Picture 1. The Seven Principles of the McKinsey 7S Model

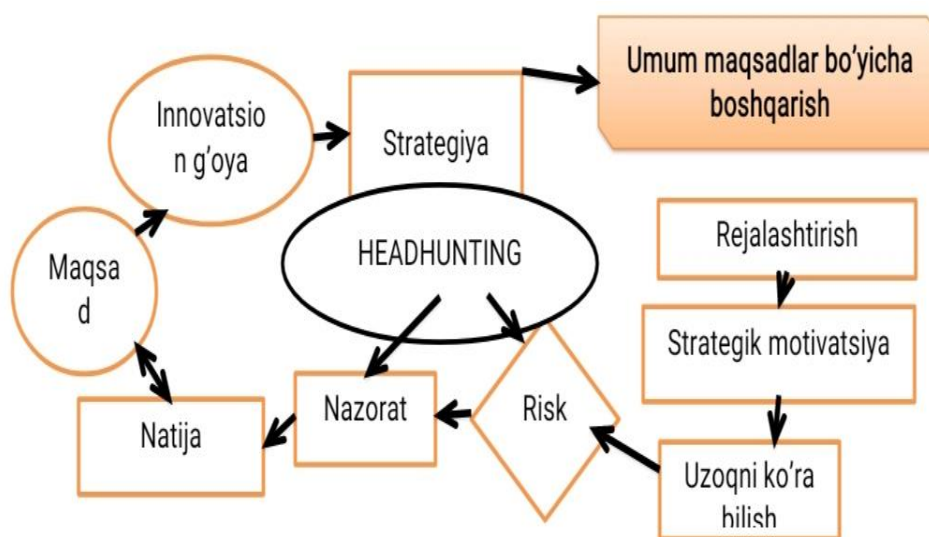
- Enterprise strategy;
- Enterprise Component;
- Control system;
- The style of relations in the enterprise;
- Composition of personnel activities;
- Quantifying Skills and Values;
- Employee Qualification;

The main authors of the model are Tom Peters and Robert Waterman. To date, the model has been adopted in practice around the world and has won the trust of many business leaders and strategic management and marketing specialists who use it to create and optimize effective business processes in the enterprise. The McKinsey 7S model is a convenient tool for analyzing the internal organizational structure and principles of a company. Based on this model, 7 basic elements of the microeconomics of an enterprise are analyzed, which allow us to draw the following conclusion, that is, how well the business processes at the disposal of the enterprise are organized and how efficiently the available resources are directed [15].

According to research, industrial enterprises that use strategic management in their work are successful and profitable. You will not find a business that can survive the competition without having specific goals for their business. We can see how important the use of strategic management is to improve the competitiveness of industrial enterprises in Picture 2.

Comparison signs	Strategic management	Operational guidance
Mission statement	Sustaining the organization in the long term by establishing a dynamic balance with the environment, which allows you to solve problems of interest to the organization's activities.	Production of goods and services to generate sales revenue
Solve problems	Problems of the external environment, the search for new opportunities in the competitive struggle	Problems with more efficient use of resources in the enterprise
Direction	Long term	In the short and medium term
The main factors in creating a management system	People, information system and market	Organizational structures, techniques and technologies
Efficiency	Market share, trade stability, profitability dynamics, competitive advantages, adaptation to change	Snow, current financial performance, internal rationality and labor economics

Picture 2. The difference between strategic management and management[16]. On pic. Picture 3 below shows the proposed model for managing strategic industries. In this case, a potential manager with innovative ideas can see far to ensure the economic sustainability of the enterprise and correctly carry out internal and external planning based on short-term and long-term strategies and prevent risks for the future of the enterprise. follow the following theoretical sequence for making important decisions.



Headhunting

Innovatsion g'oya - Innovative idea

Maqsad- Target

Natija - Result

Strategiya - Strategy

Nazorat - Control

Risk - Destiny

Umumiy maqsadlar bo'yicha boshqarish - Office of General Purposes

Rejalashtirish - Planning

Strategik motivatsiya - Strategic Motivation

Uzoqni ko'ra bilish - Foresight

Picture 3. Model of strategic management [17].

It is necessary to fully apply the strategic management model in the activities of an increasing number of industrial enterprises in Uzbekistan, as well as to establish the effective use of the "Common Goals" management in the strategic management model. At the same time, each department of the enterprise, based on the general goal of the enterprise, sets itself small and fast goals, and the consistent fulfillment of these small goals leads to the realization of the general goal of the enterprise. The direction of development of each system depends on the structure of this system, which creates the basis for the development of activities.

Conclusions and offers. Competition also plays an important role in strategic management based on a new idea. Competitiveness is a factor that determines the level of the enterprise. The strong always win the competition. And the strong should have their own carefully worked out strategy, i.e. timely strategic management, qualified personnel, a large resource base, loyal consumers, modern equipment and technologies, managers who can make the right decisions. In other words, in the activities of enterprises, including industrial ones, it is necessary to introduce a management system using modern principles of strategic management and rapidly develop a system to increase its competitiveness and investment attractiveness.

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