

IMPROVING THE METHOD OF ASSESSING THE COMPETITIVENESS OF THE MANAGEMENT SYSTEM ON THE BASIS OF IMPROVING STRATEGIC PLANNING

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Annotation. The article examines the issue of improving the method of assessing the competitiveness of the management system in the process of strategic planning of the future development of textile enterprises based on the use of modern methods.

Key words: development, strategic planning, process, management system, competitiveness, evaluation.

INTRODUCTION

In the context of economic reforms being implemented in the Republic of Uzbekistan, the issue of further improving the well-being of the population is of paramount importance. Therefore, it is necessary to strategically plan future development based on the results of a comprehensive assessment of the existing opportunities for satisfying the growing needs of people for clothing products. In recent years, a number of measures have been developed and implemented in the Republic of Uzbekistan to support the further development of the textile industry. The new Uzbekistan Development Strategy for 2022-2026 sets the task of «doubling the production volume of textile industry products.» The successful implementation of this task requires an objective assessment of the competitiveness of management in the implementation of strategic planning in the management of textile industry enterprises in our republic [1].

The term «strategic planning» was first used by military leaders. It should be noted that many management methods emerged as a result of solving purely military tasks [2]. An analysis of the results of the study conducted by A. Chandler shows that already in 1961 its author was well acquainted with the concept of strategic planning and, in particular, with the models of strategic plans [3].

In the effective implementation of strategic planning, the evaluation of the competitiveness and prospects of the enterprise management system is of great importance. Well-known experts in

the field of competitive strategy Glukhikh L.V. and Voronov A.A., commenting on these strategic obligations, emphasized that the implementation of strategic plans should not lead to a compromise of interests, but to achieving high competitiveness and increased efficiency of the enterprise [4]. From a hierarchical perspective, according to N.A. Savelyeva, competition is at the highest level, followed by competitiveness, then competitive advantages, and lastly, competitive strategies. This author defines competitive strategy as a set of managerial and organizational-methodological solutions that ensure the acquisition of the best positions in the market with the highest level of satisfaction of potential buyers. This is achieved on the basis of significant competitive advantages [5]. Competitive strategy is the strategy of a separate enterprise (or product lines within a large corporation). Therefore, it is important to assess the competitiveness of the enterprise in all its activities, especially management activities.

MATERIALS AND METHODS

In accordance with the purpose of the research, a method was developed to assess the level of competitiveness of textile enterprises' management systems by improving the strategic planning process of textile enterprises based on modern approaches, taking into account the distinctive features of their production and economic activities.

This approach is intended to include the following steps:

Step 1. Selection of competitiveness criteria and indicators of the textile enterprise management system.

Step 2. Determination of the importance of each group of indicators to determine overall efficiency.

Step 3. Determination of the primary competitiveness index of the selected group of indicators characterizing the competitiveness of a separate management:

$$R_{ij} = Y_{ij} * S_{ij} \quad (1)$$

here, R_{ij} – the value of the primary index of the level of competitiveness of indicators according to the j-criterion of the enterprise;

Y_{ij} – the value of the assessment given by experts to the indicator of the i-enterprise according to the j-criterion, in points;

S_{ij} – a coefficient that takes into account the level of importance of the indicator for the jth criterion of the i-th enterprise.

Step 4. Determination of the integral indicator of the competitiveness of the management structure of textile enterprises based on the improvement of strategic planning:

$$K_i = \sum_{j=1}^n \frac{R_{ij}}{n} \quad (2)$$

here, K_i – i-value of the integral indicator of the competitiveness of the management structure of the enterprise;

R_{ij} – the value of the primary index of the level of competitiveness of indicators according to criterion j of the i-enterprise;

n – the value of the integrated indicator of competitiveness in terms of management criteria based on the improvement of strategic planning of textile enterprises.

Stage 5. Development of a scale for assessing the level of competitiveness of management systems of textile enterprises.

In this dissertation research, a scale for evaluating the level of competitiveness of management systems of textile enterprises was developed by improving strategic planning based on modern approaches (Table 1).

Table 1

Enterprise management system competitiveness assessment scale

Value	Description of the level of competitiveness of the enterprise management system
0,81–1,0	“Very high” level of competitiveness
0,64–0,80	“Good” level of competitiveness
0,38–0,63	“Average” level of competitiveness
0,21–0,37	“Low” level of competitiveness
0,0–0,20	“Very low” level of competitiveness

RESULTS AND DISCUSSION

As part of the benchmarking methodology, information was collected about the management systems of «REKORD TEX» LLC and «BETLIS TEKSTIL» LLC. Taking into account the criteria of the developed methodology for analyzing and assessing competitiveness, an analysis of the management systems of these textile enterprises and their strategic development for 2020-2024 was carried out, since the named business entities operated in an unstable external environment and were forced to make changes in their activities.

When assessing the competitiveness and prospects of the management system, we took the following criteria as a basis:

1. Competitiveness of textile enterprise production activity;
2. Financial situation of the textile enterprise;
3. Competitiveness of product organization and movement;

4. Competitiveness of organization of management activities.

Expert assessments of each criterion indicator characterizing the level of competitiveness of the management systems of textile enterprises analyzed according to the results of 2024 were carried out, and based on them, a «competitiveness profile» of the management system of each textile enterprise was developed.

First of all, the main areas of activity of the analyzed textile enterprises were compared according to the single indicators of each of the proposed criteria.

The summary indicator of the first criterion - the competitiveness of the organization of production activities - is equal to:

«REKORD TEX» LLC

$$K_{11} = 0,1 * 2 + 0,16 * 3 + 0,18 * 2 + 0,18 * 2 + 0,14 * 4 + 0,13 * 4 + 0,11 * 2 = 2,7 \text{ score.}$$

«BETLIS TEXTILE» LLC

$$K_{12} = 0,1 * 3 + 0,16 * 3 + 0,18 * 2 + 0,18 * 2 + 0,14 * 3 + 0,13 * 3 + 0,11 * 4 = 3,02 \text{ score.}$$

The calculations obtained allow us to conclude that the level of competitiveness of the production activities of «REKORD TEX» LLC is lower than that of its competitor «BETLIS TEKSTIL» LLC.

In other words, the level of production organization does not meet the needs of the textile enterprise, including does not contribute to the achievement of the set goals, because it does not fully use all internal production capabilities (the values of labor productivity, return on capital indicate this). The technical level and organization of production of both textile enterprises do not sufficiently meet the objective requirements of the unstable external environment.

The generalizing indicator of the second criterion is the financial condition of the textile enterprise:

«REKORD TEX» LLC

$$K_{12} = 0,15 * 3 + 0,15 * 4 + 0,13 * 4 + 0,11 * 2 + 0,13 * 3 + 0,11 * 3 + 0,12 * 3 + 0,10 * 3 \\ = 3,17 \text{ score.}$$

«BETLIS TEXTILE» LLC

$$K_{21} = 0,15 * 3 + 0,15 * 2 + 0,13 * 3 + 0,11 * 4 + 0,13 * 3 + 0,11 * 4 + 0,12 * 4 + 0,10 * 3 \\ = 3,19 \text{ score.}$$

These results show that, despite the economic crisis, the financial condition of BETLIS TEKSTIL LLC is at a higher level compared to REKORD TEX LLC. Nevertheless, the competitiveness of the financial management system in both textile enterprises is at a low level, in other words, it cannot meet the need for financial resources of textile enterprises due to the economic crisis.

The summarizing indicator of the third criterion is the state of competitiveness of product organization and movement:

«REKORD TEX» LLC

$$K_{13} = 0,35 * 2 + 0,25 * 3 + 0,18 * 4 + 0,22 * 3 = 2,83 \text{ score.}$$

«BETLIS TEXTILE» LLC

$$K_{23} = 0,35 * 4 + 0,25 * 4 + 0,18 * 2 + 0,22 * 3 = 3,42 \text{ score.}$$

Based on the calculations obtained, it can be concluded that the level of competitiveness of the organization and movement of products at "REKORD TEX" LLC is lower than that of "BETLIS TEKSTIL" LLC, but the level of adaptability of both textile enterprises to changes in the external environment is relatively low. Because, first of all, textile enterprises sell products of different levels of competitiveness (the level of profitability of sales indicates this); second, they do not effectively use sales opportunities, including advertising and sales promotion tools.

The generalizing indicator of the fourth criterion is the competitiveness of the organization of management activities in a textile enterprise:

«REKORD TEX» LLC

$$K_{14} = 0,17 * 3 + 0,17 * 2 + 0,16 * 3 + 0,11 * 3 + 0,13 * 3 + 0,14 * 3 + 0,12 * 3 = 2,83 \text{ score.}$$

«BETLIS TEXTILE» LLC

$$K_{24} = 0,17 * 4 + 0,17 * 4 + 0,16 * 3 + 0,11 * 3 + 0,13 * 2 + 0,14 * 3 + 0,12 * 4 = 2,99 \text{ score.}$$

These results show that the level of competitiveness of the organization of management activities in "REKORD TEX" LLC is lower than in "BETLIS TEKSTIL" LLC, that is, the organization of management activities does not sufficiently meet the conditions of operation in crisis conditions. By improving strategic planning for all criteria based on modern approaches, the integrated indicator of the level of competitiveness of management systems of textile enterprises will be equal to the following:

$$K_{general1} = \frac{\sum_{i=1}^n K_{1i}}{n} = \frac{2,7 + 3,17 + 2,83 + 2,83}{4} = 2,88;$$

$$K_{general2} = \frac{\sum_{i=1}^n K_{2i}}{n} = \frac{3,02 + 3,19 + 3,42 + 2,99}{4} = 3,16.$$

These results show that the competitiveness of the organization of management activities at "REKORD TEX" LLC is at a "low" level, and that of "BETLIS TEKSTIL" LLC is at a "medium" level, that is, the system of organization of management activities at both textile enterprises does not sufficiently meet the conditions of operation in crisis conditions.

CONCLUSIONS AND SUGGESTIONS

We can conclude that the management systems of the studied textile enterprises do not adequately meet the specific needs of the internal and external environment in the crisis, because they could not use the available opportunities effectively. Therefore, the competitiveness of textile enterprises can be achieved through: restructuring them, increasing internal and external demand for products, increasing investment resources, improving product quality, searching for new product sales segments, and developing systems for identifying, calculating, and preventing risks.

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