

FACTORS FOR INCREASING THE EFFICIENCY OF THE STRATEGIC MANAGEMENT SYSTEM OF ENTERPRISES

Allayarov Shamsiddin Amanullaevich

Head of the Department of "Trade business" of Tashkent

State University of Economics, DSc., Professor

ORCID: 0000-0002-3036-9357

e-mail: shamsiddinallayarov@gmail.com

Yakubov Madaminbek Abdurakhimovich

Master's student at

Tashkent State University of Economics

At the stage of modern economic development, the issue of effective management of enterprises is of decisive importance in ensuring the stability and competitiveness of the national economy. In the era of the global economy, digital transformation, rapidly changing external environment and innovative technologies, the need for enterprises to clearly define strategic directions, rational use of resources and develop a long-term sustainable development strategy is becoming increasingly urgent. Therefore, the issue of increasing the effectiveness of the strategic management system in enterprises is considered an urgent scientific problem not only theoretically, but also practically.

Strategic management is a management activity aimed at determining the goals of the enterprise in the long term, analyzing internal and external environmental factors, coordinating resources and capabilities and ensuring competitive advantage in changing conditions. The effectiveness of such a system is determined by the results of the enterprise's activities, the level of profitability, the efficiency of resource use and the ability to adapt to market conditions. In this regard, by improving the strategic management system, enterprises can not only strengthen internal management mechanisms, but also ensure their stable position in the external economic environment.

As a result of the reforms implemented in our country's economy in recent years, in particular, improving the business environment, introducing digital technologies in the activities of enterprises, increasing the share of the private sector and implementing innovative development strategies, the need for strategic management issues is increasing. Based on the concept of "New Uzbekistan - a state on the path of development and renewal" put forward by President Shavkat Mirziyoev, the need for effective management, an innovative approach and strengthening strategic planning in the economy is emphasized.

However, practice shows that in many enterprises the strategic management system is not sufficiently formed, decision-making processes are far from systematic and scientifically sound and strategic planning is often focused on short-

term goals. As a result, the economic efficiency, innovative potential, and competitiveness of enterprises decrease. Therefore, an in-depth analysis of the strategic management system in enterprises, the identification of organizational, economic, social and technological factors affecting its efficiency and the development of mechanisms for improving it are emerging as an urgent scientific and practical task.

In the scientific literature, there are works on strategic management by leading foreign scientists such as P. Drucker¹⁹, M. Porter²⁰, I. Ansoff²¹, H. Mintzberg²², G. Hamel²³, R. Kaplan²⁴, who interpret strategic management as a means of creating competitive advantage, introducing innovations and ensuring the long-term development of the organization. Local economists are conducting important research to develop strategic management models suitable for the economic conditions of Uzbekistan. At the same time, there is a need to further improve existing approaches in the context of deepening market relations in the national economy, increasing global competition and the rapid development of the digital economy. In the conditions of the modern economy, analyzing the effectiveness of the strategic management system of enterprises is one of the main criteria for determining the level of their economic stability, competitiveness and innovative potential. The analyzes conducted during the study show that the success of the strategic management system largely depends on the organizational structure, management decision-making mechanisms, the efficiency of information flows, the quality of human capital and external economic factors. Below is information about some of them:

The impact of organizational and economic structure on efficiency. The analysis revealed that the organizational structure of the enterprise also directly affects the efficiency of strategic management. In enterprises with a hierarchical, centralized management system, the decision-making process is slow, as a result, the time to respond to changes in the external environment is delayed. On the contrary, in enterprises with flexible, hybrid or matrix management systems, rapid strategic decision-making, increased collective responsibility and creative approach were observed. On this basis, it is recommended to revise organizational structures in enterprises, strengthen horizontal ties between functional units and ensure the participation of managers at all levels in making strategic decisions as important

¹⁹ P. Drucker. Management: tasks, responsibilities, practices. New York: harper and row, 1974. Pp. - 839.

²⁰ M. Porter. Competitive strategy: techniques for analyzing industries and competitors. New York: Free Press, 1998. Pp. - 432.

²¹ I. Ansoff. Corporate Strategy: Business Policy for Growth and Expansion. New York: McGraw-Hill, 1965. Pp. - 241.

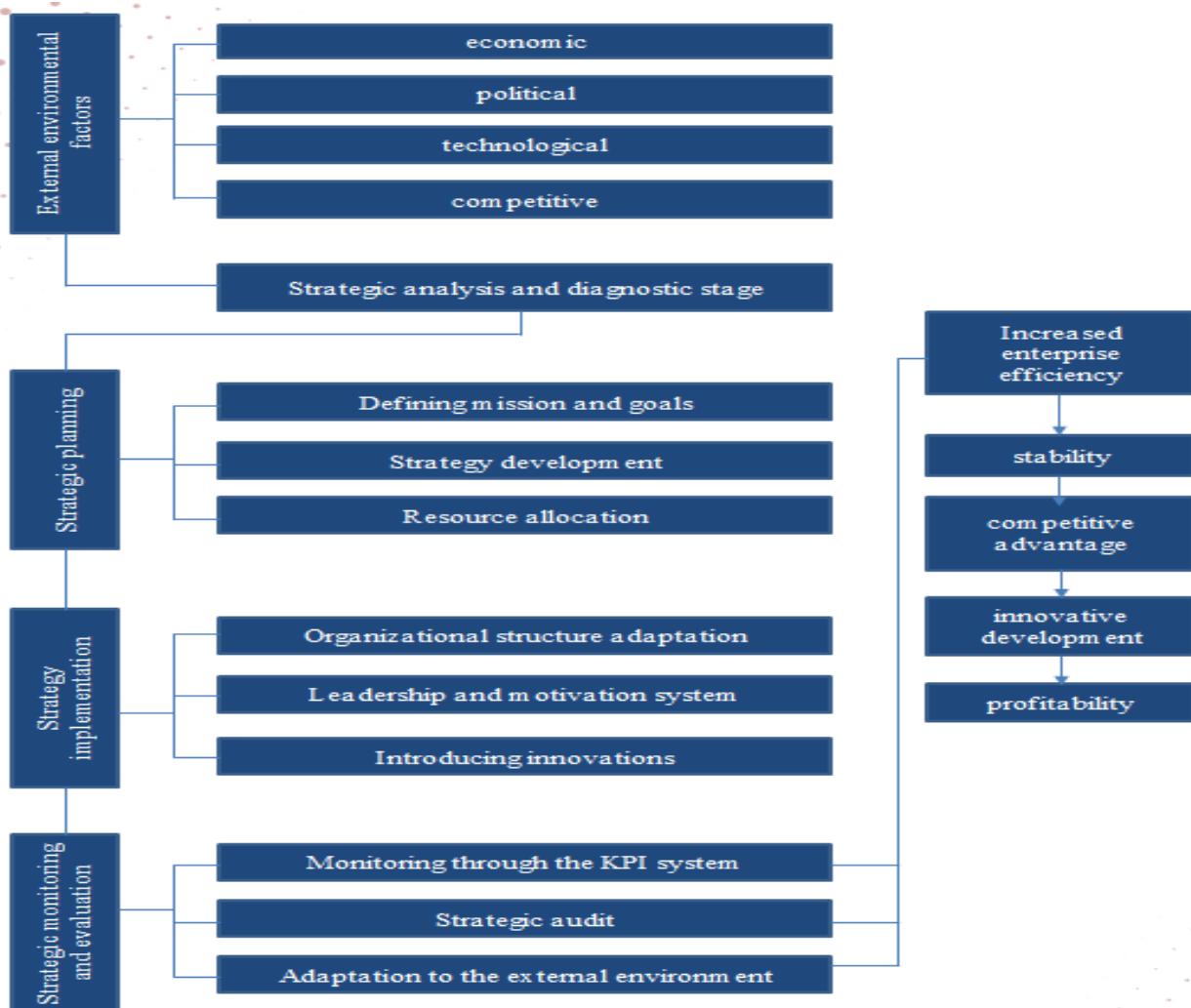
²² Mintzberg, Henry. The Rise and Fall of Strategic Planning. New York: Free Press, 1994. Pp. - 458.

²³ G. Hamel. Competing for the Future. Boston, MA: Harvard business school press, 1994. Pp. - 327.

²⁴ R. Kaplan. The balanced scorecard: translating strategy into action. Boston, MA: Harvard business school press, 1996. Pp. - 322.

factors that increase efficiency. The role of human capital and managerial potential. The study separately analyzed the role of human capital in the efficiency of strategic management of enterprises. In this regard, the systematic improvement of knowledge and skills of employees, the development of corporate culture and the improvement of motivational mechanisms play an important role. Also, directing human resources to strategic goals, the development of leadership competencies ensure the long-term stability of the management system.

The strategic importance of the introduction of digital technologies. Analyses have shown that enterprises that have integrated digital technologies into their management systems achieve high efficiency in their activities. For example, the introduction of ERP (Enterprise Resource Planning), CRM (Customer Relationship Management) and BI (Business Intelligence) systems increases the speed of decision-making by 30-40 percent, reduces the number of errors and significantly improves the efficiency of resource use. In this regard, the digitalization of strategic management not only simplifies the flow of information, but also ensures the rapid adaptation of the enterprise to changes in the internal and external environment.



Scheme 1. General scheme of the strategic management system of an enterprise. Elements of the strategic management system at an enterprise and their relationship.

In scheme 1, the strategic management system of an enterprise is represented as a holistic system, which includes processes ranging from external environmental factors to the final result - increased efficiency of the enterprise. The model shows four main stages: strategic analysis and diagnostics, strategic planning, strategy implementation and strategic control and evaluation.

The interconnectedness of these stages allows the enterprise to adapt to changes in the external environment, effectively use resources, and ensure long-term sustainable development. Each stage has its own tasks - for example, at the analysis stage, SWOT and PEST analyses are carried out, at the planning stage, the mission and strategic directions are determined, at the implementation stage, resources are allocated and at the control stage, the results are evaluated and the strategy is improved.

In addition, it is necessary to introduce a comprehensive system of indicators to assess the effectiveness of strategic management in enterprises. They cover the following areas:

- financial indicators (profitability, profitability growth rate, profit margin);
- market performance (market share, customer loyalty, level of competitiveness);
- efficiency of internal processes (level of resource utilization, optimality of production processes);
- innovative activity (share of new products, number of patents and technological innovations);
- human capital efficiency (labor productivity, staff turnover rate, employee satisfaction index).

In our opinion, assessment based on these indicators allows us to identify the strengths and weaknesses of the strategic management system and to identify specific measures aimed at increasing efficiency.

In conclusion, improving the efficiency of the strategic management system in enterprises is a decisive factor in ensuring competitiveness, accelerating innovative development and supporting sustainable economic growth in the modern economy. Strategic management is not just a planning or control mechanism, but a complex system that determines the long-term direction, priority goals and organizational capabilities of the enterprise. Therefore, the efficiency of the strategic management system directly depends on the interaction of the organizational and economic structure of the enterprise, human capital, innovative potential, level of information technologies and external environmental factors.

Based on the above analysis, the following proposals were developed:

1. Strengthening the strategic planning system at the institutional level. It is necessary to establish strategic planning and analysis departments in each enterprise and establish their activities based on modern management methods.
2. Strengthen the role of human capital in strategic management. It is necessary to introduce regular training programs for managers and employees on strategic management, innovation management and digital analytics; create an effective system for motivating qualified personnel.
3. Integration of digital technologies. It is necessary to optimize the flow of strategic information and create the possibility of making management decisions in real time by introducing systems such as ERP, CRM, MRP in enterprises.
4. Develop innovative development strategies. Each enterprise should develop its own innovative development roadmap and achieve strategic advantage by introducing new products and technologies.
5. Create mechanisms for assessing strategic performance. Each enterprise should develop its own system of strategic performance indicators and update them based on regular monitoring. This will be an important tool for measuring the sustainability of the enterprise's activities.
6. Rethinking organizational structures. The speed and efficiency of strategic management can be increased by optimizing management levels, strengthening horizontal communications and expanding the collective decision-making system.

In general, the effective organization of a strategic management system in enterprises is an important factor in increasing their competitiveness, strengthening economic stability, developing innovative activity and ensuring long-term sustainable growth of the national economy. Improving strategic management is not only a task at the enterprise level, but also a large-scale process that serves to increase the institutional efficiency of the entire economic system.

LIST OF USED LITERATURE:

1. Decree of the President of the Republic of Uzbekistan No. PF-60 dated January 28, 2022. "Development Strategy of New Uzbekistan for 2022-2026." Tashkent.
2. J.B.Barney. Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120. – 1991.
3. D.J.Collis, C.A.Montgomery. Competing on resources: strategy in the 1990s. *Harvard business review*, 86(7–8), 140-150. – 2008.
4. W.Johnson, M.Christensen, H.Kagermann. Reinventing your business model. *Harvard business review*, 86(12), 50-59. – 2008.
5. A.Peteraf. The cornerstones of competitive advantage: a resource-based view. *Strategic management journal*, 14(3), 179-191. – 1993.

6. S.Kaplan. Conceptual foundations of the balanced scorecard. *Harvard business review*, 88(7), 33-42. – 2010.
7. B.Barney. Is the resource-based “view” a useful perspective for strategic management research? *Academy of management review*, 26(1), 41-56. – 2001.
8. M.Grant. Toward a knowledge-based theory of the firm. *Strategic management journal*, 17(S2), 109-122. – 1996.
9. J.Collis, G.Rukstad. Can you say what your strategy is? *Harvard business review*, 86(4), 82-90. – 2008.
10. M.Porter, E.Heppelmann. How smart, connected products are transforming companies. *Harvard business review*, 93(10), 96-114. – 2015.
11. J.Barney, D.Ketchen, M.Wright. The future of resource-based theory. *Journal of management*, 37(5), 1299-1315. – 2011.
12. I.Mirzaev, N.Abdullaeva. “The importance of the strategic management system in the national economy.” *Journal of Economic Information of Uzbekistan*, 4(2), 33-41. – 2021.