



FEATURES OF THE STRATEGIC MANAGEMENT SYSTEM OF INDUSTRIAL ENTERPRISES

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ABSTRACT

The first stage of the strategy is the collection of information (data) for the purposes of strategic analysis. Because we rely on up-to-date and current information to make important decisions about any problem

Introduction. The term "strategic management" entered everyday life in the 1960s and 1970s to describe the difference between high-level management and production-level management.

Strategy is a process because it involves three well-defined steps:

- 1) strategic analysis;
- 2) strategic choice;
- 3) strategy implementation and management.

The company does too.

There are two main stages in strategic analysis.

First is the organization

-inspection (analysis),

-analysis of the internal environment.

The purpose of the analysis of the internal environment is to identify the strengths and weaknesses of the organization.

The second stage of strategic analysis is the study of the external environment of the organization, that is, external analysis. This stage consists of a sequential analysis of "two" layers of the external environment, that is, the microenvironment or the immediate environment of the organization and the macroenvironment or remote environment of the organization.



Key words: Industrial enterprises, strategic management, profit point, family business, key technical and economic indicators, financial strategy, PEST analysis, SWOT analysis.

Results. The main goal of the strategic management process in the activities of industrial enterprises is to determine the profitability of the enterprise and assess the ways to achieve it.

To analyze this process on the example of a specific company, we used the results of the activities of “Comfort Textile”, one of the family businesses that has been operating in the industrial market in our region for 30 years.

“Comfort Textile” is a Turkish word derived from an English word. It is a family owned business mainly focused on textiles. Founded on September 4, 2017. Historical records indicate that there was an Ocean restaurant in the area where “Comfort Textile” operated. Later, the restaurant was closed due to the departure of the head of the company. Instead of a restaurant, he opened a small store with several employees.

The workshop began to produce blankets, bed sheets, market and export products. Over time, as production grows, a small business increases its capital and increases the number of jobs. The main goal of the company is to provide the population and the market with high-quality and affordable products, create jobs, improve production, release new types of products, produce expensive foreign products in Uzbekistan and bring them to the market at low prices, production and promotion of it among the population, improvement of marketing, wide promotion of manufactured products, the establishment of trade relations with other countries and the discovery of new innovations.

Discussion. Later, a plan was put forward to expand the assortment in accordance with the customer's requirements, and by 2018, 2 sales departments were created in the marriage company. The 2019 Bride has been expanded to 3 sections and the 220 Bride has been expanded to 7 sections. Jobs have been created. Today “Comfort Textile” has more than 50,000 regular customers and more than 20,000 large wholesale buyers. In addition, “Comfort Textile” exports its high quality products to Russia and Germany. In addition, he is currently establishing good relations with Turkey.



Table-1

Analysis of the main technical and economic indicators of the family enterprise
"Comfort Textile".

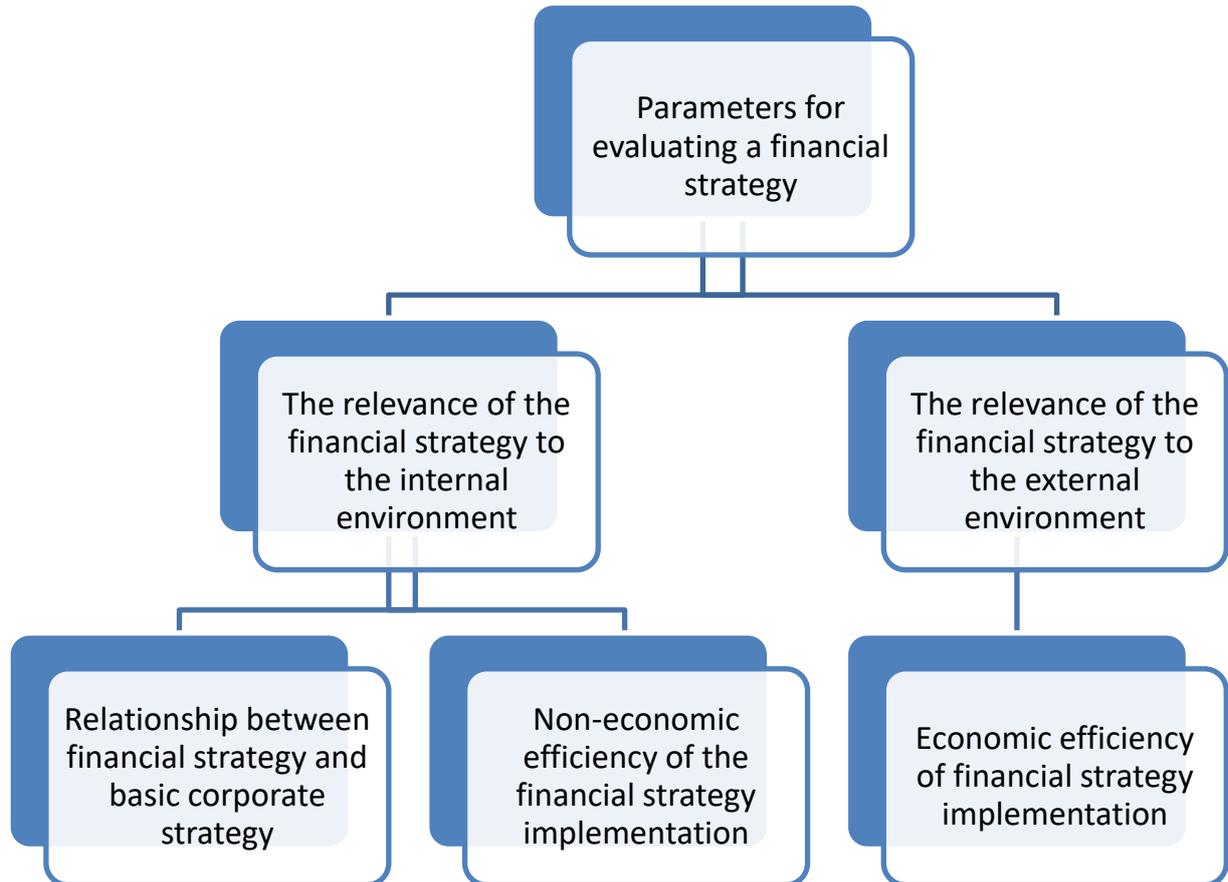
Indicators	2019 y	2020 y	Growth rate,%
OY.Q fixed assets	78525	78196	99,58
Intangible assets of OY.Q.	94298	249599	264,69
Revenue from product sales	1911065	4521106	236,57
Product cost	1600582	4171736	260,64
Benefit from core activities	310483	349370	112,52
Balance sheet profit	5824	7956	136,60
Net profit	4000	6766	169,15
Amount of workers	52	64	123,08
Corporate property	172823	327795	189,67
Labor productivity	36751,25	70642,28	192,28
Overall profitability	3,37	2,43	72,03
Net profitability	2,31	2,06	89,8
Warehouse capacity	0,04	0,22	5,47
Refunds	24,34	57,82	2,38

Based on the above technical and economic indicators, it can be estimated that the company's labor productivity has increased by 92,3%. This increase is due to a 136,5% increase in sales revenue by 2020. By 2020, the company's overall profitability fell 18%. This is due to the fact that the cost of fixed assets and working capital decreased by a significant percentage.

Based on the above, we have summarized the parameters for assessing the financial strategy using the example of the family business "Comfort Tekstil":

Table-2

Parameters for evaluating a financial strategy



We used SWOT analysis and PEST analysis in innovative analysis of enterprise activities.

Businesses are conventionally divided into two factors, which are influenced by many factors:

- Microenvironment: buyers, suppliers, competitors, lenders;
- Macroenvironment: activities of the state, natural phenomena, the state of society.

PEST analysis is a simple way to combine all the macro factors that affect the performance of an organization in a system. This method can be used alone for long-term planning or in combination with SWOT analysis. The deliverables then form the basis of threats and opportunities in the SWOT table.^[7]

Reasons for the analysis:

- have a clear understanding of market conditions, opportunities, threats;
- determination of the business development strategy;
- selection of the method of competition;
- Management of risks



PEST analysis is an abbreviation for four groups of factors:

P - political;

E - economical;

S - sociocultural;

T - technological.

PEST analysis (political, economic, social and technological) is a management method that evaluates key external factors that influence the performance of an organization in order to be more competitive in this market. As described in the acronym, these four areas are central to this model.

PEST analysis deals with political, economic, social and technological aspects.^[8]

This type of analysis is used to identify external factors that can affect a company's profitability. This is generally more effective for large organizations that are affected by macro events. PEST analysis is usually used in conjunction with SWOT analysis, which identifies strengths, weaknesses, opportunities and threats.

Table -3

SWOT analysis of the Comfort Textile family business.

Strengths	<p>The strength of the family business rival over the mobile enterprise network Logistic lies in the fact that it has been in the light industry for over 30 years.</p> <p>2. A family business can be effective both with the free organization of a private business, and through the ownership of foreign trade partners</p>
Weakness	<p>1. Relative seasonality of the family business's production process throughout the year compared to competitors.</p> <p>2. Risk of data loss by competitors ("Logistic Mobile") as a result of confidential information;</p>
Opportunity	<p>1. Possibility of opening branches in districts and cities of the region.</p> <p>2. The demand for corporate products is growing from year to year.</p> <p>3. The cheapness and quality of the company's products in comparison with other products of the company.</p>



Threat	1. Disclosure of trade secrets or transfer to other entrepreneurs. 2. The risk of termination of the contract by the entrepreneur;
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Table -4

PEST analysis of the family business "Comfort Textile".

P-Political factor	<p>The Decree of the President of the Russian Federation of September 16, 2019 No. PP-4453 "On measures to further develop the light industry and stimulate the production of finished products" was adopted. According to the decree, from January 1, 2020, the following tax incentives will be introduced for entrepreneurs carrying out this activity:</p> <ul style="list-style-type: none">• At the end of the reporting period, enterprises with an export share of at least 60% of the total export of ready-made clothing will be exempt from property tax until January 1, 2023;• The tax base of enterprises in the textile, clothing, leather, footwear and fur industries will be reduced in equal proportions over 7 years by the amount of costs for the construction of modern treatment and sewerage facilities;• Organizations and tanneries operating modern automated slaughterhouses will be exempt from land tax until January 1, 2023;
E-economic factor	<p>The total profit of the company at the beginning of 2020 amounted to 4,000 thousand soums, and at the end of 2020 - 6,766 thousand soums, at the end of the reporting period increased by 69.15% compared to the beginning of the year. Period. This is due to the fact that it has been operating in the local market for 30 years, and the company has trading houses throughout the city.</p>
S- Social factor	<p>Employees of professional colleges in the field of sewing services are hired (on average 10-15 per year)</p>
T-technical factor	<p>From 2019, a lunch will be organized for the company's employees working in the production area. There is a prayer room for staff. The presence of a sales store at the manufacturing plant, consisting of 7 branches, allows customers to purchase products directly in cheap and convenient quantities.</p>



Conclusion: The strategic financial goals of the family-run “Comfort Tekstil” can be achieved in a number of ways. The choice of the most effective of these methods is carried out in the process of making strategic financial decisions. Making strategic financial decisions involves considering possible ways to achieve strategic financial goals, taking into account the strategic financial position of the “Comfort Tekstil” family business, and choosing the most effective ones to achieve the set goals.

It is recommended to analyze the main technical and economic indicators of the family enterprise "Comfort Tekstil" and methods for determining the internal economic potential of the enterprise. If this method is implemented in practice, it will be possible to ensure the competitiveness of the family enterprise "Comfort Textile", prevent bankruptcy, increase its financial and economic potential, and also give an economic assessment of their economic activities.

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