
**IMPROVEMENT OF TEXTILE ENTERPRISES MANAGEMENT
TECHNOLOGY ON THE BASIS OF IMPROVED MODELS OF
DEVELOPMENT**

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ABSTRACT

This article examines the use of modern management methods to improve the efficiency of management at textile enterprises, and based on the use of improved models, proposals for improving the technology of managing development at the enterprise are developed.

KEYWORDS: *Enterprise, Management Efficiency, Enterprise Development, Management Technology.*

1. INTRODUCTION

The market economy is changing rapidly, and in order to adapt to it, every industrial enterprise will need to effectively use all available resources and opportunities. Improving the production efficiency of many textile enterprises operating in the Republic of Uzbekistan depends not only on the effective use of existing opportunities, but also on the organization of management of production processes on the basis of advanced models used in world practice. Therefore, an objective assessment of the effectiveness of enterprise management through a comprehensive study is one of the important factors in further improving the economic situation in the country. Indeed, the third direction of the "Action Strategy for the five priority areas of further development of the Republic of Uzbekistan in 2017-2021" set by President Sh. Mirziyoyev is called "Strategic directions for increasing the competitiveness of the national economy through modernization" [1]. Therefore, the use of modern management methods in ensuring the development of textile enterprises, one of the key sectors of the economy of the republic, is becoming increasingly important.

2. LITERATURE REVIEW

The results of the analysis show that there are many sources in the economic literature and practice that deal with the problems of identifying, analyzing, and enhancing production efficiency. In this regard, the use of certain indicators in the practice of enterprises is established. R.A. Isaev in the study of the development of textile clusters in the Republic of Uzbekistan focused on issues of strategic management [2]. This author studies the issues of improving the organizational and management mechanisms for the implementation of development strategies of textile enterprises in the integrated system of quality management and strategic management in the textile industry of the Republic of Uzbekistan [3].

Improving management efficiency in industrial enterprises, especially textile enterprises, is of great importance today. Therefore, the use of improved models is important in finding opportunities to increase management efficiency. The EFQM Excellence Model, a business improvement model developed by the European Foundation for Quality Management, has been in place for more than 13 years since the early 1990s and is a generalized model of an

ideal management system for organizations focused on sustainable development and competitiveness. The model is based on the philosophy of general management quality and production quality, and is based on a systematic approach to management, taking into account the interests of all stakeholders in the organization. Since 1992, based on the EFQM model, competitions on management systems of various organizations have been held in many European countries [5,6].

The use of the EFQM model involves researching and measuring enterprise management capacity, evaluating the system performance of any organization, including model management, which can help in the implementation of so-called “self-assessment” work. However, in any competition, including the main European EFQM European Award, self-esteem is often not taken into account enough. Competitive evaluation is obtained in appearance, while “self-assessment” is essentially an independent study of the enterprise management system by their managers. When the improvement model was presented in Europe as a European quality award model, it immediately went beyond the competition of the best “quality” and these organizations began to be perceived as a means of assessing their level of development relative to the benchmark level, identifying the strengths of management systems, and identifying areas for improvement. The use of the EFQM model involves researching and measuring enterprise management capacity, evaluating the system performance of any organization, including model management, which can help in the implementation of so-called ‘self-assessment’.

3. RESEARCH METHODOLOGY

The research methodology is a dialectical method, and methods such as selective observation, comparison, and expert evaluation were used in the research process.

4. ANALYSIS AND RESULTS DISCUSSION

We will look at a number of features that make it appropriate to use a ‘business model’ to manage the development of an enterprise. According to information of G. Chesbro, the business model has the following functions [7]:

- 1) To create the essence of the value proposition, i.e. the value that the proposition creates for the users based on this technology.
- 2) Identify the market segment, i.e. identify the users to whom this technology is useful and the purpose for which it is to be used.
- 3) Determine the composition of the enterprise value chain required to create and distribute the offer and the additional assets required to support the enterprise’s position in that chain.
- 4) Identify the mechanism of income (s) for the enterprise and evaluate the composition of costs and target gross profit when using the offer, taking into account the options of the proposed value proposition and the structure of the value chain.
- 5) Describe the company’s position in the value chain connecting suppliers and customers, including identifying potential additional participating firms and competitors.

In the task of technologicalization of solutions in the management of the development of the textile enterprise, it is necessary to determine the general algorithm with strategy and implementation speed of such a solution that meets the requirements of objectivity, consistency. Objectivity requirements can be achieved by using the EFQM model. The strategy can be used to periodically implement the consistency requirement, consistently apply trained expert evaluation procedures, and synthesize the results of the implementation of decisions made. The demand for speed is met, for example, by the technology and possible automation of expert evaluation procedures performed using an electronic software package.

Many researchers and practitioners point out that the top management of textile enterprises understand the importance of self-assessment in developing objective performance criteria, but this is not always the case in effective solutions. The main reasons for this are that the management and staff of the textile enterprise are not sufficiently prepared in terms of the methodology of applying the models. While the main purpose of self-assessment is to participate in competitions and win awards, there is no continuous process of improving performance based on self-assessment. The algorithm shown in Figure 1 is aimed at overcoming these shortcomings. Several enterprises of the “Uztextile Industry” Association were selected as the object of the study, and the calculations were carried out on the example of “SANAM” Limited Liability Company (LLC).

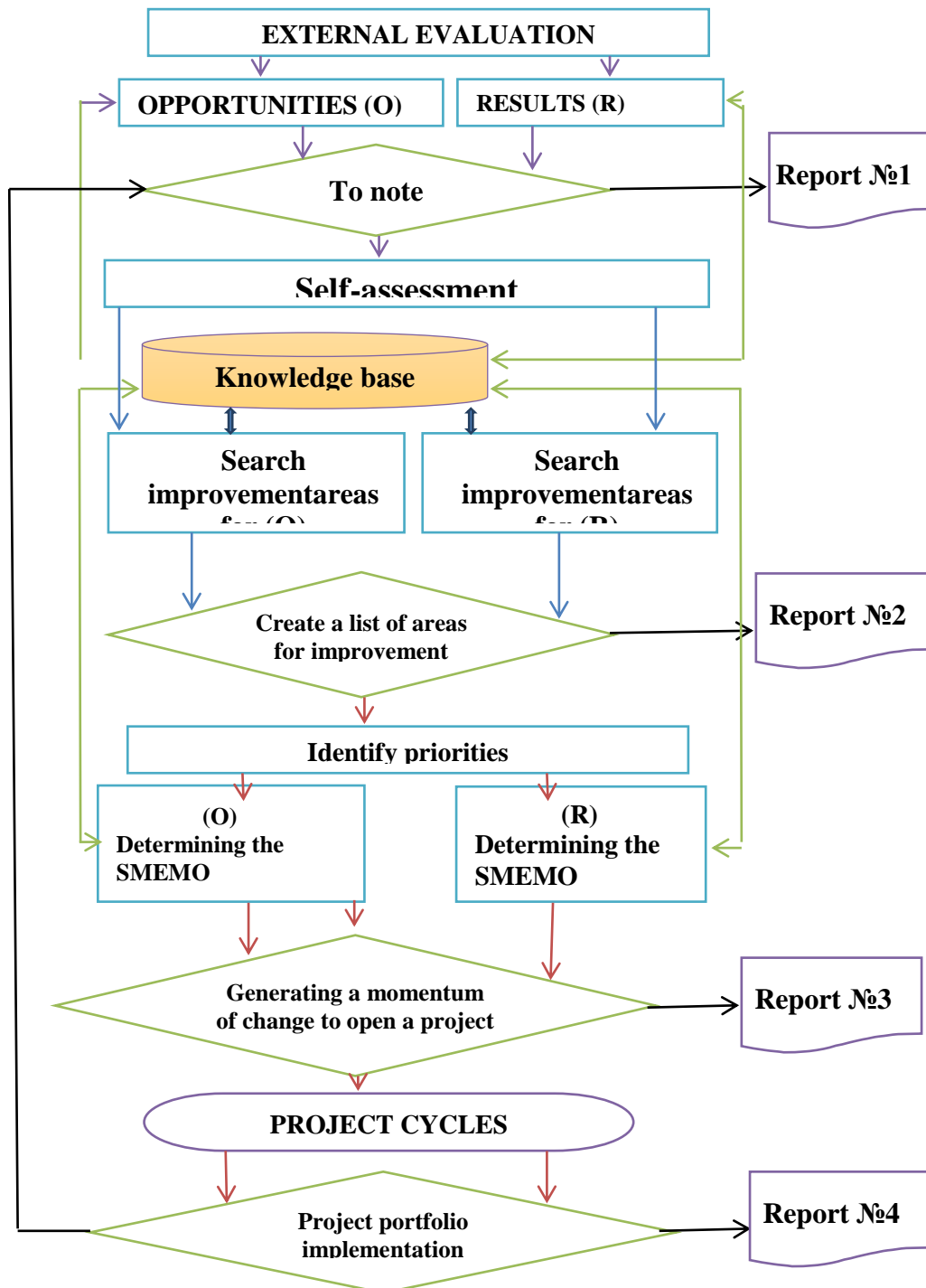


Figure 1. Algorithm for making decisions on the development of a textile enterprise (author's development)

This enterprise is one of the leading textile enterprises in the Republic of Uzbekistan. In this textile enterprise, a self-assessment method for enterprises based on the improved EFQM-model developed by us was applied in 2020. Within the framework of the EFQM-model, the method of self-assessment was used to find internal opportunities that are not used in the textile industry. Compilation of a report on the form №1 (Report №1) involves recording the status of “Anyway” affairs in a textile enterprise, which in fact corresponds to the act of “self-determination” of managers (Figure 1). Preparation of the report on the form №2 (Report №2) is carried out in the process of self-assessment and is aimed at identifying a list of areas for improvement.

Each of these areas will be reviewed and given a priority them. The most important directions (priorities) form a group of important factors (SMEMO) for achieving strategic goals. This activity corresponds to the act of ‘self-regulation’. The report form №2 can be a priority list of project ideas that form the basis for the initial cycle. №2-report form can be a list of project ideas that are distributed according to their importance in laying the groundwork for the start-up cycle.

The report on form №3 (Report №3) can be considered as a result of the initial cycle. Project priority ideas include pre-project research, the development of a project concept, the decision to open a project and include it in the company’s development project portfolio. The list of project concepts that form the basis of the project portfolio defines the structure of Report 3. The report on figure 4 refers to the results of monitoring the portfolio of development projects. Depending on the project management practices in the textile enterprise, the report may take different forms, reflecting the characteristics of the development project portfolio, its monitoring and presentation of results. From the point of view of the general methodological approach, this cycle corresponds to the act of “self-transformation” of a textile enterprise, renewal or renewal of its business model. The implementation of self-assessment in “SANAM” Limited Liability Company allowed to find directions to improve a number of business processes in its activities. The next step was to identify priorities for improving the activities of the textile enterprise. The self-assessment process should identify areas of activity that can be improved, from issues that require strategic solutions to specific tasks that can be addressed quickly. In this regard, there is a need to identify areas where the development of the textile industry plays the most important role. A more in-depth analysis of the results was carried out in order to improve the quality of activities in the textile enterprise, to identify important priorities for further increasing its efficiency.

5. CONCLUSIONS

Thus, the proposed algorithm to manage the development of the textile enterprise, and the accumulation of existing experience and "best practices" of enterprises allows to create a common vision for the organization of work to take into account periodic changes in all components of the model, as well as to adjust the knowledge base based on the assessments of expert groups. All this allows to overcome the negative impact of factors inherent in the self-assessment methodology associated with the difficulty of choosing a model that meets the needs of the company and the diversity of indicators that do not make it difficult to interpret the observations one by one. Applying these advanced models to the practice of every industrial enterprise will allow them to increase the efficiency of managing the innovative development process, provide flexibility in today's rapidly changing market economy, and facilitate the application of cost-effective technologies in the production

process.

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