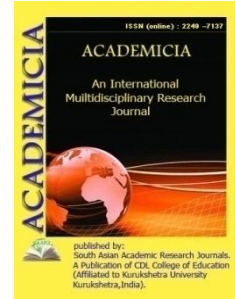


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**IMPROVEMENT OF MANAGEMENT TECHNOLOGY ON THE BASIS
OF IMPROVED MODELS OF INNOVATIVE DEVELOPMENT OF
TEXTILE ENTERPRISES**

Boratov Bakhtiyor Sayfullaevich*

*Basic Doctoral Student,
Karshi State University, UZBEKISTAN
Email id: Isayev_ravshan@mail.ru

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 innovative development at the enterprise are developed.

KEYWORDS: *Enterprise, Management Efficiency, Innovative Development, Management Technologies.*

INTRODUCTION

In order to adapt to a highly changing market economy, every industrial enterprise will need to make effective use of 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. 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 to increase the competitiveness of the national economy on the basis of modernization" [1]. Therefore, the use of modern management methods in ensuring the innovative development of textile enterprises, which are one of the key sectors of the economy of the republic, is gaining importance.

Analysis of the relevant literature.

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. Isaev R.A. The study of the development of textile clusters in the Republic of Uzbekistan focuses on strategic management [2]. This author studied 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 in the textile industry, is of great importance today. Therefore, the use of improved models in the search for opportunities to increase management efficiency is important.

The EFQM Excellence Model, a business improvement model developed by the European Foundation for Quality Management, has been in existence 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 a philosophy of overall management quality and production quality, and is based on a systematic approach to management that takes 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 overlooked. Competitive assessment is taken outwardly, 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 ‘quality’ competition, and these organizations began to be seen as a tool to assess their level of development relative to benchmarks, identify strengths of management systems and identify 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” work.

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.

Analysis and results

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

1. Creating the essence of value proposition, i.e. the value that proposition creates for 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. Identify 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 (s) of earnings 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 that connects suppliers and customers, including identifying potential additional participating firms and competitors.

In the task of technologicalization of solutions in the management of innovative self-development of the textile enterprise, it is necessary to determine the overall algorithm of such a solution that meets the requirements of objectivity, consistency, strategy and speed of implementation. Objectivity requirements can be achieved using the EFQM model.

Self-assessment processes can be implemented in a variety of ways. There are several ways to conduct a self-assessment. The choice of a particular method depends on the influence of a number of factors - the size of the enterprise, resources, areas of activity, organizational culture, etc., primarily on the objectives of self-assessment. The methods are not completely independent and can be used in conjunction with each other.

The most complex and labor-intensive method is the imitation method of participation in the competition. The method requires a lot of time resources, the involvement of specially trained specialists, but it is a precise method.

A method of imitation of participation in a competition. The method is based on self-assessment to prepare a bidder's report in the prescribed form, including the areas of activity and results for all components of the model, described in accordance with their content. The preparation of such a report involves a great deal of organizational work, with particular emphasis on designing a self-assessment process that includes the distribution of responsibilities and authority among employees to gather information on criteria. In this case, the criteria should cover the indirect activities of the textile enterprise from different angles, rather than the activities of individual departments. Thus, the effectiveness of self-assessment is strongly dependent on a properly chosen approach to shaping the self-assessment process, which requires the specific knowledge and skills of its participants. There will be concerns about the accuracy of the evaluation results and the consequent wrong decisions. At the same time, the method of imitation can serve as a basis for the formation of a reflexive-creative management mechanism in competition.

Proforma. A proforma is a special form designed to facilitate self-assessment based on evaluation criteria and areas. When a textile enterprise prepares a report in accordance with the established requirements, the method is closest to the method of self-assessment in award competitions. The difference is that it significantly reduces the time required to prepare a report, as well as includes evaluation elements in the form of an analysis of strengths and weaknesses, similar to the SWOT-analysis matrix. Completing the proshalk requires a significant understanding of the evaluation model, which is its undoubted advantage. Depending on the purpose of the self-assessment, enterprises use different modifications of the plans.

Matrix. The method of using a matrix (building tables) is one of the most common methods. It has various improved forms. The method involves the development of a special achievement chart of a textile enterprise based on an award model. The table contains a number of statements about the achievements of the textile enterprise, which will be presented in ascending order of importance on the selected scale. The preparation of the table is carried out before the self-assessment and by professionals who are well acquainted with the award model and the actual state of affairs in the textile enterprise. In the self-assessment, individuals, based on the data in the table, record the achievements of the textile enterprise at the scale levels and express their mutual agreement with the level formulas given in the table.

Survey. Questionnaire is basically a type of matrix method. The method of conducting a self-assessment using a questionnaire requires a lot of initial preparation related to the preparation, distribution and processing of questionnaires. The questionnaires are developed based on the structural criteria and evaluation directions of the award model. Typically, the process of developing a survey includes: determining the form and content of the application to the participant in the survey process; choose the type of questions; formulation of questions; developing a questionnaire form. A typical example of an open questionnaire is a questionnaire to assess the criteria of the group "Opportunities" in the diagnostic model of T. Konti [8]. In assessing these criteria, there may be significant differences in the perception of activity by the 'internal supplier' and the 'internal consumer', which requires additional attention.

The strategy can be used to periodically implement the consistency requirement, consistently apply prepared 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 criteria for performance, but this is not always the case in effective solutions.

It only makes sense to master the self-assessment and conduct it regularly when it becomes a necessary condition for the textile enterprise to activate its innovative self-development. In this case, self-assessment is carried out on a regular basis, which allows the enterprise to identify development trends and make adequate and timely strategic decisions, on the other hand, the results of self-assessment will be the basis for formulating annual action plans to improve performance.

The main reasons for this situation 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 receive awards, there is no continuous process of performance improvement based on self-assessment. The algorithm shown in Figure 1 aims to overcome these shortcomings. The object of research was selected several enterprises that are part of the Association "Uztextile Industry", and the calculations were carried out on the example of "SANAM" Limited Liability Company (LLC).

This enterprise is one of the leading textile enterprises in the Republic of Uzbekistan. In this textile enterprise, the 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 use

of the method of self-assessment in the search for unused internal opportunities in the textile enterprise was implemented.

Reporting on Form № (Report F.№1) involves recording the status of “Anyway” work in a textile enterprise, which in fact corresponds to the act of “self-determination” of managers (Figure 1).

№Report on Form 1. Based on the main processes of reflection of this meeting, the main meta-processes of reflexive-creative activity in management are formed. It all starts with a general idea of the development of a textile enterprise and the identification of the main results it wants to achieve. Thus, the beginnings of defining a reflexive position are: the strategic goals and strategy of the enterprise; the position of managers on the EFQM model as an enterprise development model and a systematic basis for demonstrating all activities in the enterprise.

The approaches used by management today emerge at the intersection of three vectors: the results vector as a result of the approaches applied in a particular field of activity; a vector for assessing the state of affairs in strictly defined areas of activity determined by the criteria of the model; a vector of requirements to describe activities in a particular field, defined by methodological requirements to represent a particular topic.

The most difficult part of starting to apply the EFQM model is to take an appropriate reflexive position to “correct” the situation in this enterprise. This requires a clear understanding of the basic concept of the EFQM model - the ‘Approach’.

Form №2 reporting (F.№2-report) is done during the self-assessment process and is aimed at identifying a list of areas for improvement. Each of these areas will be reviewed and given priority. The most important directions (priorities) form a group of important factors (GOIF) 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 foundation for the start cycle.

The report on Form №3 (F.№3- report) can be considered as the 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.

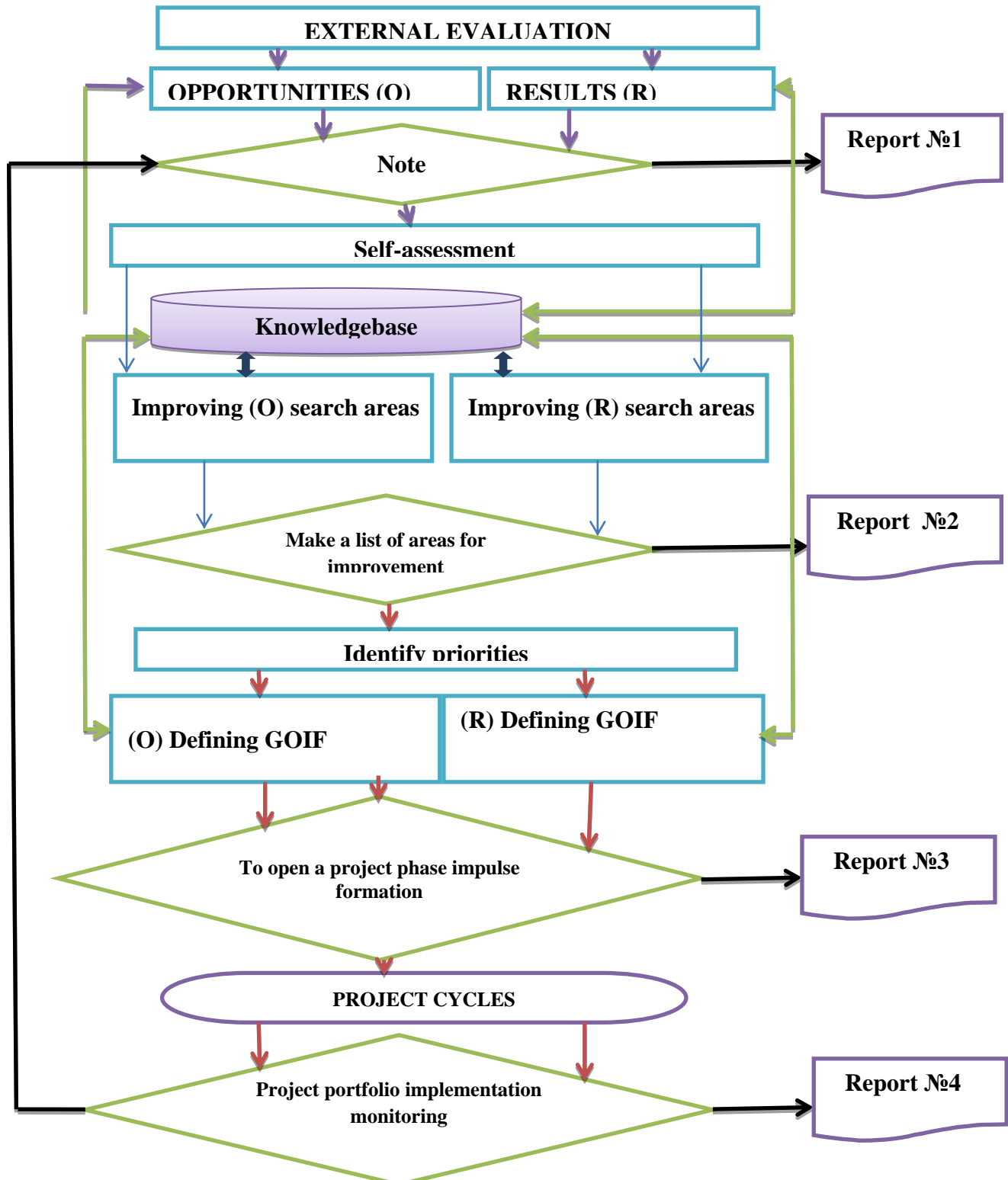


Figure 1. Algorithm for making decisions on innovative self-development of the textile enterprise (author's development)

№The report in Form 4 refers to the results of monitoring the portfolio of development projects. Depending on the project management practice in the textile enterprise, the report may take various 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 the limited liability company "SANAM" allowed to find directions for improving 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 increase its efficiency.

CONCLUSIONS AND SUGGESTIONS

Thus, the proposed algorithm provides a general view on the management of innovative self-development of the textile enterprise, the accumulation of existing experience and "best practices" of enterprises, the organization of work to take into account periodic changes in all components of the model, as well as knowledge base expert groups allows you to customize based on. All this allows to overcome the negative impact of the factors inherent in the self-assessment methodology associated with the difficulties 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 individually. allows to increase efficiency, provides flexibility in today's rapidly changing market economy, creates conditions for the application of cost-effective technologies in the production process.

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