

FEATURES OF CHOOSING THE DEVELOPMENT STRATEGY FOR LARGE BUSINESS SUBJECTS OF UZBEKISTAN

Abstract. This article is the result of a dissertation research in the field of shaping the strategies of large business structures. This article provides brief results of the choice of strategy by the association "Uztekstilprom" to ensure the competitive advantage of this business entity.

Key words. *competitive advantage, development strategy, competition, turnover, large business entities, cooperation, integration, Uztekstilprom,*

The first step in choosing an enterprise strategy is to determine the mission of the organization.

The mission developed by the management of the organization in a broad sense is understood as a philosophy, the purpose of the organization, and in the narrow sense, it reveals the meaning of its existence, which determines the principles of its activities and typical differences from other firms. The formation of the mission and the establishment of the goals of the company lead to the fact that it becomes clear why the company operates and what it strives for.

Now let's formulate the functional goals to which the activities of the association "Uztekstilprom" should be directed.

The purpose of the establishment of the enterprise is formulated in the charter as follows:

1. The purpose of the establishment of an enterprise is to satisfy the public needs of the national economy in the products of the construction industry,

works and services of an enterprise with high consumer properties and quality and implementation based on profits received as a result of economic activity, social and economic interests of members of the labor collective and the state.

It should be noted that in reality the enterprise is not engaged in certain types of activities, in particular, it does not conduct trade and procurement activities and does not develop subsidiary farms.

The next step in choosing a business strategy is to determine the goals of the association "Uztekstilprom.

The objectives listed in the table are the most important and must be achieved first. (Table 1)

Table 1.

The goals of the association "Uztekstilprom"¹

Target setting area	Target
External environment	Formation of a favorable image
Needs Satisfaction	Ensuring the liquidity and financial stability of the enterprise
Operation of the enterprise	Service quality

Evaluation of the strategy, on the development of which the organization has spent a lot of time and other resources, is the kind of moment that allows, on the basis of concrete results, to draw conclusions about its managerial potential and the abilities of the rest of the staff.

Strategy evaluation contributes to the following tasks:

- determination of priority administrative tasks, such as the distribution of resources among departments and individual performers, the establishment of organizational relationships of subordination and coordination vertically and horizontally, the creation of auxiliary systems with clarification of their tasks;
- establishing a correspondence between the strategy and intra-organizational changes in order to orient activities towards building the

¹ Reporting data of the Uztekstilprom Association

necessary organizational structure in its relationship with the motivation system and qualifications of employees and managers;

-selection and alignment with the strategy of the style of leadership and management.

Let us evaluate the various aspects of the activity of the association “Uztekstilprom” (Table 2).

Table 2.

**Qualitative assessment of the state and development of the association
"Uztekstilprom"²**

Sphere Environment	Characteristics of spheres	Change Vector Estimation
	environment	future period
1. Production	Current period	Increase in volumes
2. Finance	Increase in volumes	sales, assortment expansion
3. Frames	sales, assortment expansion	Stabilization of profit, improvement of financial condition
4. Guide	Increasing profits, financial stability	Rational
5. Know-how	Improvement	organization of work, increase in labor motivation, increase in bonuses
6. Marketing	staff efficiency	Security

The Uztekstilprom Association needs to plan its actions in case these threats materialize, in order to strengthen its weak positions.

After sufficient data has been collected on the external and internal environment of the organization, it is advisable to apply the SWOT method (an abbreviation of the first letters of English words: strength, weakness, opportunities and threats), with which you can establish the relationship between these elements of the internal environment of the organization and its external environment.³

² Reporting data of the Uztekstilprom Association

³ Gurkov I.B. Strategic management of the organization: Proc. allowance. M.: ZAO. Business School "Intel-Sintez", 2017. - 156 p.

This allows in the future to more clearly formulate a strategy based on an analysis of the field of opportunities and threats, which can reduce the risk of the activities of the Uztekstilprom association.

Therefore, the enterprise needs to take urgent measures to strengthen its weak positions, which will also affect the results of sales of products, and, consequently, the results of the activities of the Uztekstilprom association.

An accessible market for the enterprise, high quality products, service, a good position of the enterprise in the market among competitors - all this should contribute to the successful sale of products. To assess how effectively a company uses its potential, a study of its competitiveness will help, which we will begin with an analysis of the competitiveness of the Uztekstilprom association.

As you can see, the strengths of the company are production, finance, personnel and management. Weak - marketing and know-how. In these areas, and should develop the activities of the company in the future.

Production is organized on the basis of modern technology; personnel at the enterprise are used quite fully; the new management of the enterprise ensures the stability of work - these are the strengths of the enterprise.

To select the strategy of the company's activity on the basis of "market-product", you can use the "Market-product" matrix (Ansoff matrix) .

To select a strategy according to the method of the Boston Consulting Group (BCG), the BCG matrix developed by it is used. The most important classification features of the firm's market position, as defined by the Boston Consulting Group, are the growth rate of market demand and the ratio of the firm's product market share to the corresponding share of the main competitor.

Based on the item received, the appropriate strategy is applied to it.

In general, it can be concluded that the tasks facing the enterprise are solved through strategic actions within the framework of the chosen strategy. Depending on the state of the business, the potential of the organization, as well as the specifics of the product and the market in which it operates, four types of

sustainable changes can be distinguished.

The first type of change is the restructuring of the organization, changing its mission and culture with a change in the scope of activity, product or service and its position in the market.

The second type is a radical transformation of the organization, if it does not change the scope of activity, but is radically transformed, for example, in the event of a merger with another organization or a change in ownership.

The third type of change can be attributed to a moderate transformation when entering the market with a new product, which requires changes or restructuring of technological processes in production and marketing activities.

The fourth type is the usual changes associated with transformations in the field of marketing and, first of all, in an advertising campaign in order to maintain interest in the proposed product or service.

Reference

1. Abramov, V. S. Strategic management in 2 hours. Part 1. Essence and content: textbook and workshop for universities / V. S. Abramov, S. V. Abramov; edited by V. S. Abramov. - Moscow: Yurayt Publishing House, 2021. - 270 p.
2. Antipatrov, Yu.A. Review of scientific views on the development of a firm's development strategy within the framework of the study of the economic category / Yu.A. Antipatrov // Questions of science and education. - 2018. - No. 19 (31). - S. 26-29.
3. Djurabaev O. B. MODERN MANAGEMENT SYSTEM IN LARGE COMPANIES OF UZBEKISTAN //Economics and Innovative Technologies. – 2021. – T. 2021. – №. 6. – C. 2.
4. Djurabaev O. D., Rashidov J. K. The main directions of effective management and development of the beekeeping industry //E3S Web of Conferences. – EDP Sciences, 2021. – T. 282. – C. 02002.