VOLUME 03 ISSUE 04 Pages: 97-102

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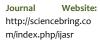












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FORM AND STAGES OF DEVELOPMENT OF PRODUCTION SYSTEMS STRATEGY

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Murotjonova Mubina Dilshod Qizi

Jizzakh Branch Of The National University Of Uzbekistan Named After Mirzo Ulugbek, Faculty Of "Psychology", 5230100 - Economy (By Industries And Sectors), 3rd Stage Student Of Group 140-20, Uzbekistan

ABSTRACT

Today, it is known to everyone that strategic planning and strategic goals are the primary factor in the development of any enterprise and organization. In particular, in the development of industrial enterprises, all managers and marketers emphasize that strategy development is the most important stage in the development of the enterprise. Therefore, any enterprise seeking to improve the business environment should have its own strategy, strategic goals and plans. In this article, production systems and their strategies, the form of strategy, stages of development, the general goals of enterprises in strategy development, the influence of the external environment on strategy development, the main factors related to the external environment and choosing the right strategy will be discussed.

KEYWORDS

Strategy development, external environment, competition, offensive strategy, strategy formulation, growth strategy, stabilization strategy, strategic situation, development perspective, SWOT analysis, external opportunities, production system, organizational structure, internal coordination, synchronized strategy.

INTRODUCTION

Volume 03 Issue 04-2023

97

VOLUME 03 ISSUE 04 Pages: 97-102

SJIF IMPACT FACTOR (2021: 5.478) (2022: 5.636) (2023: 6.741)

OCLC - 1368736135











The development of the strategy should be understandable for any person, that is, it should begin with the formation of the general goal of the enterprise. It should take into account the capabilities of the enterprise, the existing working environment, traditions, production culture and working principles in the external environment (principles of trade, consumer relations, business relations). Processes and changes in the external environment have a very important impact on the enterprise. The main factors related to the external environment are politics. market. economy, technology. competition. Competition is a particularly important factor. Therefore, it is necessary to identify the main competitors and determine their market positions (market share, sales, prices, etc.). A careful study of the strengths and weaknesses of competitors and the comparison of their results with their own indicators allows to think carefully not only about the strategy of production development, but also about the competition.

The most important stage in developing a strategy for the development of industrial enterprises is the formation of a strategy and the selection of strategic alternatives. The basis of strategic development is the main strategy of enterprises that integrates all strategic intentions. There is a growth strategy called an expresses aggressive strategy, which company's desire to increase production, profit, and capital. This is the main strategy for the development of industrial enterprises. addition, there is a strategy for stability and

survival. If the survival strategy is defensive in nature, then the stabilization strategy is offensive and defensive, mainly concerned with instability of trade and income. Strategy development actions to determine or choose the main direction of development of an industrial enterprise in order to achieve a result in accordance with the set goal. In practice, this process is called strategic planning, which includes: confirming the mission of the enterprise, presenting this mission in the form of long-term and short-term goals. The strategy development process can be divided into four stages:

- determining the strategic situation of the enterprise through certain factors;
- general assessment of the interaction of internal and external factors:
- identification of strategic alternatives:
- development of a strategy that matches the goals and objectives of the enterprise's development.

The essence of the first stage is to determine the state of the enterprise, that is, its current state, under what conditions shows what it is doing and in what direction (desired) it will work in the future. That is, the analysis and assessment of the enterprise's network situation includes the following activities:

- determining the main economic characteristics of the industry;
- assessment of competitive forces;
- assessment of the competitive situation of enterprises in the field;

VOLUME 03 ISSUE 04 Pages: 97-102

SJIF IMPACT FACTOR (2021: 5.478) (2022: 5.636) (2023: 6.741)

OCLC - 1368736135











- predict the likely behavior of the closest competitors to do;
- identification of key factors of success:
- assessment of development prospects of the industry.

While doing these things, it is necessary to get an answer to the following question: there is does the strategy affect the strengthening of the company's position, if it is weak or ineffective, what should be done to change and improve the strategy. At the same time, it is necessary to determine the real capabilities of the enterprise in order to change the existing strategy. Lack of and resources. sufficient manpower incompetence of employees and lack of accumulated experience are the main obstacles and factors in business. A general assessment of the interaction of internal and external factors should be aimed at determining the company's strengths and weaknesses, opportunities and threats. For this, it is necessary to carry out a SWOT analysis, derived from the first letters of English words: strength, weakness, opportunities and threats. It refers to the internal parameters of the enterprise, which may depend on its strengths and weaknesses, external opportunities and threats. Using this tool allows you to get a general assessment of the strategic situation of the enterprise. Its essence is that a successful strategy should be based on the principle of connecting the internal capabilities of the enterprise and the external environment, presented in the form of opportunities and threats.

Here, the availability of sufficient and reliable information plays an important role, which has a

significant impact on the development of a correct and based development strategy. Having such information, updating it, maintaining a database requires not only certain financial costs, organizational effort, but also the presence of qualified managers. However, even if the information is well processed, in some cases it is impossible to get the real information. This applies, for example, to the uncertainty of changes in the external environment or to information about the cost structure of competitors, which is usually their trade secret. In this case, it is still necessary to try to develop some such information. From the point of view of the external environment, it can be a forecast or a scenario of the development of the situation in relation to competitors - according to expert assessments.

The degree of approximation of these calculations to the reality largely depends on the experience and qualifications of the company's management staff. The existence of such calculations is very important, because it allows you to check their validity. Using new data, the initial calculations are corrected and brought closer to reality. Thus, the information used in strategy development is often evaluated, but this should not be an obstacle to trying to create a strategic plan for the enterprise. It is recognized that having any strategy is better than no strategy at all. A welldesigned strategy is the road to success. Developing a development strategy is a task facing every industrial enterprise. To solve it, there are different tricks, methods and a set of methods, which must become a system: all

VOLUME 03 ISSUE 04 Pages: 97-102

SJIF IMPACT FACTOR (2021: 5.478) (2022: 5.636) (2023: 6.741)

OCLC - 1368736135













actions serve a long-term goal, be coordinated with resources and time, effectively integrate each other in terms of functional units and complete should do. In addition to defining the general strategy, it is necessary to develop strategies supported by functional units: production, sales, marketing, scientific research, etc., that is, the strategy is vertically and horizontally related to the enterprise's activities should be, responsible persons and sites should be allocated for each part of the strategic plan of the enterprise.

At the heart of any successful strategy should be the creation and use of competitive advantages. Specific types of competitive advantages are very diverse and depend on the state and capabilities of industrial enterprises. It can be selling products at low prices and providing the highest quality products among competitors, providing additional services to consumers (customers), as well as the optimal location of enterprises. Using competitive advantages as the basis of strategy means that the strategy not only supports and protects existing competitive advantages, but also contributes to the creation of new ones.

In addition to solving production problems, the strategy should include growth and improvement of corporate culture, prevention of unnecessary ambitions by managers, creation of a favorable production environment and mutual understanding between workers, etc.

The analysis of the policy of industrial enterprises in the field of production organization allows to

identify the five most used strategies of reorganization of the production system:

- 1) expansion strategy;
- 2) decentralization and internal coordination of the organizational structure and a strategy to strengthen the control mechanism;
- 3) synchronized production strategy;
- 4) the strategy of combining material flows;
- 5) the strategy of humanizing labor.

Opportunity strategy. This strategy is used by enterprises since the 60s century, it has been used to strengthen the market position and is based on diversification. Diversification, as a rule, is carried out by creating a production for the production of a product that is interconnected with technology and (or) marketing. Such a strategy determines the reorganization of the organizational structure based on the formation of product departments. The expansion of the company's capabilities allows to stabilize the volume of production, trade and profit, and to prevent one-sided dependence on market conditions.

A strategy to decentralize the organizational structure and strengthen the internal coordination and control mechanism. purpose of such organizational restructuring is to eliminate unnecessary management relations and transfer their functions to lower levels within the framework of the general policy of management and to increase the participation of employees in the management of enterprises. The main structural element of the production system becomes a functional group, which must be

Volume 03 Issue 04-2023

100

VOLUME 03 ISSUE 04 Pages: 97-102

SJIF IMPACT FACTOR (2021: 5.478) (2022: 5.636) (2023: 6.741)

OCLC - 1368736135











responsible for the implementation of the entire set of functions to meet the needs of consumers and market demands. Decentralization of the organizational structure allows to increase the flexibility and maneuverability of production, to reduce the cost of production.

Synchronous production strategy. This strategy is aimed at organizing production with "definite demand" and minimum production and stocks. Synchronous production strategy was first developed and implemented by Toyota (Japan). Currently it is USA, Germany. Used by many businesses in France. The essence of this strategy is to provide such conditions for the production of products that allow to organize production according to the "supermarket" principle: the nomenclature of the product, the volume and time of production of the product are determined by the customer; the delivery is carried out in the required amount and at the specified time. This can significantly reduce the production cycle. The enterprise is able to flexibly respond to changing market demands.

The strategy of material flow integration is to create an organizational mechanism that allows you to control the fulfillment of an order from the moment it is received until it is delivered to the customer. In accordance with this strategy, the organization of production is built in such a way as to provide control of the movement of material flows as a single integrated system, including the source of raw materials, processing stages and distribution of the final product.

The strategy of humanization of labor includes a number of measures to eliminate negative events in human-machine interactions, to ensure the quality of labor processes and to reorganize production in order to activate the employee. The program of humanization of labor in mass production is carried out in three directions:

- 1) adjusting the speed of the conveyor, stopping the line by a signal from the workplace, stopping the cycle by stopping the carrier in turn, installing spare disks between groups of workplaces, production of the line increase flexibility;
- 2) expansion of various tasks performed by one worker: switching operations, a combination of disc mounting, final assembly, independent of conveyor speed; alternative work of the assembler on the main and preparatory operations;
- 3) Incorporation of labor by transitioning from conveyor production to mixed flexible structures based on the combination of autonomous work groups based on the integration of conveyor and automated work.

The program of humanization of labor in mass production is mainly related to the organization of autonomous working production areas. Such departments are created by combining all operations related to the production of similar parts in the project in blocks (modules). Workers in autonomous brigades are given certain freedom of action. On the site, issues related to determining the time of delivery of materials are being resolved, product quality control is being carried out, cost accounting is being carried out,

VOLUME 03 ISSUE 04 Pages: 97-102

SJIF IMPACT FACTOR (2021: 5.478) (2022: 5.636) (2023: 6.741)

OCLC - 1368736135











machines and mechanisms are being installed, their service and repair are being carried out, the rooms are being cleaned. In addition, the team is responsible for the distribution of working time in the shift. This allows for adaptation to individual work and the use of flexible working hours in serial production. These strategies complement each other. The strategic decisions proposed in them can be the basis for the formation of a comprehensive program for restructuring the production system.

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Volume 03 Issue 04-2023