

Issues of Implementing Modern Management Concepts at Enterprises

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Abstract. The article examines the issues of implementing modern management concepts in enterprises, in particular, the concept of "lean production" is proposed. The author analyzed statistical indicators of the production of light industry products. As a result, the weaknesses of the country's light industry in competition were identified as the obsolescence of weaving looms, the lack of qualified engineering and technical personnel, low specialization in the production of fabrics and textile products, the underdevelopment of the production of local sewing and knitting fabrics, the low level of fiber assimilation in some regions, and the small number of enterprises that have implemented quality management in accordance with international standards.

Keywords: Light industry, economical production, yarn, "lean production," modern management concepts.

1. INTRODUCTION

The implementation of systemic democratic market reforms, further deepening of economic liberalization processes, consistent implementation of structural transformations in industrial sectors, continuation of modernization and diversification processes are the main factors in Uzbekistan's success. The steady growth of the country's gross domestic product is ensured not by traditional raw material sectors or favorable conditions in the world market, high prices for certain raw materials and materials, but, on the contrary, by the accelerated and priority development of the production of competitive finished products and the modern service sector. In general, industry is one of the main sectors of the republic's economy. Because industry fundamentally differs from other spheres and sectors in its creation of added value, its role in meeting the needs of the population, and its high level of production locomotive. The development of the industrial sector leads to the development of the national economy at a stable pace.

2. LITERATURE REVIEW

In systematizing the methodological apparatus of the modern state of "economical production" in the light industry, scientific works and articles of foreign and CIS researchers published in the bibliographic databases of Scopus, ProQuest, e-Library information sources were used.

The concept of economy in production was first introduced by John Krafcik [1]. By "lean" (Lean), the author meant that in the new type of production, there is absolutely no excess. The term "Lean" is understood in the sense of "being able to work and work effectively" (J. Vumek and Dn. Jones) [2]. In books on operational management, economical production has the variants "correct," "smooth," or "economical" production in Uzbek.

Many authors (Dennis P. Hobbes [3], Stefan Ruffa, George Alukal [4], Lauri Koskela [5] and others) characterize economical production as a philosophy of enterprise management based on the principles of economical production.

CIS researchers Berezovsky E.E.[6], Adler Yu.P.[7], and Shper V.L., Lapidus E.A.[8] describe Lean production as a means of survival for the enterprise and a factor in increasing the competitiveness of the manufactured product.

3. RESEARCH METHODOLOGY

In the research process, methods of analysis and synthesis, induction and deduction, statistical grouping, scientific abstraction, and others were widely used.

4. ANALYSIS AND RESULTS

According to statistical analyses, by the end of 2021, fiber processing in the cotton sector increased by 2.5 times, to 100 percent, yarn production increased by 2 times, finished product production increased by 3 times, and export volume reached \$ 3 billion. The growing interest of farmers, the relationships of entrepreneurs within the cluster and work with full responsibility for the result have led to the rise of cotton farming to new heights of efficiency. Cotton productivity is increasing significantly. In 2021, most clusters harvested 35-40 centners per hectare, and in some this indicator reached 60 centners.

At a time when the economy of our country is developing rapidly, the role of the industrial sector is gaining importance today. Innovative development of the industrial sector, provision of equipment and technologies in line with world requirements, and expansion of the volume of production of export products in this sector are one of the demands of the time.

The key to success in ensuring the consistent and sustainable development of increasing product competitiveness at industrial enterprises is the development and clear definition of well-founded and comprehensive measures for the future, important tasks and directions, and economic development programs at various levels. As a result of the rapid reforms carried out in the republic, a number of positive results have been achieved in ensuring the production and competitiveness of industrial products.

In the analyzed years 2012-2020, the growth rate of textile production in the structure of industrial production amounted to 109.6-115.5 percent. This situation occurred due to a comprehensive analysis of the development of the textile and garment industry, state support for the changing world market conditions in the face of increased competition, as well as the development of a mechanism for accelerated development and the widespread introduction of modern methods in the system of effective corporate governance at enterprises.

As is known, the volume of industrial production includes the volume of finished products manufactured by the enterprise, semi-finished products, products intended for export, non-industrial units and capital construction, that is, work on the production of long-term products, the production of which was not completed during the reporting period, as well as industrial works (services).

In recent years, the share of enterprises producing textile products among industrial enterprises in our republic has also been increasing. The table below shows the growth rate of the country's GDP and the growth rate of textile products in its composition.

According to the results of the study, in 2019, the volume of industrial production amounted to 322535.8 billion soums, which is an increase of 137.0% compared to 2018. Also, the processing industry and the textile industry have their place in the industrial sector. In 2019, the processing industry in our country produced products worth 254,860.9 billion soums (5.8 times more than in 2012 or 34.4% more than in 2018) and produced textile products worth 29,946.6 billion soums (3.9 times more than in 2012 or 20.6% more than in 2018).

In this case, in order to expand the production and export of high-quality ready-made textile products, to promote national brands to the world markets, the wide introduction of advanced innovative technologies, know-how, design developments, localization of the production of modern samples of fittings and accessories, production from the cultivation of raw cotton to its preliminary processing, further processing at cotton ginning enterprises, and the production of high-added-value ready-made textile products. occurred at the expense of the organization of clusters of development, which implies the integration of output.

In addition, in 2019, the volume of industrial production amounted to 322535.8 billion soums, which is an increase of 137.0% compared to 2018. Also, the processing industry and the textile industry have taken their place in the industrial sector, and in 2019, the processing industry in our country created products worth 254860.9 billion soums (5.8 times more than in 2012 or 34.4% more than in 2018) and produced textile products worth 29946.6 billion soums (3.9 times more than in 2012 or 20.6% more than in 2018).[9]

In recent years, the share of textile enterprises among industrial enterprises in our republic has also been increasing. Paying attention to statistical data, we can see that in January-November 2020, the share of production of textile products in the industrial sector increased by 11.3%, the index of physical volume increased by 14.4%, and the volume of production amounted to 30342.0 billion soums.

Statistical analysis shows that in 2019, the share of textile products in the structure of the industrial sector (9.3%) decreased compared to previous periods. The period when textile products had the highest share in the structure of the industrial sector fell on the period from 2012 (17.6%) to 2015 (17.2%) (Table 2.3).

Also, according to the results of January-November 2020, the share of the clothing manufacturing industry in the structure of the manufacturing industry was 3.3%, the physical volume index was 102.9%, and the production volume was 8774.6 billion soums.

Looking at the data (Table 1), in 2019, industrial enterprises producing textile products in our country produced a total of 29946.6 billion soums. sums (an increase of 20.6% compared to 2018), while industrial enterprises producing clothing produced products worth 9165.8 billion soums (an increase of 18.5% compared to 2018). These indicators show that over 9 years, i.e. compared to 2011, the production of textile products has increased by 4.4 times and the production of clothing by 11.5 times.

Table 1: Volume of industrial output by type of economic activity

Years	Enterprises of the textile industry		Clothing manufacturing enterprises	
	Billion UZS	percent %	Billion UZS	percent %
2011	6 736,9	101,3	795,2	119,6

2012	7 672,9	107,6	996,8	100,1
2013	8 898,3	113,2	1 165,8	106,1
2014	10 839,5	107,2	1 308,7	113,1
2015	13 241,7	110,5	1 585,3	111,5
2016	13 335,3	109,0	4 318,5	108,9
2017	16 763,3	100,5	6 108,2	110,5
2018	24 835,2	107,4	7 732,2	103,3
2019	29 946,6	105,3	9 165,8	108,7
2020	30 447,4	101,6	10 041,4	109,5
2021	31 567,9	103,6	10 847,1	108,0
2022	34 566,50	103,61	10667,21	107,22

The results of the analysis show that today in the industrial sector of our country, the share of industrial enterprises producing textile products and the volume of their products are higher than others.

The implementation of the Program for localization of production of finished products, components and materials also had an impact on achieving high growth rates of industrial production in the republic. 9.5 trillion for 1,082 projects included in this program. Soum products were produced. 107.4 mln. of products produced within the framework of the localization program. Exported in the amount of US dollars. [10]

In recent years, the production of high value-added products has been developing in light industry. Light industry, being an economically important sector for Uzbekistan, provides a high level of employment, as well as contributes to the industrial potential and international prestige of our state. The increase in the volume of textile exports can be viewed as a direct result of reforms aimed at replacing cotton raw materials with finished products and creating added value. It should be noted that in recent years, due to fundamental changes in industry and agriculture, the export structure has changed significantly. In particular, the share of cotton fiber in exports has decreased sharply, and if in 2010 its share was 12.1%, then by the end of 2023 this figure was 0.2%. This means that the policy aimed at adding value to the textile industry is effective and less cotton fiber is being exported as raw material.

In order to expand the export potential of our country, provide state support to exporting organizations, and also encourage the increase in the production of competitive export products, on November 29, 2018, our President Shavkat Mirziyoyev adopted Decree No. PF-5587 “On measures to further stimulate the export potential of local manufacturers”. In order to ensure the implementation of this decree, in 2019, our country exported textiles and textile products in the amount of 1,626.9 million US dollars. This indicator is 25.1% more than in 2018. Compared to 2013, it can be seen that our country exported 1.9 times more textiles and textile products.

In addition, in order to further expand the production of industrial products, widely involve small business entities in industrial activities, strengthen and develop industrial cooperation, and reduce the cost of manufactured products, the adoption of Resolution No. PP-4302 “On measures to further develop industrial cooperation and expand the production of high-demand products” by President Shavkat Mirziyoyev on May 1, 2019 increased the level of production of export-oriented products in the regions.

In January-November 2020, one of the main sources of financing for investments in the textile industry was foreign investments and loans, which amounted to 5522.1 billion soums. Of this, 1521.3 billion soums were attracted through direct foreign investments.

5. CONCLUSIONS

According to the analyzed statistical indicators on the production of textile products, the following were identified as the weaknesses of the Uzbek textile industry in terms of competitiveness: the moral obsolescence of weaving machines, the shortage of qualified engineering and technical personnel, the low specialization in the production of woven and knitted products, the underdevelopment of local fabric production for sewing and knitwear, the low level of fiber development in some regions, and the small number of enterprises that have introduced quality management in accordance with international standards.

These issues are interrelated, the low level of fiber development has a strong impact on the textile industry, the underdevelopment of fabric production has a strong impact on the production of clothing and knitwear, and the low level of equipment with modern equipment has a strong impact on the lack of implementation of quality management in accordance with international standards. In order to find solutions to these problems, it is recommended to pay attention to the implementation of the concept of "lean production" in textile enterprises and the development of a system of regular training (coaching) of engineering and technical personnel at enterprises. Lean manufacturing is aimed at combating waste at all stages of product production and service delivery.

To ensure the efficient operation of the system, it is necessary to correctly select the means of lean production.

The value of products and services is created by the company's employees at each stage, so it is necessary to thoroughly train industry specialists who will be loyal and useful to the company.

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