

EFFECTIVENESS OF USING THE SYSTEM OF BALANCED INDICATORS IN THE MANAGEMENT OF TEXTILE ENTERPRISES

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ABSTRACT

This article examines the issue of improvement in the management of textile enterprises based on the application of the balanced scorecard system.

Keywords: Management, activity management, system, balanced scorecard system.

INTRODUCTION

Since the first years of independence in the Republic of Uzbekistan, the economic reforms implemented in all sectors of the national economy, including the cotton complex, are directed to further deepening. Great attention is being paid to the economic policy conducted in this area, the implementation of structural changes in the industry, ensuring the freedom of product manufacturers, the introduction of various forms of ownership, and the improvement of material and technical support, financial and economic relations between the economy, organizations and enterprises. Improving the work of enterprises, giving them freedom, and improving their management system allows to produce better quality products, as a result, to increase production efficiency. In Uzbekistan, the need to increase the volume of production of high-added-value export ready products based on deep processing of raw cotton is increasing. For this reason, the government of the republic has set tasks aimed at implementing large-scale reforms for further development of the network.

The successful implementation of such huge tasks requires the development of specific measures to ensure the more rational use of unused internal potentials based on the management of activity efficiency in the enterprises of the cotton complex, which is one of the leading sectors of the economy of our republic. In this regard, the development of scientifically based suggestions and recommendations for increasing the efficiency of textile enterprises is one of the urgent issues of today.

LITERATURE REVIEW

The issue of management has been widely studied in scientific research. American scientists M.H. Meskon, M. Albert, F. Based on the functional characteristics, Khedouri gives the following definition: He gave the definition that «Management is the planning, improvement, activation and control of the processes necessary to determine the organization's goal and achieve it» «Management is the process of planning, organizing, leading, and controlling employees of the organization aimed at achieving the goal» [1].

P. F. Drucker puts forward several important ideas in the field of management. According to his definition: «Management is the purposeful orientation of the activities of the network team

and the achievement of the productivity of the group's work. Management is a stimulating element of social change and an example of influential social change» [2].

Based on the results of scientific research in this field, management is a link that constantly monitors the activity of the enterprise, makes decisions about its future development, and controls their implementation.

Management is a set of methods and tools for ensuring efficiency in separate areas of enterprise activity (production, sales, development).

«Balanced Scorecard, BSC» appears as the most basic of management concepts used in the practice of foreign countries today. This concept is implemented by all participants of the market infrastructure, from small enterprises to large multinational textile enterprises [3].

This management system was developed by Harvard University Business School professor Robert Kaplan and American management consultant David Norton in the early 90s [4].

The system of balanced indicators is a management system based on determining and evaluating the efficiency of the enterprise based on optimally selected indicators that reflect all aspects of the enterprise's activity, that is, both financial and non-financial [5].

However, the issue of using a balanced scorecard system in the management of textile enterprises has not been sufficiently studied, therefore, the topic is distinguished by its relevance.

RESEARCH METHODOLOGY

The methodology of scientific research is the dialectical method, and methods such as experimental, selective observation, comparison, expert assessment were used in the research process.

ANALYSIS AND RESULTS

Today, the most advanced idea in management is Performance Management (PM). The main idea of PM is the ability to manage the company as a whole. The main elements of PM are the construction of a «tree» of goals, the assignment of responsibilities, and the assessment of the results achieved rather than the actions taken.

Business performance management (English CPM, BPM, EPM) is a set of management processes (planning, implementation, monitoring and analysis) that allow to identify, evaluate and evaluate business strategic goals to achieve their goals during alternative use of available resources. It is considered a management system based on the principles of business value management.

Currently, business owners are eager to supervise top managers, but they lack the professional skills, time, and desire. In turn, top managers strive to control the activities and situation of managers, but they also do not have the time or desire. At the same time, every work, every production, every enterprise has significant hidden reserves of growth efficiency.

The false belief that improving business activity is only a theory and does not really help the enterprise, the company and the society - has appeared and it is widespread in the business world. In addition, there is an opinion that there are no technological methods and ways to solve the developing problems internally and externally.

As mentioned above, the enterprise performance management system (EPM) is a new type of transparent and control technology, which is used by the world's leading representatives of management G. Altshuller R. Kaplan, P. Senge, M. Porter and their colleagues and followers I. L. Vikentiev, P. E. It was created based on the fundamental theories of Fadeev [6,7,8].

The efficiency management technology of textile enterprises is based on the efficiency matrix, which includes and ensures the mobilization of only internal resources of the enterprise. These measures are implemented to increase transparency and control based on external and internal factors affecting the performance of the textile enterprise, to increase profitability and reduce risks, as well as to make alternative management decisions to predict problems at each stage of the company's development. one of the main elements of the efficiency management technology of the textile enterprise is to include the efficiency management unit in the management structure of the enterprise and ensure its integration with other departments.

Currently, the technology of managing the performance of textile enterprises is mainly based on the collection and analysis of economic indicators describing the results of production and financial activities (Fig. 1).

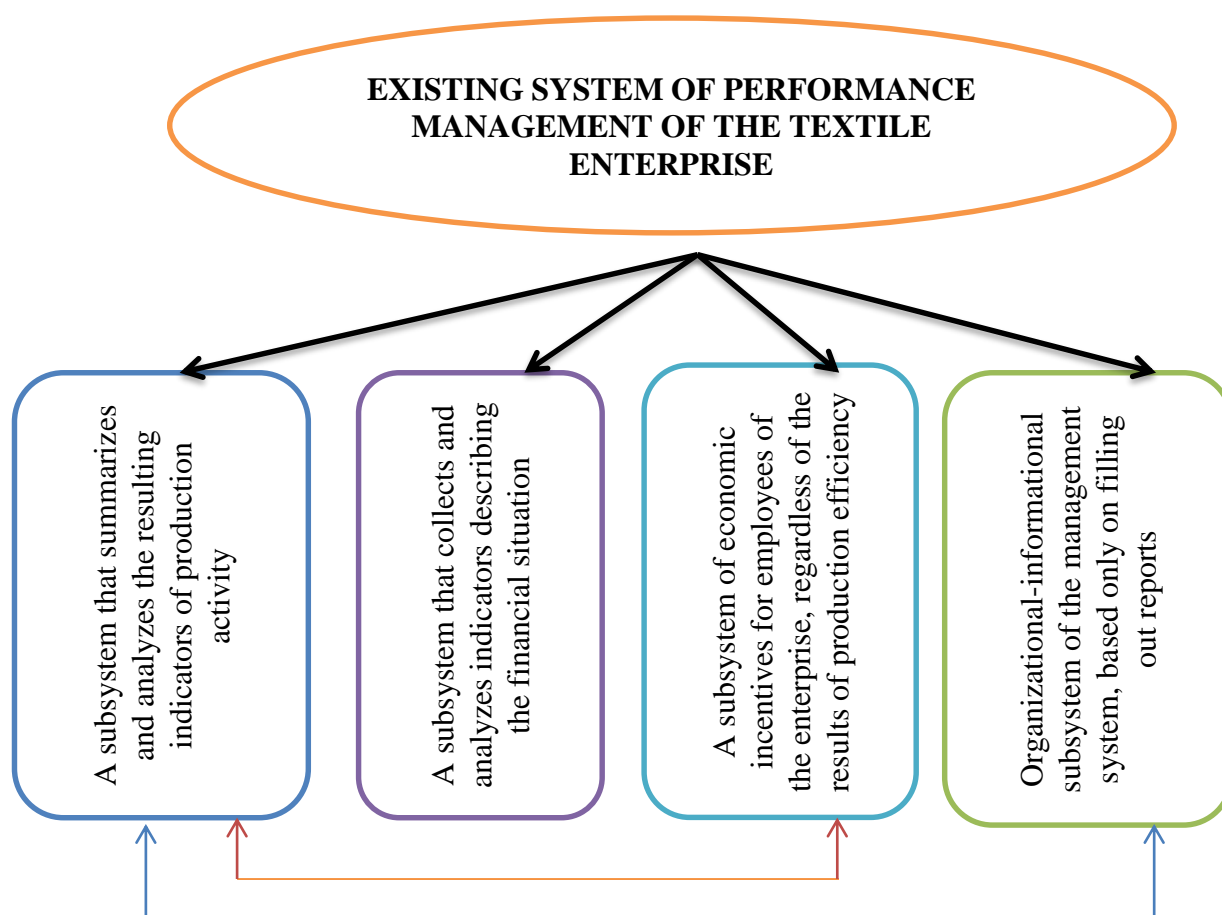


Figure 1. Existing system of textile enterprise management (author's development)

As businesses evolve, more and more new management systems and work methods are emerging. This process is mainly dependent on the intensification of competition as a result of increasing integration processes in the context of the globalization of the economy. Therefore, it is necessary for each production structure to effectively use its existing capabilities and find

new opportunities based on the results of large-scale market research in order to fully satisfy the needs of consumers.

In the process of research, it is recommended to use modern management methods and technologies while implementing a systematic approach to managing the efficiency of textile enterprises. The proposed system of effective management of textile enterprises consists of several sub-system elements, which is shown in Figure 2.

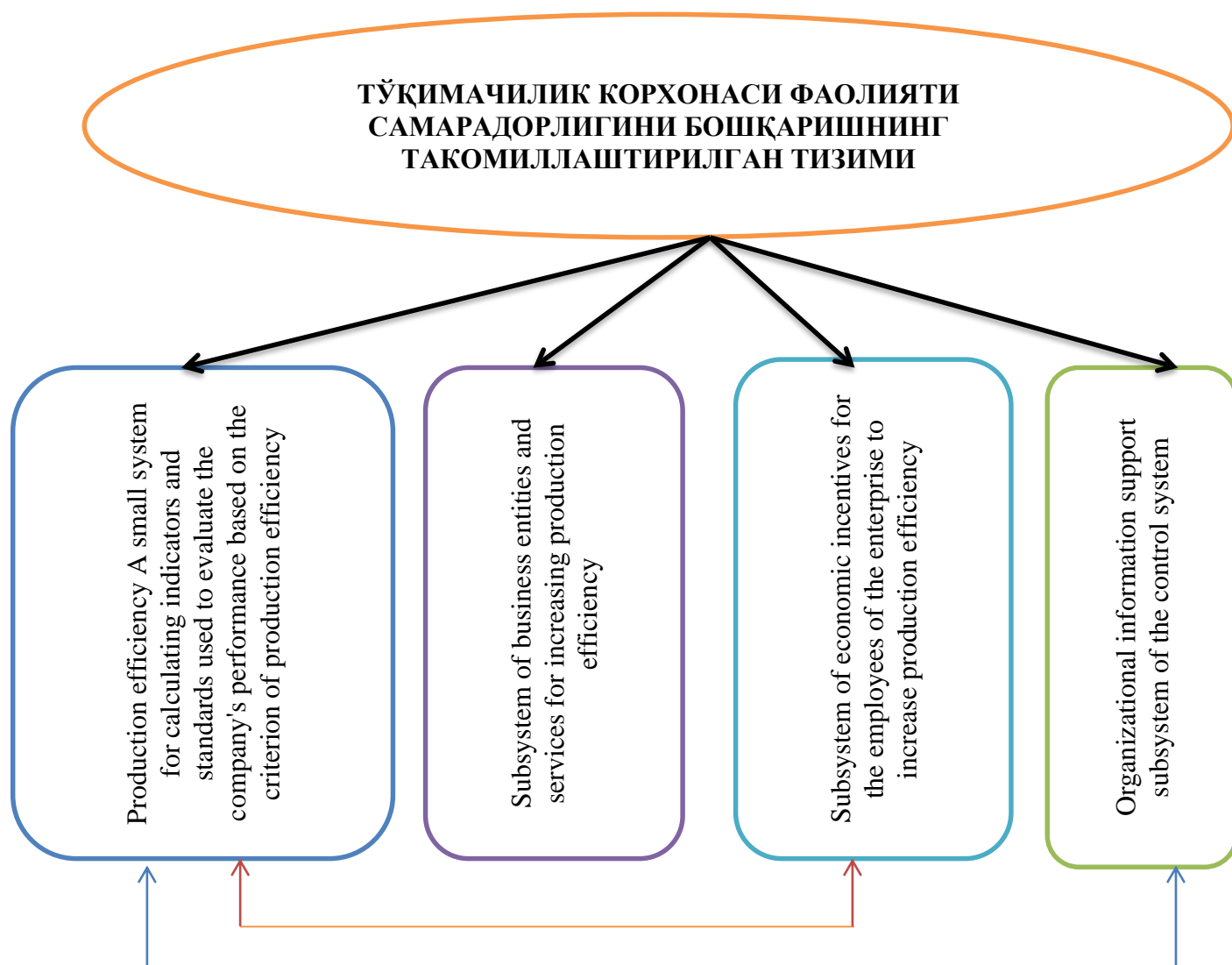


Figure 2. Improved system of textile enterprise performance management (author's development)

At the next stage of the research, in order to improve the management technology of textile enterprises, the balanced scorecard system (BSC) was chosen as a management tool, and it was proposed to apply the technologies based on the following modern concepts of management:

- CPM (Corporate Performance Management);
- BPM (Business Performance Management);
- EPM (Enterprise Performance Management).

Based on the essence of the proposed modern management technologies and the topic of research, it will be possible to use all three technologies in an integrated manner in the

management of the efficiency of textile enterprises. However, given that the research is conducted at the enterprise level, we focused more on enterprise resource management (ERM) technology. Although the implementation of this management technology causes some difficulties, it is necessary to pay attention to the state of internal production process management in the management of the efficiency of textile enterprises.

The system of balanced indicators was developed at the beginning of the 90s of the last century by a group of researchers from the Harvard Business School at the initiative of American economists R. Kaplan and D. Norton. The Balanced Scorecard was recognized as the only system combining financial and non-financial indicators. BSC is based on value indicators, but the main task of applying BSC is process management. The main purpose of this approach is explained by the fact that the idea of »balance« is not a comparison or equality, but a selection of the most important set of indicators. The reason why this system is called «balanced» is that in its composition work with consumers, economic, innovative and financial issues, which are considered the main directions of the enterprise's activity, are summarized.

We will focus on the importance of the balanced indicator system and its components.

Financial relations. Financial issues are of high importance in enterprise management. In particular, based on the interests of shareholders and potential investors, it is necessary to develop strategic goals for the effective deployment of resources and optimal spending of expenses.

In this case, the question is raised in front of the enterprise: what kind of image and potential should it have for the interests of its shareholders and investors? [9].

Internal business processes. In this, goals are set for the analysis of the sources of intensive development of the enterprise. Usually, proper organization of processes within the enterprise is an important factor of intensive development.

Training and professional training. According to the theory and practice of management, human resources have a high place in the development of the enterprise. In general, in the conditions of economic liberalization, the role of highly qualified personnel will increase, because they remain the main force in the development of the process of technical development.

Market factor or customer relationship. In this regard, the setting of strategic goals is directly related to the competition in the national and world markets. Practice shows that ignoring this block in competitive conditions brings the economic entity closer to the risk of bankruptcy.

One of the important components of strategic management in textile enterprises in the conditions of the market economy is the determination of a well-founded development strategy. In strategic management, clearly defining the strategy is an important factor that determines the quality of the enterprise's long-term development. Based on the construction of a system of balanced indicators, it is possible to clarify the following aspects that ensure the quality of the company's strategy:

what internal and external factors should be taken into account in the careful development of the strategy?

What are the company's strengths and weaknesses compared to its competitors?

to what extent are the financial capabilities of the enterprise and the professional potential of employees to implement a certain strategy?

which aspects of the company's production activity should be paid more attention to when developing a strategy, etc.

In order to introduce a system of balanced indicators in the practice of textile enterprises, the above-mentioned stages should be implemented through the following activities: assigning the task of monitoring and summarizing the comprehensive application of this system and the analysis of its results to the appropriate department; clearly distinguishing the departments of the enterprise where BSC will be introduced; Determining the methods of providing information by the units responsible for the introduction of BSC; It is necessary to strictly control the processes of BSC implementation, in particular, to strictly ensure the complete elimination of the delays and errors identified in the enterprise's activities as a result of its implementation.

CONCLUSION

Thus, the efficiency of activity in the enterprise is considered one of the economic categories that comprehensively describes the aspects of its activity, and the use of a system of balanced indicators is of great importance in its improvement. Therefore, from our side, above, we studied the issue of the importance of using a balanced indicator system in improving the technology of managing the performance of textile enterprises.

We offer the following suggestions for improving the efficiency of textile enterprises:

It is advisable to use a system of balanced indicators to effectively organize the control mechanism of the existing management system;

Increase the quantity and quality of raw kalava while maintaining the quality indicators of existing raw materials;

To reduce costs and increase product competitiveness by introducing modern cost-effective techniques and technologies into production;

Attracting Highly qualified personnel and regularly improving their qualifications;

Use of modern management methods in production;

Implementation of an effective diversification policy in the organization of value-added productions through deep processing of raw materials in the network;

Increasing the volume of production and sales of products by the enterprise, focusing on increasing the number of consumers, taking strict control of not exceeding receivables and payables. It is important for the enterprise to ensure proper management of receivables and payables;

To ensure that stocks of goods do not accumulate in large quantities in network enterprises.

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