

# DEVELOPING STRATEGIES FOR THE DEVELOPMENT OF MANUFACTURING ENTERPRISES

A.A.Esonov

Magistral student of Fergana Polytechnic Institute in Fergana

<https://doi.org/10.5281/zenodo.10600306>

**Abstract.** *It is known that the strategic planning process of companies in different countries has its own aspects. This process serves as a guarantee of ensuring and strengthening competitiveness. The article examines the concepts of strategic planning of companies in developed countries.*

**Keywords:** *strategic planning, steel, competitiveness, diversification, innovative technologies.*

## INTRODUCTION

In today's dynamically changing global economy, as well as fierce competition, companies must not only focus on the internal state of affairs, but also develop a long-term strategy of behavior that would allow them to keep up with the changes occurring in their environment. Developing an organization development strategy allows you to look at the organization as a single whole.

It is known that strategic planning in different countries has its own characteristics. For example, a key aspect in US metallurgical companies is to integrate the strategies of all divisions and allocate resources; In British companies - focus on resource allocation; In Japanese companies, the emphasis is on implementing innovations and improving the quality of decisions.

At a time when the competition between the industrial companies of the United States and other countries to sell their products in the world market is increasing, developing a strategy aimed at increasing the competitiveness of the manufactured products, including improving the quality and price, which ensures the highest satisfaction of customer demand. is becoming increasingly important.

The development of manufacturing enterprises requires careful planning, strategic decision-making, and effective implementation of various processes. Here are some key factors to consider for the development of manufacturing enterprises:

1. **Market Research:** Conduct thorough market research to identify potential demand for your products or services. Analyze market trends, customer preferences, and competition to determine the viability of your manufacturing enterprise.

2. **Business Plan:** Develop a comprehensive business plan that outlines your goals, target market, marketing strategies, financial projections, and operational plans. A well-defined business plan will serve as a roadmap for your enterprise's development.

3. **Infrastructure and Facilities:** Assess your infrastructure needs, including space, utilities, and equipment. Determine whether you need to purchase or lease a manufacturing facility. Ensure that your facilities are well-equipped and comply with safety and regulatory standards.

4. **Supply Chain Management:** Establish a robust supply chain management system to ensure a smooth flow of raw materials, components, and finished goods. Build strong relationships with suppliers and negotiate favorable terms to maintain a reliable supply chain.

5. **Technology and Automation:** Embrace technology and automation to enhance efficiency and productivity. Invest in modern manufacturing equipment, software systems, and automation technologies to streamline operations and reduce costs.

6. **Workforce Development:** Hire and train a skilled workforce capable of operating and maintaining manufacturing equipment. Provide ongoing training and professional development opportunities to keep your employees up to date with the latest industry practices.

7. **Quality Control:** Implement rigorous quality control processes to ensure that your products meet or exceed customer expectations. Establish quality assurance standards, conduct regular inspections, and perform testing to maintain consistent quality.

8. **Lean Manufacturing Practices:** Adopt lean manufacturing principles to eliminate waste, reduce costs, and improve efficiency. Implement practices such as just-in-time inventory management, continuous improvement, and visual management to optimize operations.

9. **Regulatory Compliance:** Stay updated with relevant regulations and standards governing your industry. Ensure compliance with safety, environmental, and labor regulations to operate legally and maintain a good reputation.

10. **Marketing and Sales:** Develop effective marketing and sales strategies to promote your products and reach your target audience. Utilize digital marketing techniques, participate in trade shows, and build partnerships to expand your customer base.

11. **Continuous Improvement:** Embrace a culture of continuous improvement to adapt to changing market dynamics and customer needs. Regularly evaluate your processes, gather feedback, and implement necessary changes to stay competitive and innovative.

### **LITERATURE REVIEW**

A number of economists have conducted research on the formation and development of the development strategy of industrial enterprises, especially metallurgical enterprises, and have given definitions of "strategy". In particular, S.V. Sviridova, Ye.A. Ilinalar "Strategy is a long-term, detailed plan aimed at achieving the main goals and objectives of the enterprise, as well as showing the general direction of the organization's development, methods of competition and its place in the environment, as well as covering all areas of economic activity"[1].

### **RESEARCH METHODOLOGY AND EMPIRICAL ANALYSIS**

In the course of research, the conditions for developing a development strategy based on the potential of foreign metallurgical enterprises were studied. Based on the study and generalization of foreign sources, a comparative analysis of the development strategies of the republic and leading foreign metallurgical companies was conducted.

At the current stage, the main issue is not the general activity of the company, but its position in the competitive market segment - in this industry or in its field. Such segments are called strategic management centers. Thus, in large US companies, a management structure was created that did not correspond to the organizational structure of the firm for the development and implementation of strategy. Production departments are the commonality of sales markets, uniformity and interchangeability of products to these centers; provision of resources for its development, production and sale; included according to characteristics such as the presence of similar competitors in terms of field and potential. In US metallurgical companies, the number of strategic management centers is much smaller than the number of production departments. For example, a company may have 110 production departments integrated into 37 strategic business centers.

For example, a feature of its forward-looking planning system established at the General Electric Company is the distribution of all production departments, including plant groups and sales firms, among strategic centers. the result is to be responsible for profit.

A well-diversified company usually uses different strategies simultaneously depending on the nature of the product. For example, the Japanese company Hitachi uses foreign subsidiaries for the production of household electrical equipment: it exports heavy electrical equipment or sells licenses for its production; sells complex technological equipment of entire enterprises based on design and construction orders[2].

The Japanese shipbuilding company Mitsui Engineering & Shipbuilding Co can be cited as an example of the application of the competitive strategy [3]. It is one of the most competitive companies in Japan. The justification of the development prospects of this company implies the following:

-first, to build large, economical and standardized ships. The factors of its competitiveness include meeting the requirements of the world market of the manufactured product due to the increase in the volume of oil, iron ore, and coal transportation; construction of ships in short periods (one year for technical development, construction and design, six months for construction);

-secondly, the use of new methods of production: the planning of production in all areas of design and production, including the need for raw materials and spare parts calculated with the help of EHM, as a result of which the stock of rolled steel is available for only one week (in Western European companies - equal to three months);

-third, diversification of production. Due to the instability of the demand for ships, in order to stabilize the production volume, sales and profit level of the company as a whole, the company diversified its products and technologically, such as the production of metal structures, large diesels, metallurgical heating furnaces and cooling devices, and the construction of enterprises. entered into related networks. Shipbuilding currently accounts for only 30% of sales.

The main tools to ensure the effective implementation of the basic strategy can be:

A set of activities in the form of a program that combines all activities related to the enterprise, the implementation of which is necessary to implement the strategy;

Responsible person for the implementation and monitoring of the implementation of this program;

Strategic budget of the enterprise and planning of annual operating budgets based on the strategic program of activities to ensure the achievement of strategic goals;

System of indicators that determine the effectiveness of the program;

### **CONCLUSION AND DISCUSSION**

Developing and implementing a development strategy that could better meet rapidly changing external conditions has become an extremely important part of the management of most companies. Since the implementation of the strategic planning process allows the company's management to clearly see and think through the prospects for the enterprise's life and determine its strategic advantages over other companies in advance.

In our opinion, it is appropriate to use the experience of Japan and the USA among the above examples describing the prospects of development for the industrial enterprises of our republic. The strategy of production diversification is used in industrial corporations of these countries. The use of an effective diversification strategy provides an opportunity to use production capacities at a sufficiently high level and even to reduce the relative cost of metal products,

increase the income of enterprises and residents, better use their potential and create a trade network.

### **REFERENCES**

1. S.V. Sviridova, E.A. Ilyina. Approaches to the development and implementation of industrial enterprise development strategy. / *Econominfo*. 2019. T.16. No. 2-3. 50-54.
2. Kytmanov A.V. Financial strategy as a factor of sustainable development of enterprises: abstract. diss. economy Sci. Izhevsk, 2015.
3. Vishnyakova A. B. Development of a strategy for sustainable development of an industrial enterprise: abstract. diss. economy Sci. Samara, 2018.
4. Shesternikova N.V. The mechanism of formation of the strategy of sustainable development of the enterprise based on the system of balanced indicators // *Economy and finance*. newsletter of the Nizhny Novgorod University. N.I. Lobachevsky. 2008. No. 3. 186-193.
5. Kalanova A.B. Theoretical foundations of sustainable economic development of industrial enterprises. *Economics and finance*. 2015, No. 3. P.33-442.
6. Ashurov, M. S., & Mo'yidinova, G. Q. (2020). Conflict management in the labor collectives of Uzbekistan enterprises. *Theoretical & Applied Science*, (11 (91)), 485.
7. Муйдинова Г.К. "Совершенствование механизмов управления персоналом на предприятиях." *Наука Сегодня: Факты, Тенденции, Прогнозы*. 2022.
8. Мо'ydinova, G. (2022). Iqtisodiyotni modernizatsiyalash sharoitida korxonalarda xodimlarni boshqarish. *Евразийский журнал академических исследований*, 2(6), 613-615.
9. Мўйдинова Г. (2023). Саноат корхоналарида ходимларни бошқариш ва ривожланиш хусусиятлари. *Biznes-Эксперт*, 3, 60-63.
10. Мўйдинова Г.Қ. (2023). Корхоналарда ходимларни бошқаришнинг услубий жиҳатлари. *Ўзбекистон Миллий ахборот агентлиги – ЎЗА Илм-фан бўлими (электрон журнал)*, 02 (40), 48-54.
11. Muysinova, G. (2023). Methodology for assessing effective personnel management mechanisms in enterprises. *Science and innovation*, 2(A5), 110-113.
12. Muysinova, G. (2023). The state of development of textile industry enterprises in Uzbekistan. *American Journal of Business Management, Economics and Banking*, 17, 144-149.
13. Муйдинова Г.К. (2021) Сущность и значение развития промышленных предприятий на основе инновационных стратегий. *Современная наука. XXI век: научный, культурный, ИТ контекст : сборник статей I Международной научно-практической конференции*.169-173 стр.
14. Ashurov, M., Kurpayanidi, K., Oripov, D., Shakirova, Y., Muysinova, G. (2023). Strategies for Improvement and Evaluation of the Quality Management System of Uzbekistan Manufacturers. In: Beskopylny, A., Shantsyan, M., Artiukh, V. (eds) *XV International Scientific Conference "INTERAGROMASH 2022"*. INTERAGROMASH 2022. Lecture Notes in Networks and Systems, vol 574. Springer, Cham. [https://doi.org/10.1007/978-3-031-21432-5\\_167](https://doi.org/10.1007/978-3-031-21432-5_167)