

УДК.330.341.4:

STRATEGY AS AN INTERMEDIATE RESULT OF STRATEGIC ENTERPRISE ACTIVITY

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Abstract. *This article is devoted to the issues of strategy as an intermediate result of the strategic activity of an enterprise, where the development strategy of any enterprise is to maximize the possibility of achieving goals by developing an integrated plan taking into account the influence of external and internal factors.*

Keywords: *economy, strategy, liberalization, enterprise, competition, factors, internal environment, external environment, company strategy, plan, manager.*

1. INTRODUCTION:

In the conditions of continuous variability of the external environment, the importance of developing a strategy that will allow to keep pace with the changes. One of the important tasks of the development strategy of any state is to maximize the possibility of achieving goals by taking into account the influence of external and internal factors.

The choice of strategy is influenced by many factors, including technological changes, competitive influences, investment needs, corresponding profitable expectations, financial capabilities, state regulatory acts, obligations of an enterprise to society, or shareholders, social, political and cultural conditions.

By his decree on February 7, 2017, President of the Republic of Uzbekistan Shavkat Mirziyoyev approved the Action Strategy for the five priority directions of development of the Republic of Uzbekistan in 2017-2021, which is the country's development program for the next five-year plan. Its content allows us to understand where Uzbekistan will go and what steps we can expect from its new leadership. Of the main points of the Strategy, of particular interest are the goals that Uzbekistan intends to follow in the economic sphere [1].

2. LITERATURE REVIEW:

Strategic management is divided into several schools of thought. A prescriptive approach to strategic management outlines how strategies should be developed, while a descriptive approach focuses on how strategies should be put into practice. These schools differ over whether strategies are developed through an analytic process in which all threats and opportunities are accounted for, or are more like general guiding principles to be applied.

Business culture, the skills and competencies of employees, and organizational structure are important factors that influence how an organization can achieve its stated objectives. Inflexible companies may find it difficult to succeed in a changing business environment. Creating a barrier between the development of strategies and their implementation can make it difficult for managers to determine whether objectives were efficiently met.

While an organization's upper management is ultimately responsible for its strategy, the strategies themselves are often sparked by actions and ideas from lower-level managers and employees. An organization may have several employees devoted to strategy rather than relying on the chief executive officer (CEO) for guidance. Because of this reality, organization leaders focus on learning from past strategies and examining the environment at large. The collective knowledge is then used to develop future strategies and to guide the behavior of employees to ensure that the entire organization is moving forward. For these reasons, effective strategic management requires both an inward and outward perspective.

3. MATERIALS AND METHODS:

The main direction of economic transformations announced liberalization, including, in particular, "the phased introduction of advanced market mechanisms of currency regulation, the formation of the national currency, ensuring its free convertibility", as well as "further reducing the presence of the state in the economy." The Presidential Decree provides for the creation of an effective competitive environment for industries and a phased reduction of the monopoly

in the markets for goods services, as well as the development of the production of fundamentally new types of products and technologies, ensuring on this basis the competitiveness of domestic goods in foreign and domestic markets.

The leadership of Uzbekistan is carrying out huge reforms, above all this concerns the recent reform of the currency regulation system. These initiatives are vital for strengthening the economy, creating more jobs and achieving sustainable and integrated development. A thoroughly tested strategy helps to use for its own purposes the inefficiency of the market, which exists here due to the imperfection of the conditions of competition and therefore can play a significant role in maximizing profits [2].

According to the International Monetary Fund, in the next five years, Uzbekistan will experience a steady increase in GDP, and by 2022 it will become one of the leading countries in the world in terms of this indicator. According to experts who worked on indicators, GDP growth in Uzbekistan in 2017-2018 will be 6% and this figure will grow in subsequent years.

In turn, this is the goal of the third of the five priority areas of development of the Republic of Uzbekistan in the framework of the Strategy for Action - Development and Liberalization of the Economy. However, it is important to note that the most talented strategy and well-developed projects can be ruined as a result of their inept implementation. Therefore, it is extremely important to conduct a reorganization in order to ensure the adaptation of its capabilities to the chosen strategy [3]. This can be achieved by using the experience accumulated by domestic experts. Preliminary results show a real consolidation of the efforts of state bodies, non-governmental organizations, and civil society institutions aimed at the effective implementation of the State Program, including with the active involvement of foreign experts and international experts.

According to the World Bank, Uzbekistan is on the second line in the ranking of the fastest growing economies in the world. It is expected that GDP growth in Uzbekistan this year will be 7.6%. Ethiopia is on the first line of the ranking - this country's GDP is expected to increase by 8.3%. To date, Uzbekistan's GDP has grown by 7% over the past months of 2017 compared with the first half of 2016. Now it is 102.702 trillion soums. The volume of construction work increased by 8.7% (16, 309 billion soums), industrial products - by 7.6% (64, 991 billion soums), retail turnover by 11.1%. Agricultural production and passenger turnover increased by 5.8% (24 billion soums) and 5.2% (53.3 billion soums), respectively.

As part of regional programs of social and economic development, 13,339 projects were implemented, loans for 2.1 trillion soums were mastered, 10 free economic zones and 5 small industrial zones were created, and a plant for the production of light commercial vehicles under the Peugeot and Citroen brands was being built.

In the social sphere, in the first half of this year alone, more than 2.7 thousand km of roads were built and repaired, 84,300 jobs were created. The Program for the construction and reconstruction of energy-efficient affordable apartment buildings in cities for 2017–2020 is being implemented, under which it is planned to build 1,136 apartment buildings consisting of 50,286 apartments, as well as 75,000 residential buildings in rural areas on the basis of standard projects. 22 “road maps” were approved in trade and economic, investment, technological, financial and technical areas with the European Union and 21 foreign countries.

The development and implementation of a proprietary strategy that could better meet the rapidly changing external environment 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 about the future of the enterprise, to determine its strategic advantages over other companies in advance. Conducting analytical work aimed at creating an information base for developing a firm's development strategy, managers have a unique opportunity for old planning methods to significantly reduce the influence of uncertainty factors on an organization's work.

The formation of the strategic activity of the enterprise is a complex management process. Currently, one of the main obstacles to normalizing the situation in the economy is the slow process of transformation at the enterprise level. Many domestic enterprises operating in a market environment retain the internal structure and style of behavior characteristic of the former system. Not every organization can afford to develop a strategy, since the development of a strategy requires large financial investments and does not bring immediate results. But without an effective strategy, an organization cannot create the conditions for its continued existence and development.

The very first in the implementation of the JV process should be the development of a strategic vision or mission of the company, its purpose. It is important to note that the mission of the organization should be formulated in qualitative rather than quantitative terms. So sometimes companies mistakenly formulate their mission in terms of profit, which is the result of the chosen strategy and tactics of the company. After the formulation of the mission follows the definition of goals aimed at the implementation of the chosen mission. Objectives imply a list of specific achievements already planned by the company for a visible period. Thus, a very important component of fruitful work is achieved - there is a general interest in achieving results. Having defined goals, i.e. With the desired results, the managers must develop a strategy to achieve them.

Here we dwell on the concept of strategy. The strategy can be viewed as a long-term qualitatively defined direction of the organization's development, relating to the scope, means and form of its activities, the system of relationships within the organization, and the position of the organization to the environment, leading the organization to its goals. A

strategy is a set of rules that guide an organization when making management decisions in order to ensure the implementation of the mission and the achievement of the organization's business goals.

Given the complex nature of strategy development, the following are elaborated: marketing strategy, financial strategy, R & D strategy, production strategy, social strategy, organizational change strategy, environmental strategy. According to Thompson and Strickland, the strategy must combine proactivity and reactivity. Those. the strategy should be “flexible” in relation to unexpected changes and easily adaptable to new conditions. The search for strategic success factors has long been the main concern of managers.

When developing a proprietary strategy, managers should determine how existing competencies can be protected, developed, and used as part of a proprietary strategy; whether a firm can create new, original combinations of resources on the basis of existing resources, which in the future can be transformed into key competencies; what economic, sectoral and competitive changes, and in this regard, what strategy should be focused on the core competencies of the company.

The concrete implementation of the strategic plan requires long-term and short-term programs, policies, rules. For the successful implementation of the strategy, it is necessary that, firstly, the goals, strategies and plans should be well communicated to the employees in order to achieve on their part both an understanding of what the company does and their informal involvement in the process of implementing the strategies, in particular achieve the development of staff commitments to the company to implement the strategy. Secondly, the management should not only ensure timely receipt of all resources necessary for the implementation of the strategy, but also have a plan for implementing the strategy in the form of targets and fix the achievement of each goal.

In the process of implementing strategies, each level of management solves its specific tasks and performs the functions assigned to it.

Evaluation and monitoring of the implementation of strategies is the logical last process carried out in strategic management. This process provides a steady feedback between how the process of achieving the goals goes and the goals of the organization itself.

When monitoring the implementation of strategies, these tasks acquire quite specific specifics, due to the fact that strategic control is aimed at finding out to what extent the implementation of the strategy leads to the achievement of the company's goals. This fundamentally distinguishes strategic control from managerial or operational control, since it is not interested in the correct implementation of the strategic plan, the correct implementation of the strategy or the correctness of the performance of individual works, functions and operations, since it focuses on whether it is possible to further implement the adopted strategies and whether their implementation will lead to the achievement of the goals set. Adjustment of the results of strategic control may relate to both strategies and goals of the company.

The success of the implementation of the chosen development strategy, as already mentioned, depends on how accurately, fully and objectively calculated investment projects developed in the direction of the strategy. Therefore, we dwell on the theory of evaluating the effectiveness of investment projects.

The main indicator used to compare various project options and select the best one is the indicator of the expected integral effect.

The results of the analysis show that the leading enterprises have a fundamentally different structure for the distribution of priorities for the opinions of managers, where significant attention is paid to issues of enterprise management and teamwork, as well as development prospects. “The leaders of enterprise leaders are not inactive, they seek and find their position in the external environment, set global goals and work out strategies without forgetting about solving social issues.”

4. CONCLUSIONS.:

So, despite all the difficulties of the present time, there are a number of enterprises where problems caused by the non-stability of the external environment are successfully overcome. These enterprises take care of their future: they formulate development goals, make plans and work out strategies for action, are actively engaged in working with staff, making the most of their potential. The activities of managers of such enterprises fully comply with the requirements of modern management. They can be attributed to leadership leaders. “Survival in today's world requires strong leadership in managing the company, focusing on customers and their needs, as well as an exceptional level of design and implementation of business processes.” As acknowledged by most executives and analysts, the main reason for success / failure associated with our enterprises is the presence / absence of a well-organized, cohesive team of professionals, especially in management.

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