

IMPROVEMENT OF THE ORGANIZATIONAL AND ECONOMIC MECHANISM FOR CREATING COMPETITIVE ADVANTAGES OF TEXTILE ENTERPRISES

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Annotation. The article examines the scientific substantiation of the methodological foundations of the concept of strategic management of the competitive position of a textile enterprise in conditions of economic recovery, based on methods and tools for identifying, forming and retaining competitive advantages.

Key words: textiles, enterprise, industry, cotton, fiber, yarn, cloth, fabric, competition, competitiveness, strategy, approach.

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Introduction. The textile industry has special significance for Uzbekistan. It has deep historical roots here, and hopes for solving many economic and social tasks, including such important ones as creating jobs and saturating the consumer market, are connected with it.

The transition of the national economy of the Republic of Uzbekistan to market relations, the need for an active entry of the country's economy into the world economic system and the creation of a favorable climate within it, the improvement of economic stability, and the well-being of citizens are all linked to the solution of the general problem of increasing the competitiveness of Uzbekistan's economy.

The role of light industry in the macroeconomic complex of Uzbekistan can be judged by the following data: today its share in the volume of industrial production is about 39%, and in the volume of production of consumer non-food products - over 30%

Export became the most important direction in the activity of enterprises, a criterion for assessing the results of the development of the entire economy. Today, practically many industries and enterprises are involved in foreign economic activity and actively develop foreign markets. Only for the expired in 2016 the volume of export of commodity output increased by 10.9%. Export growth in the textile sector is mainly ensured not only through the supply of cotton fiber and other raw materials, but also as a result of the increase in the volume and expansion of the range of exported goods, such as cotton yarn and fabrics, knitwear. As a result, the share of finished goods in the export volume exceeded 53%, and the share of cotton fiber fell to 17%.

The object is the textile enterprises of JSC "Uzbekengilsanoat".

The subject of the study is a set of theoretical and methodological issues of strategic management of the company's competitive position in the industry.

Literature review. Strategic management, as an integral part of enterprise management, is one of the necessary conditions for enterprises that want to have their position on the market, in a competitive environment.

The theoretical and methodological foundations of strategic management have been studied in the works of famous foreign scientists such as Ansoff I., Porter M., Quinn J., Mintzberg G., Rumelt R., Goshal S. and the concept of strategic management has developed.

In the works of Russian scientists, such as Aronov AM, Bogomolov OA, Vikhansky OS, Goremykin VA, Efremov VS, Zub AT, Kruglova NO, Kruglov MI, Trenev NN and Fatkhutdinov RA, theoretical and methodological issues of strategic management were also investigated.

The issues of improving the competitiveness of the national economy of Uzbekistan, improving the theoretical and practical aspects of strategic management, as well as the theoretical and methodological foundations for the development of textile industry enterprises have been studied in the works of KhadiyevaB.Yu., BekmurodovaA.Sh., Baltabayeva M.R., Yuldoshev N.K. ., Mahmudova NM, Nasyrhodzhaeva DS, Shodmonova UA, Ostonakulova GM, Karimova DA, Yuldasheva SN, Khasanjanova KK, Turapova RA and other scientists.

At the same time, in these scientific works, the problems of developing strategies for the development of textile enterprises, taking into account competition and world market conditions, have not been fully studied. Based on the current requirements of the need for scientific justification of strategies for the development of textile enterprises, we chose this research topic.

Methodology. The research in theoretical and methodological aspects is based on the concepts substantiated in fundamental scientific works of domestic and foreign specialists in the field of systems approach, strategic management and operational management. The system and situational approaches, dialectical method of cognition, methods of abstraction and generalization, structural and comparative analysis, the method of historical analogy, statistical methods were used in the process of research.

Discussion and analysis.Light industry is gaining momentum every year. The introduction of new production technologies, the use of high-performance modern equipment, combined with efficient management, ensures high labor productivity in the enterprises of the industry, and an increase in the volume of industrial production.

The predominant part inside the republican manufacturers of light industry products falls on the enterprises that are part of the joint-stock company "Uzbekengilsanoat". The enterprises of JSC "Uzbekengilsanoat" in total have annual production capacity: cotton yarn - 420,8 thousand tons; knit fabric - 68.3 thousand tons, cotton fabrics - 277.9 million square meters, knitwear - 254.5 million pieces; stockings -53.6.0 million pairs, silk-raw yarn - 1921 tons, in a wide range of garments and other products of light industry.

At present, the task of raising the effectiveness of the textile industry of Uzbekistan, which is one of the articles of the Republic's exports, acquires exceptional importance. This task is fraught with a lot of problems and difficulties associated with tough competition in the global market for these products. The republic's entrance into the world market with its competitive products is possible only if the textile and light industry is supported by the state and provided the government of the country has successfully solved a number of organizational and economic issues. Almost from the time Uzbekistan gained independence, the country's government consistently pursues a policy of developing export potential and creating import-substituting industries in the textile and light industry, the export potential of the industry is practically inexhaustible. As a result, a persistent policy of increasing the export potential will yield tangible benefits: increased exports, an increase in the number of technically re-equipped enterprises; the emergence of new jobs; ensuring import substitution; replenishment of the country's budget with new sources of stable cash receipts, etc. Despite the fact that the main export position in Uzbekistan is the sale of cotton fiber, it is an undeniable fact that the republic will receive the greatest effect from its in-depth processing, expanding the output of finished products for the domestic market and exports. The increase in processing of cotton fiber in the republic will lead to a redistribution of the balance of cotton-fiber use in the world market.

Comparative advantages of Uzbekistan in terms of the competitiveness of textile products allow us to distinguish the following types of cotton at the first stage: cotton fiber, cotton yarn; at the second stage - cotton fabrics, woven materials. At the third stage - close to competitive - cotton threads, knitted fabric. After a careful study of the world market, it is planned to create new capacities for finishing fabrics, knitted fabrics, sewing garments and knitwear products, competitive in the world market.

To significantly improve the competitiveness of the industry and sell finished products of the textile industry, to increase the export of textile products, it is necessary to introduce and strengthen the role of marketing in textile and light industry enterprises, contributing to the study of the market and the promotion of goods. As a result, knowledge of the market will successfully compete and carry out the design, development and manufacture of competitive products in accordance with customers' requests.

To increase the competitiveness of exports of textile and light industry, it is necessary to increase the efficiency of export activities, which requires: strengthening economic incentives, state support, reforming the national system of standardization and certification, providing information support to producers of export products, creating favorable conditions for attracting investments, and medium-sized enterprises, as a factor of expanding exports of competitive products.

The peculiarities of the branches of the textile and light industries necessitate the introduction of a marketing management concept in this sphere, which in turn is due to the following circumstances:

- the main task of the industry is to meet the needs of consumers in essential goods, which causes high consumer demand for this product;
- The activities of textile and light industry enterprises are oriented both to domestic and foreign markets (especially the cotton industry), and this dictates the need to take into account the stringent requirements of international markets for quality characteristics of manufactured goods, timely delivery of the organization of advertising activities;
- It is necessary to take into account the nature of industry, the structure of the industry (for the branches of the textile and light industries, a large number of enterprises with a small production volume, high turnover of funds are characteristic, which allows them to respond more quickly to demand and quickly update the assortment of goods);

- placement of textile and light industry enterprises close to sources of raw materials and use of waste from the profiling enterprises solves the problem of reducing transport costs, contributes to the development of wholesale trade

The enterprises of the textile and light industries of the Republic of Uzbekistan, working in the new market conditions of management, still remain constrained by the acquisition of products for the needs of the state (especially cotton fiber, cotton yarn, silk), and they do not yet have the flexibility to maneuver with a focus on the situation market, in-house planning does not fully use the direct orders of consumers, there is still complete independence when entering the foreign market, etc. This allows us to say that the existing management system does not correspond to the market forms of management, because essentially does not provide for the transmission of signals from the market to the manufacturer so that they can adopt market-based production decisions and do not create incentives for additional investment in the textile and light industries. The use of marketing strategy by enterprises in the textile and light industry is very useful in its activity, allows not only to determine effective ways of penetrating to promising sales markets, but also to significantly improve and strengthen its positions on already mastered traditional for Uzbekistan, export markets, such as cotton fiber market.

Let's consider the possibilities of using the concept of marketing in managing the production and marketing activities of textile and light industry enterprises of the Republic of Uzbekistan.

At enterprises of the textile and light industries of the Republic of Uzbekistan, the introduction of a marketing management system should be implemented gradually as the economy of the republic as a whole develops. Implementation of the concept of marketing involves, in our opinion, the development of an appropriate marketing policy, which includes the following most important aspects:

- development of marketing strategy;
- ensuring the target orientation and complexity of all the main elements of marketing activities;
- implementation of an integrated program for the development of marketing infrastructure, including a system for training, communication, information support, transport and quality control.

At this stage of economic development, our market is oversaturated with the goods of foreign companies, with which it is not easy for our producers to compete. And to engage in any niche in it, a tremendous effort is required. Manufacturers of textile products are obliged to respond in a timely manner to changes occurring on the world market, i.e. change of assortment, fashion, quality, product design, etc. Enterprises that are called upon to provide domestic goods must timely update their machinery and technology, which requires significant investments in the production part of the enterprise, and technology and technology are bought abroad, since Uzbekistan lacks machine building in general, including for the textile industry. As is known, the production of new products requires a partial replacement of machinery equipment of textile enterprises. It is necessary to monitor the production of equipment and technological processes for the textile industry, it is necessary to timely replace obsolete equipment for the production of modern products that are in high demand in the market.

Conclusion. In order to increase the competitiveness of exported goods of domestic production of textile and light industry, including consumer goods, it is necessary to solve the following tasks:

1. Enhancement of economic incentives, diversification and improvement of support mechanisms for producers of export goods.
2. Attract large foreign investments and stimulate investment projects for the production of quality wool, semi-woolen, jacket and other fabrics for the garment industry, as well as own chemicals, dyes and fittings. Sewing ready-made garments the market should leave for small private enterprises, which by sewing in small batches can more fully meet the needs and tastes of the population than large sewing enterprises.
3. Reforming the national system of standardization and certification, the introduction of the ISO 9000 series of standards to ensure the quality of export products to the requirements of international quality standards.
4. Increase the effectiveness of marketing research of international commodity markets by creating an appropriate infrastructure in countries - target sales markets.
5. Informational support of producers of export products by ensuring their real access to the information necessary for their activities.

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