

CHOOSING ALTERNATIVE STRATEGIC OPTIONS FOR THE DEVELOPMENT OF LEATHER-SHOES ENTERPRISES

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Abstract. The article examines the issues of justifying the choice of alternative strategic options for future development in leather-shoe enterprises in the conditions of innovative economy.

Key words: alternative, enterprise, development, strategy, option, hierarchy.

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As a result of the further increase in consumer demand for global leather and footwear products, competition between participants is becoming increasingly fierce. It is impossible to ensure the economic and financial sustainability of industrial enterprises without reconstructing their production, equipping them with modern advanced technology, and updating the types of products produced. Also, increasing economic efficiency in organizing modern production aimed at the rational use of all available resources should be the most important condition and source of measures taken to develop the leather and footwear industry of countries and produce high-quality export-oriented products. Therefore, the selection of effective strategic options in the search for internal opportunities for sustainable development of leather and footwear enterprises in the future is one of the urgent issues.

Literature review

Data show that the term "strategy" entered business theory and practice from military terms, meaning: "planning and implementing the policy of a country or a military-political alliance of countries using all available means" [1, p. 147].

The term "strategy" comes from the ancient Greek word "stratos" (army) and "agein" (to lead). Together, they give rise to the word "strategia" or "strategos", which means "colonel" and "army commander", respectively.

The term "strategy" has been used in business since the 1950s. The term "strategy" was first mentioned in management by J. Von Neumann and O. Morgenstern in their 1944 book "Game Theory and Economic Behavior."

F. Kotler believes that "goals are directions of development, which are expressed in the process of developing a marketing plan, and strategy is a plan to achieve them" [2]. D.J. Scully believes that "marketing strategy is a coordinated set of actions aimed at gaining sustainable competitive advantages" [3]. According to Hoffer and Schendel, "strategy is the main link between the goals and objectives of the enterprise" [4].

One of our economists, M.R. Boltabaev, approaches the definition of marketing strategy as a process of strategic planning of production by expressing long-term goals and comparing existing resources with emerging opportunities [5].

R.A. Isaev studied the issues of improving the mechanisms of strategy implementation in textile industry enterprises [6].

Research methodology.

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

Analysis and results.

Enterprise strategic development management of the system main structural from parts one is a strategy .

The results of the research show that most of the leather-shoe enterprises operating in our republic have not developed long-term development strategies in the future at the level of demand. In our opinion, the reasons for this situation are as follows:

- 1) lack of interest of property owners in developing long-term development strategies;
- 2) the absence of a strategic management system for the successful implementation of strategies;
- 3) lack of provision of broad participation of community representatives in the development of strategies and insufficient qualification of specialists;
- 4) insufficient use of reliable information and effective use of available information sources in strategy development;
- 5) collected information again at work modern information technologies and economic -mathematical methods effective do not use ;
- 6) strategy work exit in the process alternative resources of distribution demand in a pill to do not to be exceeded ;

7) strategy work on the way out methodological low level of supply , strategic management technology and methods lack of improvement .

Currently, there are some problems in the further development of the industry. These shortcomings and problems are directly related to the technological aspects of the industry, and are related to the quality and quantity of raw materials necessary for the production of high-quality and popular leather and footwear products, the productivity of equipment, the breadth of the product range, and the ability to produce high-quality and convenient products. However, in this direction, the current production and raw material potential of the industry and their quality indicators do not meet the requirements, which does not allow the production of high-quality and competitive leather and footwear products. From this point of view, the sustainable development of the production of leather and footwear products, for this purpose, the modernization and re-equipment of leather and footwear enterprises with the widespread use of local high-quality raw materials, and the implementation of an innovative strategy for the optimal production of leather and footwear products on a regional scale based on the implementation of serious structural changes in the industry, are one of the most important and urgent issues today.

The results of the analysis conducted during the research showed that for many years, leather and footwear industry enterprises in the Republic of Uzbekistan have not used their existing resources, capabilities and potential to the required level, which has resulted in low production efficiency, chronic shortage of working capital, low level of personnel qualifications, failure to implement innovative developments on a large scale, high costs and low labor productivity.

The process of developing a sustainable development strategy aimed at systematically increasing economic efficiency in the enterprises of the leather-footwear industry is divided into the following stages:

external and internal analysis;
clearly define the goal of the strategy;
determining the goals of strategic directions and making decisions on them in advance;
development of a marketing complex based on a strategic direction;
implementation, monitoring and evaluation of the selected alternative strategic option
can be divided into formation.

The main strategic directions within the selected alternatives are presented in Table 1.

Table 1

**Leather and footwear manufacturer "Race horse saman" private enterprise
alternative strategic options for development**

Alternative strategic option	Alternative within the framework strategic target r (targets)
Reagent (R)	Adjective increase and new the markets occupation through local at the market product sale to increase the volume by 4.5% ; Competitors with price and volume issues according to consistency absence ; To the plan relatively new to objects of investments lower level ; Working to release strength planned to increase stopping standing
Asset (A)	Before unplanned the product sale about to think ; World in the market product the price from falling preservation ; Local in the markets sale to increase the volume by 5.8% ; Local consumers for privileged price to mark .
Preactive (P)	In the warehouses reserves reduction and work to release strength increase through internal market increase its share by 4.4% ; Local consumers for privileged price to mark ; New market segments looking for finding and product adjective increase through sale to increase the volume by 2.6% ; At exhibitions participation abroad trade their homes opening export volume through increase ; IT - technologies effective application through electronic sales of products on the road to put ; Target capital structure management ; Adopting the strategic model of "low cost in the market - high working capital".

Strategic management in the process alternative strategy options in selection complicated decisions reception to do demand It is said that this in the process in practice American mathematician T.Saati by created hierarchy analysis from the method of doing (IT Q). used [7].

Taken results that shows that leather shoes enterprise according to of development

alternative strategic option in the selection to do advanced mathematical calculations results that shows that all criteria for the most suitable (most) effective) proactive alternative development strategic option is considered .

Selected proactive strategy leather-shoes enterprise strategic goals to the directions suitable will come Strategy successful to do increase high qualitative to do increase mechanism demand does .

Conclusions and suggestions.

Based on the results of the research conducted, when choosing development strategies in leather and footwear enterprises and improving their implementation mechanisms, attention should be paid to the following:

- strategic planning should be focused on finding development opportunities;
- the main idea of strategic planning is not only to develop a strategy or strategic plan that describes the future activities of the enterprise, but the main idea and action should be aimed at identifying, working out and evaluating all available opportunities for the development of the enterprise and planning their implementation;
- A leather and footwear enterprise should have permanent teams that develop new ideas, assess the current situation, and introduce innovations;
- property owners and executive managers should develop a set of principles defining the strategic logic - development process, content, concept and forms of development strategy implementation;
- the strategic plan should envisage the creation and implementation of a set of important results for the textile enterprise;
- the organizational mechanism of implementing the strategy (strategic plan) consists of managing projects, each of which is aimed at achieving a specific strategic goal and has a planned synergistic effect.
- Strategy implementation is a complex process, but adaptation to the specifics of the industry and the integrated use of modern innovative methods and quality management and strategic management tools, such as a balanced scorecard, process and systemic approaches, help to take into account the needs of all stakeholders, ensure the complexity and balance of the developed system, and ensure interaction to achieve the most effective goals.

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