

## IMPROVING THE COMPETITIVENESS MANAGEMENT SYSTEM OF INDUSTRIAL ENTERPRISES

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**Abstract** The article provides information on the factors of ensuring the competitive advantage of light industrial enterprises, the competitiveness management system, and the management process. Also, proposals and conclusions on the development of the management system of the competitiveness of light industrial enterprises were developed..

**Keywords:** Competitiveness, competitiveness management, enterprise development strategy, integrated approach, comprehensive approach, competitiveness management system, ensuring competitiveness

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At the current stage of the development of the world economy, special attention is paid to the organization of production of high-quality products in accordance with international standards and increasing competitiveness in industrial enterprises of developing countries. This, in turn, is the reason for the formation of a strong competitive environment between countries, and countries strive to surpass each other in terms of product quality and price.

In order to ensure the competitiveness of industrial enterprises in our country, many decrees and decisions are being adopted by the head of state, the cluster system is being implemented by rationally using the experiences of foreign countries, road maps are being developed and implemented step by step in order to ensure the development of the industry.

At the same time, in order to ensure the rapid development of the republic's textile industry, to expand the production of high-quality and competitive finished products, to further advance it to large foreign markets, as well as to consistently implement the tasks defined in the Strategy of Actions on the five priority directions of the development of the Republic of Uzbekistan in 2017-2021 Decree No. PF-5285 dated December 14, 2017 "On measures for the rapid development of the textile and sewing-knitting industry" was signed by the President of the Republic of Uzbekistan Sh. Mirziyoev. According to the decree, increasing the share of the textile industry in the economy, increasing the volume and quality of the textile products produced in the country, first of all, by reorienting the competitive textile products with high added value to high-tech production, the management system of the textile industry with advanced management technologies, all-round assistance and support to network enterprises Tasks that

need to be carried out such as a radical revision [1] with the introduction of effective forms of support, including the introduction of effective forms of solving problems that hinder their development, are defined.

As a result of the reforms carried out in the Republic of Uzbekistan, the increase in the number of enterprises in the industrial sector is causing a strong competitive environment. In such a situation, the main task facing enterprises is to ensure competitiveness and prevent the risk of being squeezed out of the market in various ways. Ensuring competitiveness is one of the main goals of managing any enterprise. One of the most important characteristics of competitiveness is the ability to influence and manage it.

All measures aimed at the development of the industrial network serve to increase the economic efficiency of the enterprises, to produce competitive products. Determining the level of competitiveness of industrial enterprises, studying the level of effectiveness of competitiveness factors, giving a proper assessment to enterprises, identifying the shortcomings and problems, effectively using the experiences of developed countries, and managing the competitiveness of light industrial enterprises show the relevance of the topic.

In this research work, the relevance of the topic, the theories put forward by research scientists of local and foreign countries on competitiveness management and the opinions expressed were studied and analyzed. Also, the main goal of the work is to achieve competitiveness by improving the process and system of managing the competitiveness of enterprises. Factors influencing competitiveness in achieving the goal were theoretically analyzed, and a competitiveness management process and system was developed using the determined factors. The methods of induction and deduction, systematic and logical analysis and economic analysis were effectively used in the research work.

It is necessary to pay great attention to the quality and price of textile products in the development of the management system of industrial enterprises. In this case, it is necessary to pay attention to the quality indicators of the product, i.e., its usability, aesthetic appearance, service life, and the fact that the fabric does not change quickly.

In the development of the management system of the competitiveness of industrial enterprises, it is necessary to proceed from the general potential of the enterprises, in which it is necessary to pay attention to the production capacity, technical level of the equipment, the qualifications of the workers, the financial status of the enterprise, the forms and methods of production processes. Enterprise competitiveness management includes management processes at all levels, including innovation management, product and labor quality management, product production and sales management, price management, personnel management, etc. The competitive advantage of industrial enterprises can be

formed with the help of a number of factors, which can be influenced by intangible or material resources, raw materials, innovation, costs, labor force, technology, quality, price, profitability, etc.

In order to ensure the competitiveness of enterprises, it may not always be effective to make rational management decisions, to rely on previous experience and analysis. Therefore, it is necessary to develop such a mechanism, which will greatly serve to ensure the competitiveness of the enterprise. The company's competitiveness management system is a mechanism that can provide an opportunity to adequately respond to threats in a strong competitive environment from the point of view of internal and external interests. The company's competitiveness management system provides an opportunity to expand advantages over competitors' products on the market, and to increase differentiating positive features.

To increase the competitiveness of the enterprise, it is necessary not only to determine the most important indicators and factors, but also to systematically analyze these parameters. The main task of the analysis is to determine the proportionality of the enterprises within the competitiveness level of the studied object, to develop and implement measures to improve the quality of the manufactured products. The level of competitiveness of enterprises is determined by summarizing the data determined by analysis or by product, matrix, expert assessment, and combination methods. Depending on the level of competitiveness of enterprises, it is necessary to develop or improve a suitable strategy.

In the process of managing the competitiveness of industrial enterprises, assessing the actual level of the enterprise in the market, determining the means of increasing the competitiveness of the enterprise, and developing a suitable strategy are very important stages. When developing the development strategy of enterprises, it is very important to take into account the fact that the demands of the market, i.e., the specific requirements of consumers for products, are developing in modern economic conditions.

The main goal of the enterprise competitiveness management system is to ensure its viability and stable operation in internal and external organizational, economic, political, social and other changes. To achieve this, the management of enterprise competitiveness should be focused on the following directions:

neutralizing (eliminating) or limiting the number of negative (harmful) factors affecting the company's competitiveness;

use of positive factors affecting the increase of competitive advantages of the enterprise;

increasing and improving the competitiveness of the enterprise based on its wide and temporary adaptation of the market to changes in the external environment;

ensuring the flexibility of management actions and decisions, synchronizing the effects of negative and positive factors of competition in a particular market.

If a century ago, raw material producers received 50% profit, today the profit of raw material producing countries is less than 10%, and more than 60% of profit is received by producers of added value products, i.e. finished products. Therefore, in our country, great attention is paid to the production of light industrial products in the form of ready-made products, clothes and gas products. Over the past years, the rate of production of light industrial products such as yarn, gauze, socks, knitted goods, leather products, shoes has increased significantly.

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