

DEVELOPMENT OF THE ENTERPRISE OPERATIONAL STRATEGY

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Tursunov Sherzod Abdukodirovich

*Associate Professor, Department of Innovation Management, Tashkent State
University of Economics*

tursunovsherzod1977@gmail.com

Abdimannonov Jaloliddin Hamid o'g'li

*Master's Student, Department of Innovation Management, Tashkent State
University of Economics*

jaloliddinabdimannonov8@gmail.com

Abstract

This article analyzes the processes of developing and implementing an enterprise's operational strategy. An operational strategy is a long-term plan aimed at effectively managing an enterprise's resources, optimizing production processes, and increasing competitiveness. The article examines the main stages of strategy creation, including environmental analysis, goal setting, resource allocation, and the use of management methods. It also provides information on the problems that arise during the implementation of the strategy and ways to solve them. The article serves to increase the importance of operational strategy in making the enterprise's activities more effective.

Keywords

Operational strategy, enterprise management, strategic planning, production process, resource management, competitiveness, strategy implementation, business strategy, efficiency, marketing strategy.

INTRODUCTION

A company's operational strategy plays a key role in ensuring its long-term success and competitiveness. In today's increasingly complex competitive environment, businesses need to have a clear and well-developed operational strategy in order to operate effectively. Operational strategy is a set of plans and directions for organizing the production, resource management and service processes of an enterprise, which is developed in harmony with the overall strategy of the enterprise. Today, the process of developing an operational strategy requires not only taking into account the internal capabilities and resources of the enterprise, but also analyzing the external environment, industry trends and consumer demands. Also, the use of modern management methods and

innovations in processes for effective implementation plays an important role. Proper development and implementation of an operational strategy increases the production efficiency of the enterprise, reduces costs and helps to expand market share. This article analyzes in detail the theoretical and practical aspects of creating and successfully implementing an enterprise's operational strategy, as well as ways to eliminate emerging problems. This research provides valuable advice for enterprise managers and specialists on improving operational management. In order to consider the strategic management system in enterprises, we must first have an understanding of the strategic plan. A strategic plan is a tool for implementing the concept of the organization's purposeful behavior, as well as its strategic complex. A strategic plan has a complex internal structure, reflects the multi-purpose nature of the enterprise's activities and requires the formation of a system of plans and programs. In its structure, a strategic plan is a formalized planning document that reflects the strategic complex of the enterprise, specified in separate planning tasks. The necessary components of a strategic plan are auxiliary plans, programs, estimates, budgets. The means of implementing strategic plans and programs are current and operational plans. The medium-term planning system provides for the determination of the sequence of achieving strategic goals (stages of implementation of strategic plans), taking into account the prospects for the development of market conditions, the forecasted dynamics of consumer demand and the available resource potential. Nowadays, strategic management plays a great role in the proper management of each industry. One of its main tasks is to implement the enterprise's development strategy. To develop a budget system in an enterprise, it is necessary to implement internal plans, namely, a strategic plan, medium-term and tactical plans. The quality of modern management is the main factor determining the efficiency of enterprises. For this reason, attracting the most modern equipment and technologies to enterprises is considered one of the most important tasks today. The strategy defines the goals, objectives and priorities for the management and reform of state-owned enterprises and state unitary enterprises, taking into account advanced foreign experience, including the principles of corporate governance for enterprises with state participation of the Organization for Economic Cooperation and Development.

LITERATURE ANALYSIS

Analysis of Uzbek scholars and literature on the development and implementation of an enterprise's operational strategy: Research on the development and implementation of an enterprise's operational strategy in Uzbekistan has developed significantly in recent years. A number of scholars in the fields of economics, management, and marketing have contributed to this.

Major Uzbek scientists

Sh.M. Gulyamov – has many scientific articles on corporate governance, in particular strategic and operational management. His work is aimed at optimizing operational processes and increasing efficiency.³

N.A. Kholmatov – Conducted research in the field of economic management and enterprise planning. Emphasizes the importance of resource management in developing operational strategy.⁴

M.A. Akhmedov – has research focused on the mechanisms of developing and implementing corporate strategy and proposing innovative approaches, especially in practice in small and medium-sized businesses.⁵

The following areas of priority in scientific literature published in the Uzbek language regarding the operational strategy of an enterprise:

- Strategic Management Theory and Practice

The books and articles on this topic extensively analyze the content of operational strategy, its structure, basic principles and methods. For example, "Management Theory" textbooks cover the interrelationship between strategic and operational management.

- Resource management and optimization

Many studies have examined issues related to the effective allocation of existing and potential resources of an enterprise and the modernization of processes.

- Innovation and digital transformation

In the modern era, there are scientific articles on the use of digital technologies and innovations in the development of operational strategy. In this regard, Uzbek scientists have emphasized the integration of IT and management. At the same time, many studies have analyzed international experience and highlighted the issues of adapting it to the conditions of Uzbekistan. The issues of developing and implementing an enterprise's operational strategy in Uzbekistan have been studied by a number of leading scientists. Their works are aimed at improving strategic and operational management processes, effectively managing enterprise resources, and introducing modern innovations. This scientific heritage serves as an important basis for the development of the enterprise management system.

METHODOLOGY

In the process of developing and implementing an enterprise's operational strategy, research methodology is of great importance. This process consists of many stages, and specific methods and approaches are used at each stage. The first

³ Gulyamov, Sh.M. "Management of entrepreneurial activity: theoretical and practical foundations". 2023, p. 150.

⁴ Kholmatov, N.A. "Optimization of Enterprise Operations" 2021, p. 120.

⁵ Akhmedov, M.A. "Strategic Management and Operational Planning". 2022, p. 200.

stage is an analysis of existing resources and capabilities. SWOT analysis is used here, which allows you to focus on the strengths and weaknesses of the enterprise, as well as opportunities and threats. At the second stage, a study of the market situation and competitors is carried out. In this process, it is important to understand market demand and the competitive environment through statistical data, surveys and research. The third stage is the process of setting strategic goals and defining operational directions. Goals should be set based on the SMART (specific, measurable, achievable, relevant, and time-related) principles. The fourth stage is strategy implementation and monitoring. The success of the strategy is assessed using the indicators set here.

DISCUSSION AND RESULTS

The process of developing and implementing an enterprise's operational strategy is of great importance for its success. The operational strategy is developed, first of all, in accordance with the goals and resources of the enterprise. In the analysis process, market analysis, competitor research, monitoring customer needs and identifying internal opportunities play an important role. According to the main results, the enterprise needs to identify its strengths and create a competitive advantage. For example, an efficient production process, the presentation of high-quality products or an increase in the level of customer service - all this should be considered within the framework of the strategy. In addition, when implementing the operational strategy, it is necessary to introduce modern technologies and innovations. This will help reduce costs and optimize time. As a result, the enterprise can quickly adapt to market demands, using its resources effectively. It is also expected to increase overall efficiency by improving the enterprise's internal systems and applying modern management methods.

Developing and implementing an enterprise's operational strategy requires a step-by-step approach aimed at creating effective processes that are consistent with the overall goals of the enterprise, optimizing resources, and continuously improving them. This process includes setting operational goals, analyzing existing processes, designing new processes, implementing them, and continuously monitoring them.

Stages of developing an operational strategy

Setting goals:

- Understanding overall business strategy: The operational strategy should serve the overall goals of the enterprise.
- Defining operational objectives: Set clear goals such as low costs, high quality, and fast delivery.
- Analysis of existing processes:

- Mapping current processes: Analyze all operational processes in detail, such as production, sales, and service.

- Identify strengths and weaknesses: Analyze processes for efficiency, quality, and costs.

- Designing new operational processes:

- Finding innovative solutions: Apply new methods and technologies to optimize processes and reduce costs.

- Resource optimization: Create a plan for the efficient use of manpower, equipment, and materials.

Proper development and implementation of an operational strategy increases the profitability of the enterprise, improves quality and strengthens its position in the market. The operational strategy of the enterprise is the main factor determining its success in the market. This strategy ensures the optimization of production, services, components and resources. Based on the current strategic plan, enterprises not only gain an advantage over their competitors, but also correctly understand and satisfy the needs of customers. The implementation of an operational strategy requires constant market research, analysis of the internal and external environment.

ANALYSIS AND RECOMMENDATIONS

1. Goal and strategic direction

- Goals should be set using SMART principles (Specific, Measurable, Achievable, Relevant, Time-bound). For example: "Reduce operating costs by 8% within 12 months."

- Clearly assign responsible persons and resources to each goal.

2. Process optimization

- First, map the main processes (main flows, additional activities, control points).

- Optimize work processes with methodologies such as 5S, Value Stream Mapping, Kaizen.

- Experiment in pilot areas, measure results, and then scale up.

3. Digitalization and automation

- First, identify the tasks that are most time-consuming and error-prone (e.g., calculations, orders) and automate them.

- When choosing an ERP/CRM, clearly document your business requirements and plan for integration costs and timelines.

- Make pilot phase and user training mandatory.

4. Personnel and culture

- For operational changes to be successful, it is necessary to involve employees
- create training, internal communication, and a motivation system.

- Update roles and responsibilities for new processes, and link them to KPIs.

5. Supply chain

- Evaluate suppliers, develop strategic partnerships (scorecard, SLA).

- Increase capital efficiency through inventory optimization (just-in-time, safety stock optimization).

6. Innovation and continuous improvement

- Allocate a small budget for R&D and pilot projects; scale up successful experiments.

- Encourage internal ideas (hackathon, idea-box) and support rapid experimentation.

7. Monitoring and reporting

- Create a real-time dashboard for management: key KPIs, trends, alerts.

Developing and successfully implementing an enterprise's operational strategy is a critical process for achieving the overall goals of the enterprise and increasing its competitiveness. The table above shows the six main stages of this process in sequence, a cycle based on continuous improvement.

Current Situation Analysis: This is the starting point of the strategy process. The company conducts a thorough analysis of its internal capabilities (resources, technology, people) and external environment (market conditions, competition, customer demands, technological trends). The company's position is determined through a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). This stage answers the question "Where are we?".

Setting Operational Goals: Based on the analysis results, specific, measurable, achievable, relevant and time-bound (SMART) operational goals are set that are consistent with the overall strategy of the enterprise. These are usually in areas such as increasing productivity, reducing costs, improving quality, increasing delivery speed or improving customer service. This stage answers the question "What do we want to achieve?".

Operational Strategy Development: This stage develops specific action plans and approaches to achieve the goals. Issues such as optimizing processes (e.g., reducing overhead, implementing automation), selecting appropriate technology and equipment, reviewing the organizational structure and developing employee skills, and developing an effective supply chain strategy are addressed. This stage answers the question, "How will we get there?".

Implementation: The developed operational strategy is put into practice. This stage involves translating plans into actions. It is essential to train, adapt, motivate

and engage employees. Resources (financial, human, technical) are effectively allocated and managed. Effective communication ensures that all employees understand the purpose of the strategy and their role in it.

Control and Monitoring: The implementation of the strategy is constantly monitored during the implementation. The effectiveness of the processes and the degree of achievement of the set goals are measured using Key Performance Indicators (KPIs). The results are constantly evaluated, and any deviations, problems or unexpected opportunities are identified. This stage ensures that the enterprise does not deviate from the strategy.

Based on the results of control and monitoring, the necessary adjustments and changes are made to the operational strategy. This stage includes a philosophy of continuous improvement (Kaizen), in which every mistake or deficiency is perceived as an opportunity for improvement. Since market conditions and customer requirements are constantly changing, the strategy is also a "living" document and must be flexible to new conditions. This cycle of going from the last stage back to the first stage means that the operational strategy is constantly being revised and improved.

Investments play a crucial role in the development and implementation of enterprise development programs. Investments have a significant positive impact on the creation of new jobs, innovation and technology transfer. Investments made for the development of an enterprise determine the future capabilities of its production activities. The impact of investments in enterprise development programs can be seen at the individual, community and national levels. Investments create opportunities for entrepreneurs to start and expand their businesses. At the same time, they lead to an increase in the employment rate and improvement of the living conditions of the population living in the country. Investments in enterprise development programs, in turn, can have both positive and negative effects. One of the positive effects of investments in enterprise development programs is the creation of new jobs.

CONCLUSION AND SUGGESTIONS

Developing a development strategy for manufacturing enterprises involves long-term planning, rational use of resources, introduction of innovations and ensuring competitiveness. In this process, it is important to take into account the benefits provided by the state, attraction of foreign investments and local market needs. The correct choice of development strategy creates the basis for the stable and effective operation of the enterprise. The results, in turn, ensure the sustainable development and growth of the enterprise. In the future, adaptation to changing conditions through the use of modern technologies and innovations will further

strengthen the success of the enterprise. Therefore, the process of developing and implementing an operational strategy requires constant attention.

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