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THE IMPORTANCE OF USING MODERN APPROACHES IN THE MANAGEMENT OF BUSINESS PROCESSES OF TEXTILE ENTERPRISES

Djumaniyazova Mo'tabarkhan Ravshanbekovna
PhD Student,
Tashkent Institute of Textile and Light Industry
ORCID: 0009-0003-0199-0261
E-mail: mutuch130884@gmail.com

Abstract. This article examines the importance of using modern approaches in the management of business processes in textile enterprises. In particular, the study substantiates the necessity and practical relevance of transitioning from a task-based approach to a process-based approach in business process management. The article highlights that the process-based approach contributes to improving management efficiency, optimizing internal operations, enhancing coordination among structural units, and increasing the competitiveness of textile enterprises.

Keywords: business process, management, task-based approach, process-based approach, textile enterprises.

Аннотация. В статье рассматривается значение применения современных подходов к управлению бизнес-процессами текстильных предприятий. Особое внимание уделено обоснованию необходимости и практической целесообразности перехода от функционально-задачного подхода к процессному подходу в управлении бизнес-процессами. Показано, что внедрение процессного подхода способствует повышению эффективности управления, оптимизации внутренних процессов, улучшению взаимодействия между структурными подразделениями и укреплению конкурентоспособности текстильных предприятий.

Ключевые слова: бизнес-процесс, управление, функционально-задачный подход, процессный подход, текстильные предприятия.

INTRODUCTION

The textile industry occupies an important place in the economy of Uzbekistan, providing a significant share of industrial output, employment, and export revenues. In recent years, this sector has entered a stage of rapid modernization. In particular, since 2017, following the implementation of economic reforms and currency market liberalization, Uzbekistan has gradually shifted from exporting raw cotton to producing and exporting finished textile products. This transformation has become one of the key directions of structural change in the industry.

In these conditions, the need to develop a management system that is responsive to market changes has increased significantly. Therefore, the transition of textile enterprises from a traditional functional and task-based management approach to a more progressive process-based approach is of particular scientific and practical importance. Substantiating the effectiveness of this transition from a scientific perspective is an urgent task for improving the competitiveness and sustainable development of textile enterprises.

LITERATURE REVIEW

Fundamental changes in the global economy in the second half of the twentieth century created the basis for the further development of management theory and practice. One of the scholars who made a significant contribution to the development of management theory was Henri Fayol. In his approach, "management" was described as a sequence of interrelated processes, while "administration" was considered one of the six main types of organizational activity. Thus, Fayol substantiated the transition from a task-oriented approach to a process-oriented understanding of management, emphasizing the importance of the sequence of actions in organizing managerial activity [1].

The standardization of management processes creates broad opportunities for applying the process approach in management. In this regard, the proposals developed by G. Emerson are of particular importance. He proposed the principle of "standard written instructions" for organizing production activities in enterprises, thereby contributing to the development of systematic and process-based management practices [2].

Important scientific research on progressive approaches to management was carried out by W. Shewhart, E. Deming, and J. Juran. In particular, Edwards Deming emphasized the need to eliminate barriers between interrelated departments involved in the production process. He argued that most companies are formally organized according to functional structures, while in practice they must operate in an environment of mutual functional interaction. According to Deming, "processes violate hierarchical structures", which clearly reflects the essence of process-oriented management [3; 4; 5].

Issues related to process management have also been studied by M. Porter [6], S. I. Bay [7], V. Pareto [8], P. Drucker [9], V. Repin [10], A. A. Tishchenko [11], R. Kaplan [12], and N.-G. Olve [13], as well as by other foreign and local researchers. Their works provide an important theoretical and methodological basis for understanding the role of business processes in improving enterprise efficiency and competitiveness.

Among Uzbek scholars, R. A. Isayev studied the conceptual foundations of integrated quality management and strategic management systems in textile industry enterprises, as well as the methodological aspects of their implementation [14; 15].

However, from a scientific perspective, the issue of business process management in textile industry enterprises has not yet been sufficiently studied. Therefore, the development of modern approaches to business process management in textile enterprises remains a relevant and priority research area.

RESEARCH METHODOLOGY

The methodological basis of this scientific research is the dialectical method. In the research process, statistical analysis, selective observation, comparative analysis, and expert evaluation methods were also used. These methods made it possible to study the management of business processes in textile enterprises from both theoretical and practical perspectives, identify existing problems, and substantiate the necessity of applying modern process-based management approaches.

ANALYSIS AND RESULTS

In the current conditions of intense competition, ensuring adaptability to market changes and strengthening the competitiveness of textile industry enterprises require the improvement of business process management through the use of systemic reengineering technologies. In this regard, it is advisable to shift from a functional management approach to a process-based approach in the effective management of business processes in the textile industry.

The implementation of this approach provides several important opportunities. First, it allows enterprises to identify "pain points" in their main production business processes and to develop a system for diagnosing and forecasting business processes, thereby ensuring their continuous improvement. Second, it creates the basis for forming a new management system based on modern technologies, including digitalization and artificial intelligence.

At the current stage of development, many industrial enterprises are compelled to implement organizational measures aimed not only at maintaining their current market position but also at remaining competitive under conditions of strong competition. Such measures include optimizing production volumes, eliminating inefficient production links, developing new types of products, searching for promising market segments, and improving the use of labour resources. To implement these measures effectively,

enterprises increasingly use modern business process management technologies, such as Six Sigma, Total Quality Management (TQM), Total Productive Maintenance (TPM), the Toyota Production System (TPS), 5S, lean technologies, and other similar approaches.

Based on the objectives of the research, proposals for improving the management of the main production business processes of textile industry enterprises, particularly sewing and knitting enterprises, can be developed and implemented in the following sequence: conducting an in-depth strategic analysis of all areas of enterprise activity; developing a system for diagnosing and forecasting business processes; developing an enterprise development strategy, including the formulation of its mission and goals and the selection of the most appropriate strategic direction; selecting the most suitable alternative based on the results of streamlining business processes; describing the selected interrelated business processes; developing a strategic process map aimed at ensuring the integration of interrelated business processes; forming an improved business process management system and a team of responsible performers; implementing the newly developed business process and introducing improved management systems into the practice of sewing and knitting enterprises; developing a methodology for assessing the effectiveness of the business process management system and applying it in practice; and, based on the assessment results, regularly improving the system and developing measures to increase enterprise efficiency (Figure 1).

The results of the analysis of the current production, management, and financial situation of sewing and knitting enterprises, including "YUSTEX", "BETLIS TEKSTIL", and "FULL COTTON" limited liability companies, show that their ability to adapt to changes in the external environment through the effective use of internal opportunities is not yet at the required level. Under conditions of intense competition, the traditional linear-functional management structure used in these enterprises does not fully enable management to respond effectively to market changes and economic challenges.

In addition, the absence of a separate marketing department in the management structure of these sewing and knitting enterprises creates certain difficulties in forming an alternative product range that corresponds to consumer demand and market trends. Therefore, the introduction of a process-based management approach and the strengthening of marketing-oriented management mechanisms are important conditions for improving the competitiveness and sustainable development of textile enterprises.

Therefore, the current state of the management system makes it necessary to prioritize a process-based approach in the management of sewing and knitting enterprises. However, it should be noted that improving the management system through reengineering cannot be achieved solely through continuous improvement measures carried out by employees.

In enterprises such as "YUSTEX", "BETLIS TEKSTIL", and "FULL COTTON" limited liability companies, the simultaneous implementation of radical organizational changes across the entire management system may involve certain risks. Therefore, it is advisable to develop and implement pilot projects aimed at preparing and testing proposals for improving business process management in sewing and knitting enterprises.

Figure 1 presents a brief description of the stages of the algorithm for organizing process-oriented management of interrelated business processes in textile enterprises.

At the first stage, an in-depth strategic analysis of all areas of enterprise activity is carried out based on marketing principles and using methods of strategic analysis of the enterprise's market position. Based on the results of the analysis, conclusions are drawn regarding the internal capabilities of the enterprise and its ability to adapt to changes in the external environment. The issues of conducting marketing research on the internal and external environment of enterprises are widely covered in the scientific literature.

The second stage involves developing a system for diagnosing and forecasting the business processes of sewing and knitting enterprises. The practical application of the proposed diagnostic and forecasting system for textile enterprise business processes makes it possible to supplement the existing management accounting system with information necessary for making effective managerial decisions, including the selection of alternative solutions. At this stage, during the development of the model, it becomes possible to identify bottlenecks, duplication of functions, irrational use of resources, and other disruptions in business processes. The developed business process model should then be tested for compliance by top managers of the textile enterprise and highly qualified management specialists (Figure 1).

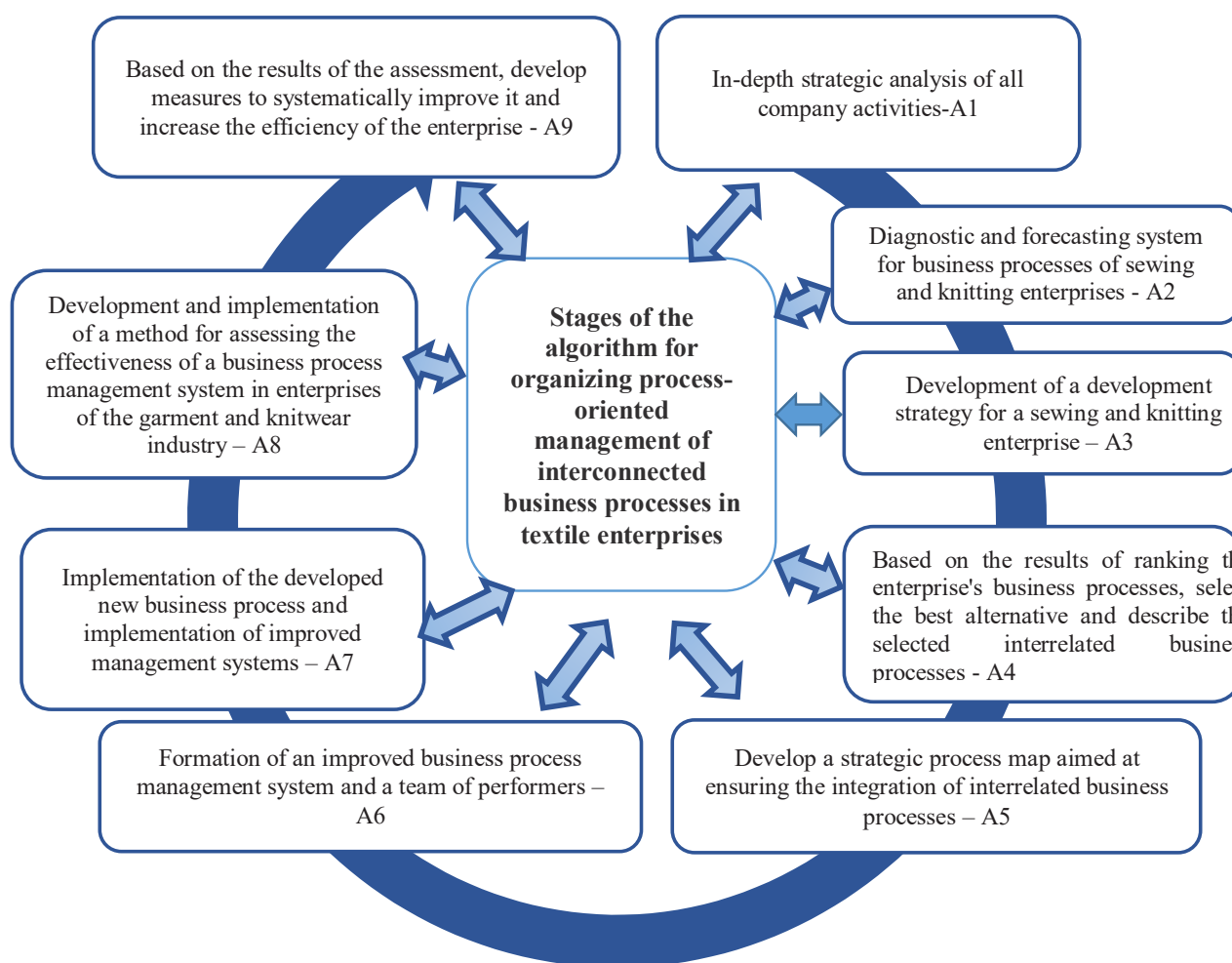


Figure 1. Stages of the algorithm for organizing process-oriented management of interconnected business processes of textile enterprises¹

At the third stage, the development strategy of the sewing and knitting enterprise is formulated. This includes defining the mission, setting strategic goals, and selecting the most appropriate development strategy. In the proposed approach, the mission of the sewing and knitting enterprise is developed on the basis of a three-dimensional coordinate system. The first axis, “necessity”, reflects the results of the strategic analysis of the enterprise conducted on the basis of marketing research at the first stage. The second axis, “implementation opportunities”, reflects an integrated assessment of the enterprise’s existing internal capabilities and competencies in satisfying market needs. The third axis, “future orientation”, expresses the business philosophy of the enterprise, including its aspirations, values, and principles.

On the basis of the three-dimensional spatial structure formed by the intersection of these coordinate axes, a “tree of goals” is developed. This includes strategic options, the goals and tasks of their implementation, and the stages of process realization. The issues of developing strategies for industrial enterprises are also widely covered in the scientific literature.

At the fourth stage, based on the results of streamlining the enterprise’s business processes in accordance with the concept of diversification, the most appropriate alternative is selected, and the selected interrelated business processes are described.

At the fifth stage, the final strategic map of business processes selected for the implementation of the pilot project is developed. This map is aimed at ensuring the integration of interrelated business processes. In implementing this stage, proposals are developed for applying the Balanced Scorecard system in the formation of an effective management system, taking into account the production, management, and financial condition of the sewing and knitting enterprise.

¹ Author development

At the sixth stage, an effective team is formed, and an improved business process management system is developed in accordance with the theory of effective teams. In our opinion, the successful development and practical implementation of an improved management system based on the reengineering of relatively complex and new business processes depend directly on the cohesion of the team formed within the organizational structure of each manufacturing enterprise, as well as on the knowledge, skills, competence, and initiative of each team member.

In this process, the ideas of M. Belbin, J. Lewis, J. Stewart, and H. Rampersad on the use of sociometric methods can contribute to the development of technologies for forming a cohesive and initiative-oriented team. The proposed methodology suggests determining the boundaries of processes at the stages of the product life-cycle concept proposed by T. Levitt in relation to sewing and knitting enterprises, and forming teams based on the results obtained and the tasks performed. In this case, part of the tasks is transferred to employees of functional departments assigned to the team. Responsibility matrices and methods for describing the flow of the final business process, including the IDEF0 methodology, can be used as tools for transferring or outsourcing tasks.

At the seventh stage, newly developed business processes and improved management systems that meet the requirements of the value chain concept are implemented. Taking into account the specific features of business processes in sewing and knitting enterprises, it is considered appropriate to improve their business process management through the application of reengineering technology.

CONCLUSIONS AND RECOMMENDATIONS

In order to improve the efficiency of business process management in sewing and knitting enterprises by transitioning from a task-based approach to a process-based management approach, the following recommendations are proposed:

Develop and successfully implement a methodology for assessing the effectiveness of business process management in sewing and knitting enterprises.

Group and describe the main business processes involved in the production of goods in sewing and knitting enterprises.

Develop an effective monitoring system for evaluating the efficiency of business process management in sewing and knitting enterprises.

Improve the diagnostic organizational mechanism aimed at ensuring the continuous development of business processes in textile enterprises.

Improve process management technology by developing a computerized system for diagnosing and forecasting business processes in textile enterprises.

Ensure the transition from a task-based management approach to a process-based approach through the use of diagnostics, methodological support, forecasting, and evaluation of the effectiveness of management resource utilization for the continuous development of business processes in textile enterprises.

Overall, the implementation of these recommendations will contribute to improving management efficiency, optimizing internal processes, increasing adaptability to market changes, and strengthening the competitiveness of sewing and knitting enterprises.

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