

“SANOAT VA XIZMAT KO'RSATISH SOHALARINING RAQAMLI TRANSFORMATSIYASI: TENDENSIYALAR, BOSHQARUV, STRATEGIYALAR”

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“Digital Transformation of Industry and Services: Trends,
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«Цифровая трансформация промышленности и сферы услуг:
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INNOVATIVE WAYS OF THE MANAGEMENT SYSTEM OF A FAMILY ENTERPRISE

Annotasiya. Ushbu maqolada korxonalar faoliyati, ularning moliyaviy faoliyatlarining innovatsion tahlili, SWOT va PEST tahlillari haqidagi ma'lumotlari yoritib berilgan.

Kalit so'zlar: Oilaviy korxonalari, strategik menejment, foyda nuqtasi, oilaviy tadbirkorlik, asosiy texnik-iqtisodiy ko'rsatkichlar, moliyaviy strategiya, PEST-tahlil, SWOT-tahlil.

Аннотация. В данной статье представлена информация о деятельности предприятий, инновационный анализ их финансовой деятельности, SWOT и PEST анализ.

Ключевые слова: Промышленные предприятия, стратегическое управление, точка прибыли, семейный бизнес, основные технико-экономические показатели, финансовая стратегия, PEST-анализ, SWOT-анализ.

Annotation. This article provides information about the activities of enterprises, an innovative analysis of their financial activities, SWOT and PEST analysis.

Key words: Industrial enterprises, strategic management, profit point, family business, key technical and economic indicators, financial strategy, PEST analysis, SWOT analysis.

The first stage of the strategy is the collection of information (data) for the purposes of strategic analysis. Because we rely on up-to-date and current information to make important decisions about any problem. The company does too.

There are two main stages in strategic analysis.

First is the organization

-inspection (analysis),

-analysis of the internal environment.

The purpose of the analysis of the internal environment is to identify the strengths and weaknesses of the organization.

The second stage of strategic analysis is the study of the external environment of the organization, that is, external analysis. This stage consists of a sequential analysis of "two" layers of the external environment, that is, the microenvironment or the immediate environment of the organization and the macroenvironment or remote environment of the organization.

The main goal of the strategic management process in the activities of industrial enterprises is to determine the profitability of the enterprise and assess the ways to achieve it.

To analyze this process on the example of a specific company, we used the results of the activities of «Logistic Mobile», one of the family businesses that has been operating in the industrial market in our region for 30 years.

«Logistic Mobile» is a Turkish word derived from an English word. It is a family owned business mainly focused on textiles. Founded on September 4, 2017. Historical records indicate that there was an Ocean restaurant in the area where «Logistic Mobile» operated. Later, the restaurant was closed due to the departure of the head of the company. Instead of a restaurant, he opened a small store with several employees.

The workshop began to produce blankets, bed sheets, market and export products. Over time, as production grows, a small business increases its capital and increases the number of jobs. The main goal of the company is to provide the population and the market with high-quality and affordable products, create jobs, improve production, release new types of products, produce expensive foreign products in Uzbekistan and bring them to the market at low prices, production and promotion of it among the population, improvement of marketing, wide promotion of manufactured products, the establishment of trade relations with other countries and the discovery of new innovations.

Later, a plan was put forward to expand the assortment in accordance with the customer's requirements, and by 2018, 2 sales departments were created in the marriage company. The 2019 Bride has been expanded to 3 sections and the 220 Bride has been expanded to 7 sections. Jobs have been created. Today «Logistic Mobile» has more than 50,000 regular customers and more than 20,000 large wholesale buyers. In addition, «Logistic Mobile» exports its high quality products to Russia and Germany. In addition, he is currently establishing good relations with Turkey.

Table-1

Analysis of the profitability of the family business "Logistic Mobile".

Indicators	During the reporting period	At the end of the reporting period	Change, in%
Net proceeds from product sales, thousand uzbek soums	19145277	25721719,86	134,35
Cost of sold products, thousand uzbek soums	11729628	24188351,18	206,21
Profit from sales, thousand uzbek soums	7415649	1533368,68	20,67
Net profit, thousand uzbek soums	384043,19	1231507,4	320,66
The average annual value of fixed assets worth a thousand uzbek soums	75462	65496,8	86,79
Average annual value of working capital, thousand uzbek soums	5472552,12	3366402,9	61,51
Property of the enterprise, thousand uzbek soums	5548014,12	3431899,7	61,86
Own funds, thousand uzbek soums	446583,7	1232707,4	276,03
Product profitability, %	5101430,42	2199192,3	43,11
Profitability of fixed assets, %	38,73	5,96	15,39
Return on working capital, %	508,92	1880,25	369,45
Profitability of production costs, %	7,02	36,58	521,29
Return on equity, %	3,27	5,09	155,5
Total return on property, %	85,99	99,90	116,17
Gross profitability, %	6,92	35,88	518,33
Return on borrowed funds, %	6,92	35,88	518,33
Net proceeds from product sales, thousand uzbek soums	7,54	55,99	743,86

The profitability analysis of the “Logistic Mobile” family business was as follows. Net profit from the sale of products at the family enterprise "Logistic Mobile" at the beginning of the period amounted to 19145277 thousand uzbek soums, at the end of the period 25721719,8 thousand uzbek soums. As a result, this indicator increased by 34,3 %. The cost of the sold family business at the beginning of the period amounted to 11729628 thousand uzbek soums, at the end of the period 24188351,1 thousand uzbek soums was equal. As a result, this indicator increased by 106,2 %. The amount of the company's profit from the sale at the beginning of the period amounted to 7415649 thousand uzbek soums, at the end of the period 1533368,6 thousand uzbek soums was equal. As a result, this indicator decreased by 79,4 %. The size of the company's net profit at the beginning of the period amounted to 38043,1 thousand uzbek soums, at the end of the period 1231507,4 thousand uzbek soums. As a result, the size of this indicator increased by 220,6 %.

The cost of fixed assets of the family business "Logistic Mobile" at the beginning of the period amounted to 75462 thousand uzbek soums, at the end of the period 65496,8 thousand uzbek soums. As a result, this indicator decreased by 15,3 %. The working capital of the enterprise at the beginning of the period was 5472552,1 thousand uzbek soums, at the end of the period 3366402,9 thousand uzbek soums was equal. As a result, this indicator decreased by 39,4 %. The property of the family business at the beginning of the period was 5548014,1 thousand uzbek soums, and by the end of the period 3431899,7 thousand uzbek soums. As a result, these indicators decreased by 38,2 %. The company's own funds at the beginning of the period amounted to 446583,7 thousand uzbek soums, at the end of the period 1232707,4 thousand uzbek soums was equal. As a result, it increased by 176,03 %.

We used SWOT analysis and PEST analysis in innovative analysis of enterprise activities.

Businesses are conventionally divided into two factors, which are influenced by many factors:

- Microenvironment: buyers, suppliers, competitors, lenders;
- Macroenvironment: activities of the state, natural phenomena, the state of society.

PEST analysis is a simple way to combine all the macro factors that affect the performance of an organization in a system. This method can be used alone for long-term planning or in combination with SWOT analysis. The deliverables then form the basis of threats and opportunities in the SWOT table.^[7]

Reasons for the analysis:

- have a clear understanding of market conditions, opportunities, threats;
- determination of the business development strategy;
- selection of the method of competition;
- Management of risks

Table-2

SWOT analysis of the Logistic Mobile family business

Strengths	1. The strength of the competitor of the family business in the Comfort Textile network of enterprises is that it is organized in many other industries 2. In a family business, you can freely organize a private business and work on a franchise, as well as be effective through a franchise network.
Weakness	1. The family business accepts a limited amount of logistics services from competitors in winter than in summer. 2. Risk of data loss by competitors ("Comfort Textile") as a result of confidential information;
Opportunity	1. Can expand its services in unlimited quantities.
Threat	1. Disclosure of trade secrets or transfer to other entrepreneurs. 2. The risk of termination of the contract by the entrepreneur.

Table 3

PEST analysis of the Logistic Mobile family business

P- Political factor	The Law of the Cabinet of Ministers of the Republic of Uzbekistan "On Transport" (No. 3PY-706 dated 09.08.2021) was signed by the President. According to the law, objects of automobile, air, rail, water, electric transport, metro and transport infrastructure form a single transport system of Uzbekistan. Transport and logistics centers provide them with services for warehousing, storage, processing, processing, packaging and distribution of incoming and outgoing goods by any type of transport.
E-economic factor	The total profit of the enterprise at the beginning of the period of 2020 amounted to 38043,19 thousand uzbek soums, and at the end of the period of 2020 amounted to 1231507,4 thousand uzbek soums, by the end of the reporting period, having increased by 220,7 % compared to the beginning. market confidence and the availability of bonus discounts for each service in relation to competitors ("Comfortable textiles").
S- Social factor	Hires university graduates in the field of logistics services (on average 20-25 per year)
T-technical factor	In 2021, a mini-workshop for the production of clothes for the company's employees working in the logistics network and a network of modern greenhouses for the supply of agricultural products abroad were created, which led to a reduction in the cost of logistics services.

Conclusion: The strategic financial goals of the family-run «Logistic Mobile» can be achieved in a number of ways. The choice of the most effective of these methods is carried out in the process of making strategic financial decisions. Making strategic financial decisions involves considering possible ways to achieve strategic financial goals, taking into account the strategic financial position of the «Logistic Mobile» family business, and choosing the most effective ones to achieve the set goals.

It is recommended to analyze the main technical and economic indicators of the family enterprise «Logistic Mobile» and methods for determining the internal economic potential of the enterprise. If this method is implemented in practice, it will be possible to ensure the competitiveness of the family enterprise «Logistic Mobile», prevent bankruptcy, increase its financial and economic potential, and also give an economic assessment of their economic activities.

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ВАЖНОСТЬ ВЕБ-САЙТОВ И СИСТЕМ ОНЛАЙН БРОНИРОВАНИЯ В ПРОДВИЖЕНИИ УСЛУГ СРЕДСТВ РАЗМЕШЕНИЙ

Annotation. *The importance of the hotel website and online booking systems in the marketing activities of accommodation facilities is growing day by day. Especially in promoting its brand and services. When we study the tourism markets of foreign countries, we are persuaded that the proportion of such systems is big. According to statistics, the volume of online booking is estimated at 817 billion dollars. Overall, the online travel booking market share is 63 percent of \$1.2 trillion, representing one of the largest market shares in the sector.*

Keywords: *digital marketing, websites, online booking systems, online travel agencies (OTA).*

Annotatsiya. *Mehmonxona veb-sayti va onlayn bron qilish tizimlarining joylashtirish ob'ektlarining marketing faoliyatidagi ahamiyati kundan-kunga ortib bormoqda. Ayniqsa o'z brendi va xizmatlarini targ'ib qilishda muhim ahamiyat kasb etmoqda. Xorijiy mamlakatlarning turizm bozorlarini o'rganar ekanmiz, bunday tizimlarning salmog'i katta ekanligiga ishonch hosil qilamiz. Statistik ma'lumotlarga ko'ra, onlayn bron qilish hajmi 817 milliard dollarga baholanmoqda. Umuman olganda, onlayn sayohatlarni bron qilish bozori ulushi 1,2 trillion dollarning 63 foizini tashkil etadi, bu sektordagi eng katta bozor ulushlaridan birini ifodalaydi.*

Kalit so'zlar: *raqamli marketing, veb-saytlar, onlayn bron qilish tizimlari, onlayn sayohat agentliklari (OTA).*

Аннотация. *Значение веб-сайта отеля и систем онлайн-бронирования в маркетинговой деятельности средств размещения растет день ото дня. Особенно в продвижении своего бренда и услуг. Когда мы изучаем туристические рынки зарубежных стран, то убеждаемся, что доля таких систем велика. По статистике объем онлайн-бронирования оценивается в 817 миллиардов долларов. В целом доля рынка онлайн-бронирования путешествий составляет 63 процента от 1,2 триллиона долларов, что представляет собой одну из крупнейших долей рынка в этом секторе.*

Ключевые слова: *цифровой маркетинг, веб-сайты, системы онлайн-бронирования, онлайн-турагентства (OTA).*

Введение. Ведение бизнеса радикально изменилось за последние двадцать лет. Метод ведения переговоров о сделках перешел от рукопися к нажатию цифровой кнопки, физические пространства были заменены веб-сайтами, и в то же время появилась концепция цифрового маркетинга, резко изменив время для традиционного бизнеса.

Внедрение инновационных информационных технологий в маркетинг привело к появлению понятия «цифровой маркетинг».

Концепция цифрового маркетинга интерпретируется по-разному в разных источниках. Первая теоретическая проблема заключается в отсутствии общего понимания того, что такое цифровой маркетинг. Поэтому в литературе существуют разные определения.

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