



## Ensuring the Development of Textile Enterprises on the Basis of Competitive Advantage

**Giyazova Nozima Bayazovna**

Senior teacher; Department of Economy, Bukhara State University,  
Bukhara, Uzbekistan

### Abstract

This article describes the development of strategies for the development of textile enterprises on the basis of competitive advantage, the opportunities provided by the state in the current situation and the work being done to develop the textile industry.

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At present, great attention is paid to economic development in the Republic. Our goal is to further modernize and diversify the industry by moving to a qualitatively new level, mainly aimed at the accelerated development of production of high value-added finished products based on deep processing of local raw materials.

In this regard, on December 24, 2017, the President adopted Decree No. PF-5285 "On measures to accelerate the development of the textile and clothing industry." In pursuance of the decree, measures are being taken to organize the production of a wide range of high-quality textile and garment products in the country, deepen the localization of its production, as well as increase the export potential of local producers.

Improving the quality of light industry products is a strategic issue, and the stabilization of the country's economy depends on solving these problems. The process of improving quality is necessary not only to make a profit from the sale or production of a product, but also for the society and its development.

In order to increase the competitiveness of light industry products, a certain level of integrated quality management will be established after the adoption of the ISO 9000 series of standards. It ensures effective quality management, stipulates that all the necessary elements of the ISO 9000 series standards, as well as additional elements required for the specialization of the enterprise, must be introduced into the practice of the enterprise, thereby guaranteeing quality to the customer. ISO 9000

E-mail address: [editor@centralasianstudies.org](mailto:editor@centralasianstudies.org)

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standards and the concept of implementing a quality management system do not impose restrictions on the type and size of enterprises.

The universality of the ISO series of standards is that they do not set absolute dimensional criteria for each type of product. This would not have been possible because quality is the ability of products and services to meet human needs, and human needs are inexhaustible and changeable. The ISO 9000 series of standards defines only the methodology of the quality system, which in turn ensures the high quality of the product provided by the enterprise, in other words, a high level of customer satisfaction.

ISO 9000 Standard ISO 9001, ISO 9002, ISO 9003 (also known as "quality assurance models") products, including instructions on which of the 9000 series ISO standards to choose and how to apply designed for different stages of the life cycle, consists of normative requirements to the quality system.

The set of standards consists of 4 main standards:

1. ISO 9000: 2000 "Quality Management Systems. Basic rules and dictionary"- explains the basic rules of quality management systems and the terms of quality management system.
2. ISO 9001: 2000 "Quality Management Systems. Requirements"- a set of minimum requirements for quality systems, used for certification and audit purposes.
3. ISO 9004: 2000 "Quality Management Systems. Recommendations for Improving Performance" are guidelines for creating quality management systems to increase the efficiency of enterprises.
4. ISO 19011 "Guidelines for Quality Management System Inspection and Environmental Protection".

The ISO 9001 and ISO 9004 standards, which are fully harmonized in structure and content, are basic and can be used together or separately. There is also an additional 10000 series ISO auxiliary standards group, which includes various guidelines for the development of documents related to the Quality Management System, economic issues of quality, staff training, application of statistical methods, etc. includes.

The development of a quality management mechanism to increase the competitiveness of light industry products should be based on consumer focus. The success of a company depends primarily on its customers. Therefore, any business should start with analysing the market and studying the needs of customers. However, the ideal option is not only to meet the formal requirements of customers, but also to anticipate their wishes.

It is necessary to provide an equal approach to the needs of consumers and other stakeholders (shareholders, suppliers, government agencies, society as a whole).

It is difficult to achieve significant results in increasing the competitiveness of light industry products without the support of management. The leaders of the organization determine the main directions of production activities, goals, as well as ways to implement them. They need to create the conditions for employees to become not only executors of management orders, but also stakeholders involved in solving production issues.

Employee engagement means that, in practice, each employee is regularly involved in the development and implementation of management decisions. This opportunity instils in people a sense of responsibility and participation that encourages creative work, which ultimately increases the effectiveness of the organization. The management of the enterprise should try to make the goals of the employees as consistent as possible with the goals of the organization. In this case, financial and moral incentives are very important.

The introduction of a process approach is important in increasing the competitiveness of the enterprise. The essence of this approach is that any activity is a process, and this process converts inbound and outbound flows through the use and management of different resources.

The main goal of a process approach to the organization and management of work is to get rid of the fragmentation, inefficiency and internal conflicts that are characteristic of many interdependent organizations. Moving all focus from function to process combines all the actions (operations) performed by an enterprise to satisfy a particular consumer or market segment. Such a merger would consolidate management and free management from addressing current issues related to the practical management of processes.

A systematic approach to management is closely related to the need to look at the organization as a set of interrelated processes. Taking into account the general nature of quality issues, identifying, understanding and managing the processes aimed at achieving the set goals will increase the efficiency of the enterprise.

Continuous improvement should be the main goal of the company. In the current situation, it is impossible to become a leader in business without doing this. As performance improves, not only will competitive position be maintained, but it will also be possible to gradually reduce losses and, accordingly, increase profits.

Decisions based on facts and information are effective. Doing this requires, first of all, the collection and analysis of reliable and accurate information about the activities of the enterprise, and at the same time, the collection of information that will gradually turn into useful knowledge.

A mutually beneficial relationship between suppliers will help expand the capabilities of both organizations. This requires selecting key suppliers, establishing clear and unambiguous relationships, sharing information in advance, collaborating to better understand customer needs, creating joint projects, and improving products and processes.

One of the many reasons for ISO 9000 quality management system certification has been and will continue to be "consumer demand". This factor is largely relevant to the industrial market ("business-to-business"), as ISO 9000 certification allows you to reduce the costs associated with finding a supplier partner and then establishing a relationship with him.

The impact of such a factor in the consumer market is insignificant, as individual customers are more interested in the consumer characteristics of the product than in the availability of a certificate for the Quality Management System. The requirements often come from transnational corporations that require their suppliers to be ISO 9000 certified for the Quality Management System. It should be noted that some multinational companies in Europe and America currently offer their suppliers to comply with the requirements of ISO 9000 only, without mandatory certification of the quality management system by an independent body.

The importance of this factor is confirmed by the fact that Motorola, one of the largest companies in the world, which won the M. Baldrige Award, is certifying quality systems at most plants around the world in accordance with customer requirements.

In some cases, one of the qualifying conditions for a tender is that the candidates have a certified Quality Management System. This system is used in international competitions and in the purchase of products for government needs. Many governments around the world require ISO 9000 certification from their suppliers. This situation is due to the fact that government agencies are, firstly, interested in

the supply of quality products and products, and secondly, should focus on local enterprises to increase their competitiveness through ISO 9000.

The main aspect of ISO 9000 standards is that with the introduction of a quality management system, the stability and reliability of business processes of the enterprise will increase. By adhering to the requirements of the ISO 9000 standard, businesses can improve the interoperability of their departments through clear management guidelines, activities and the proper allocation of responsibilities. The process approach introduced in the new version of the standards allows for a wide range of measures aimed at continuous improvement. An important result of increasing the efficiency of the enterprise is a reduction in costs [2].

The implementation of a quality management system involves the involvement of employees at all levels in the process of improving internal productivity and quality, which is positively reflected in the loyalty of employees to the enterprise.

The development of business process documentation, guidelines, job descriptions, and other documentation will increase the knowledge and skills of the staff needed to produce and grow the business.

Increasing internal efficiency, strengthening the responsibility of employees for the business processes that take place, leads to continuous improvement, directly improving the product and product quality. This factor is also often cited as a reason for the introduction and certification of ISO 9000 Quality Management Systems.

In addition, many organizations understand that certification does not guarantee product quality, so they consider ISO 9000 standards to be a good basis for starting the quality improvement process. According to Kanji, an important feature of the ISO 9000 standard is its structure. It is a universal set of activities, elements and requirements that are easy to use. It also provides the basis for the development, evaluation, application, designation and certification of quality assurance systems. Thus, the requirements of ISO 9000 provide a solid foundation for mastering the culture of "Total quality management" and applying the criteria of national quality awards.

If enterprises in the light industry do not apply ISO 9000, but introduce and certify a Quality Management System that meets the requirements of the standards, they can gain an additional competitive advantage (in some cases, ISO 9000 certification for Quality Management System is a trade barrier for weak enterprises). may also be). But the opposite is often the case: companies are forced to obtain ISO 9000 certification just to stay ahead of their competitors. The presence of ISO 9000 certification demonstrates the company's commitment to quality ideas, which strengthens its image in both domestic and foreign markets. Accordingly, the ISO 9000-based Quality Management System is sometimes introduced in an effort to improve relationships with the government and other stakeholders (customers, suppliers, regulators) [2].

ISO 9000 certification has become a prerequisite for light industry enterprises to operate in certain markets. A clear example is the European Union, which requires many network providers to have a Quality Management System that meets ISO 9000 standards. In addition, in the face of a shortage of information on foreign counterparties, the presence of an ISO 9000 certificate for the Quality Management System shows that the partner is authoritative and belongs to the circle of modern business.

Undoubtedly, factors such as improving product quality, increasing productivity, reducing costs, expanding export opportunities can lead to an increase in the market share of the enterprise.

Given the many reasons why businesses need to implement and certify a Quality Management System in accordance with ISO 9000 requirements, let's look at options for regulating and classifying them. Causes can be divided into "internal" and "external" [2].

Internal reasons are related to improving the efficiency and productivity of the enterprise. These include: improving product quality; acceleration of internal processes; cost reduction; improving relations with employees; establish procedures for information exchange and analysis; Preparation for the implementation of the concept of "total quality management" and others.

External causes depend on the impact of the enterprise on the business environment (customers, suppliers, government agencies). In this case, the officially approved document for the Quality Management System, ie the certificate, is the means of influence.

These include improving the corporate image, facilitating export activities, meeting the needs of consumers in both domestic and foreign markets, improving relations with government agencies, building trusting relationships with society, distinguishing themselves from competitors, gaining a competitive advantage (or on the contrary, not to be weaker than competitors with a certificate) and so on.

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