

## Ways to Increase the Flexibility of the Goals and Tasks of Industrial Enterprises to the Variability of the External Environment

***Makhramova Nigora Yuldashevna***

*Lecturer, Organization of industrial production department Andijan machine-building institute*

**Abstract:** To date, a general theoretical framework in the field of adaptive control has not been developed, and general approaches and principles for determining the essence of adaptation and adaptive control are the key ones in this article. The external environment acts as a source that provides the enterprise with the resources it needs to maintain its internal potential at the required level. The organization will be able to continue its activities, adapting its internal variables to changes in the external environment.

**Keywords:** external environment, efficiency, competitiveness, process, resource, consumer, competitors, client, products.

**Introduction.** Any organization is located and carries out its activities in the external and internal environment. They predetermine the success of the enterprise, impose clear limits on operational actions, and to a certain extent, each action of the company will be possible only if the environment allows it to be carried out.

The external environment acts as a source that provides the enterprise with the resources it needs to maintain its internal potential at the required level. The organization is in a state of constant change in the external environment, which makes it possible to continue its activities. In turn, the study of the internal environment of the company (internal variables) makes it possible to assess its internal resources and capabilities. Identifying strengths and weaknesses can help businesses expand and strengthen their managerial competitive advantage and therefore prevent potential problems from arising.

It is important for managers and specialists of industrial enterprises to have the skills to achieve the strategic and tactical goals of the enterprise. This is due to the fact that without reforms it is impossible to improve the economic efficiency and competitiveness of existing enterprises. The starting point of the reform process is the selection of a target. This is a very responsible and complex process. Without a common and ultimate goal, it is impossible to determine effective economic reform measures.

The external environment of the organization is the external environment (without taking into account the impact of individual elements), which includes various systems with which the

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organization interacts and cannot interact at all. The company is influenced by many environmental factors, the tax system, competition, social environment, etc. [8, p. 49].

Environmental analysis is a process designed to monitor external environmental factors in order to identify future opportunities for the company and the risks that threaten it. It is based on the study of large amounts of data and must be determined in order to make accurate and timely decisions.

The external environment is divided into the following components:

- The microenvironment is the environment that directly affects the company. It is created by suppliers of material and technical resources, consumers of products (services), sales and marketing intermediaries.
- Competitors, insurance companies, government agencies, financial institutions;
- Macro environment affecting the company and its micro environment. It consists of natural, demographic, scientific and technical, economic, environmental, political and international environment [8, p. 54].

There are direct exposure environments, including:

1. Customer analysis. Consumer research allows a company to better understand which products are most popular with customers, how much sales the company can expect, and how loyal customers are to those products. How firms can increase the circle of potential customers, what the product expects in the future, and so on.
2. Analysis of suppliers. Suppliers of raw materials, goods and materials, semi-finished products, electricity and heat, water, gas can have a direct impact on the enterprise, forming a dependence on resources. This affects them in terms of cost, product quality, production time, and overall company efficiency. An analysis of suppliers of materials and natural resources can help determine how strong a company's dependence on resources is and what causes it.
3. Analysis of competitors. When studying the competitive environment, managers evaluate how strong the competition is, how it affects the company's performance, identify key competitors, identify real and potential threats from them. However, the development of a specific competitive strategy requires an objective assessment of the company's position and its competitive advantages. When new firms enter the market, if they intend to produce a similar product or produce the same product that they already have, they should be included in the group of potential competitors.

Literature review. To date, general theoretical foundations in the field of adaptive control have not been developed, there are no general approaches, principles, classifications to determine the essence of adaptation and adaptive control. The following foreign authors paid attention to the formation of flexible management: G. Asel, B. Berman, S. Beer, P. Dixon, P. Drucker, R. Kanter, D. Kaellogg, M. McDonald, T. Mot, D. North, M. Olson, M. Porter, K. Tateishi, J. Evan p. Among domestic researchers involved in the development of the theory of adaptation of enterprises, the following can be distinguished: M.D. Aistov, A. Abdullaev, S.I. Abdurakhmonov, S.V. Valdaytseva, A.A. Glushetsky, V.N. Goncharova, A.P. Gradova, T.A. Dolgopyatov, V.A. Irikov. On television.Landina. G.S. Merzlikin, R.D. Mannopov, S.A. Popova, Yu.B. Rubina, V.I. Skukurova and others. Although the above researchers have made a significant contribution to the theoretical and practical aspects of adaptive control, it can be said that the issue has not been studied enough.

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**Research methodology.** The marketing approach to production and management as a whole covers a wide range of aspects of influencing the consumer. This leads to the identification of specific features of competition for the market. Using specific methods of analyzing cause-and-effect relationships within the market, finding information about consumer demand, needs, taste and character, the concept of marketing is economical for the formation of consumer interest in a particular product or service, organizational, technical and social (public) direction. They determine the possible prospects for the development of demand, make decisions on the formation of its target direction and, of course, control the effectiveness of the measures taken. The specifics of a comprehensive analysis of the marketing approach to procurement lies not only in taking into account the processes taking place in the market, but also in the market errors of manufacturers, suppliers, wholesalers and retailers and all other related enterprises that exist in the system for a long time.

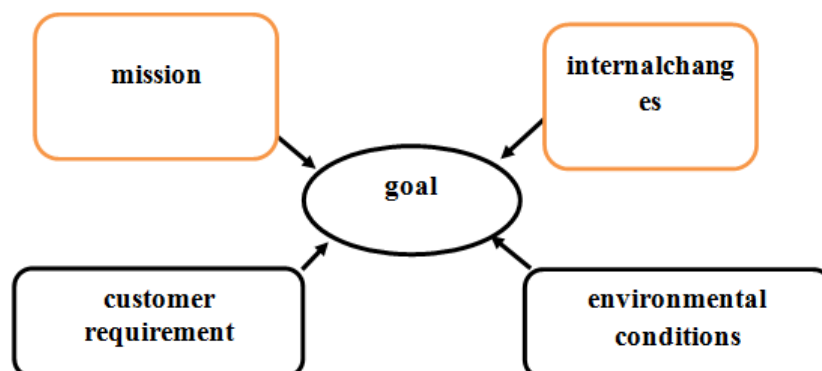
Determining the ultimate goal of socio-economic change is the starting point for the current goal of reforms. At the same time, we have repeatedly emphasized that the transition from a centralized, command-administrative economy to a market economy is not just a renewal or improvement of the old management mechanism, but a transition from one qualitative state to another. This is the exchange of some economic relations and organizational and managerial systems with other economic relations and organizational and managerial systems.

The goal includes the specific, effort, and organizational effort needed to achieve the desired results. In order to achieve goals in the current situation, the company will focus on the rational use of all opportunities to become more entrepreneurial, target its financial performance and performance.

The specific goal is the development of activities and the development of the company. Challenging but achievable goals protect the company from deception, change and internal shocks in order to achieve good results and ensure business balance.

Planned goals can be both short-term and long-term. Short-term goals are focused on quickly achieving the desired results. In the long term, you need to think about what needs to be done now and what needs to be done in the long term to strengthen the business. When choosing short-term or long-term goals, long-term goals should always take precedence.

The goal (Figure 1) is for the team to strive towards a clear end result or expected result by working together. This process shows that it is a powerful harmonizing mechanism that allows people to understand what they are striving for. Goals are developed by top management in accordance with the available resources and constraints, environmental conditions and customer requirements, based on the mission of the enterprise, which is the ultimate goal.



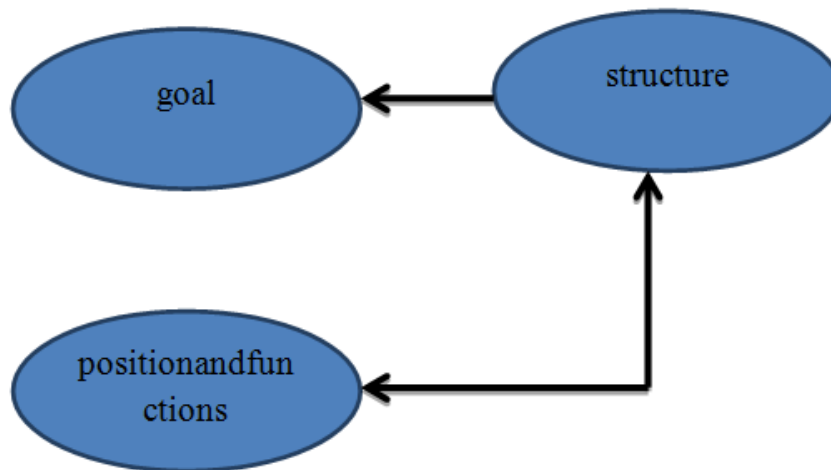
**Fig.1. Factors to consider when setting goals**

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According to Michel Leibov, CEO of the world famous Pep Boys-Manny. Moe and Jack” - “if you want to achieve good results, set good goals for yourself” [5, p. 124].

**The task** (Figure 2) is to perform the work specified in the predefined method and at the appropriate time, or part of this work. From a technical point of view, the task is assigned to the position, and not to the employee. Therefore, as soon as the incumbent of this position leaves, his replacement must also carry out the previous duties.

According to the decision of the management on the structure, each position is necessary to achieve the goals of the industrial enterprise. It includes a number of tasks.



**Figure 2. Relationship between position, structure and goals**

The goal is to ensure the adaptation of the enterprise to the external environment, as it requires an analysis of the external environment as an important element and ways to adapt to its adverse effects.

Once the goals and objectives of the enterprise are defined, the process of strategic planning begins. After that, the study of the external environment begins in 3 directions. *Source. Author's development*



**Figure 3. Ways to adapt the goals and objectives of industrial enterprises to the variability of the internal and external environment**

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At the same time, we encourage industry leaders and professionals to evaluate changes that affect day-to-day strategic principles.

1. Identify factors that negatively affect the daily activities of the enterprise.
2. Identify opportunities for company success by changing some areas of the plan.

The main factors influencing the organization of labor at industrial enterprises, production management are:

1. **Economic factor.** (employment adjusted for inflation, international balance of payments, tax rate).
2. **Political factor.** (local regulations, lending, financing, trade, export tariffs, import tariffs, etc.).
3. **Market factors.** (The volatility of market factors worries the company, demographic conditions, the life cycle of goods and services, the distribution of profits).
4. **Technological factor.** (dissemination of scientific results).
5. **International factors.** (Monitoring and study of needs, risk prevention, exchange rate study).
6. **Competitive factor.**
7. **Social factor.**

The choice of goal should be based on an assessment of the external and internal environment of the enterprise. The implementation of ideas under certain conditions can lead to the differentiation of certain operations performed and work performed according to the type of product obtained by performing such work. It is important to organize the work of business units.

**Conclusions and offers.** In conclusion, the above study shows that the goal of industrial enterprises in organizing a certain volume of production should be based first on the existing differentiation, and then on

1. **Product.** In the production of this element, the efforts of specialists and managers of the enterprise should be focused on the attention and requirements of the customer.
2. **Markets.** For this purpose, it is necessary to analyze the objects or services prepared for sale, arising from the needs of the buyer. We recommend that industrial enterprises determine where, how, to whom and at what price to sell goods, and at the same time determine the goal of the buyer.
3. **Sources.** This concept includes current costs and investments. The latter is often used to financially support a goal. Therefore, the choice of investments will depend on the priorities of any business system.
4. **Development program.** It serves as a target indicator in the development of production, characterizes economic activity and market trends in which goods are sold, increases business activity, improves economic activity based on the adaptation of the enterprise to the external environment. Immediate adaptation is important, that is, adapting to changing circumstances within a few months.

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