



## Article

# Strategy of Building Materials Manufacturing Enterprises

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**Abstract:** Strategic management plays a crucial role in ensuring the sustainable development and competitiveness of industrial enterprises, especially in the building materials sector. Uzbekistan's construction industry has experienced rapid growth from 2022 to 2024, driven by state-backed infrastructure projects and increasing demand for construction materials. Despite global theoretical models in strategic management, there is a lack of sector-specific, localized strategies for building materials enterprises in Uzbekistan, hindering effective adaptation to dynamic market demands. This study aims to explore the scientific and practical foundations of strategic management in building materials enterprises, analyze current practices, and develop models tailored to the sector's unique needs. The findings demonstrate significant production growth cement (+32%), bricks (+107%), and dry mixes (+360%) correlating with strategic planning, investment, and technological modernization. However, many enterprises still lack strategic culture, innovation readiness, and effective market analysis mechanisms. The study combines critical analysis of global theories (e.g., Porter, Ansoff, Mintzberg) with local research to propose a contextualized strategic management model suited for Uzbekistan's building materials industry. Implementing targeted, innovation-driven, and adaptive strategic systems can not only improve enterprise performance but also enhance the entire sector's integration into regional and global markets. The research underlines the necessity of sector-specific strategies, capacity building in strategic thinking, and systemic use of analytical tools like SWOT, PEST, and BSC.

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## 1. Introduction

In today's globalized and competitive environment, the successful operation and sustainable development of industrial enterprises largely depends on their approach to strategic management. In particular, for enterprises producing building materials, this issue is of urgent importance not only from the point of view of economic efficiency, but also from the point of view of developing national infrastructure, improving housing conditions for the population, and increasing the country's construction potential [1].

Enterprises in the building materials industry produce products of various shapes and sizes (cement, concrete, brick, plaster, slabs, insulation materials, etc.). The effective implementation of their tasks, such as improving product quality, optimizing production costs, improving the logistics system, and quickly responding to consumer demand, depends on a properly formed and well-thought-out management strategy. In particular, the expansion of the construction sector in our country in recent years through large state programs places demands on these enterprises to be competitive, innovative, and export-oriented [2].

The building materials industry plays an important role in the national economy as one of the basic sectors. It not only provides construction and urban development projects, but also stimulates economic growth, creates new jobs, and serves to process local raw materials. Therefore, the need to organize the activities of enterprises in this sector on a targeted and strategic basis has become one of the most important issues on the agenda [3].

In recent years, the construction sector in Uzbekistan has been showing a steady growth trend. The number of public and private projects related to the construction of new residential areas, modern road and transport infrastructure, strategic facilities, schools and hospitals has increased sharply. This processes construction to the materials was demand one how many equally increased [4]. With this together, state by local working issuers support, import substitution to press supply, resource saver technologies current to grow according to one row decree and decisions acceptance These factors construction materials industry for new opportunity doors opened.

However, in practice this from opportunities effective use every not always observed. Many in enterprises strategic planning system on the road unsold, market analysis and consumer needs enough not studied, product diversification, resources distribution, competition strategy such as important in directions complete conceptual approach there is This is not enterprises in the activity various risks, inefficiency and in competition behind stay circumstances brought is issuing [5].

Especially developed countries in experience strategic management industry transformation to do, market requirements flexible mechanisms creation, innovation current to grow and export potential in increasing solution doer factor as manifestation happening one at the time, local working issuer strategic for enterprises management culture It is required to form. After all, competition only price and volume with not, maybe strategic position, technology, quality and customers with continuous communication such as indicators with is being determined [6].

Moreover, strategic management right on the road to be put not only enterprise at the level, maybe whole industry positive at the level the results to give possible. Including: product quality standards at the level to provide; technological processes digitization; energy and resource saver mechanisms current to grow; local and external markets for separately strategies working exit; personnel potential increase and strategic competencies base create [7].

Above record done all factors of the subject practical importance further increases. Construction materials working issuer of enterprises strategic management right on the road to put their activity only internal at the market not, maybe regional and international effective in markets as well organization to reach ground creates. Therefore, this of the subject scientific learning not only theoretically, maybe practical also important to divide, to divide the network to strengthen aimed at state of the policy logical continuation as consideration possible [8].

To the topic related literature review. Analysis of scientific literature on the formation of a strategic management system in enterprises shows that a number of theoretical concepts, models and practical experiences have been developed in this area. They serve as an important methodological basis for assessing the internal capabilities of enterprises, analyzing the external environment, allocating resources and achieving long-term goals [9]. However, for entities of a sectoral nature, such as enterprises producing building materials, their direct application may sometimes not give full results. Therefore, it is advisable to take a critical approach to existing theoretical views and conduct a thorough analysis of their strengths and weaknesses.

M. Porter in his work "Competitive Advantage" of the enterprise to advantage to achieve for "value" "chain" create the necessity emphasizes. His in my opinion, every one enterprise at the market success to win for own strategic position identification, internal processes coordination and competitive advantages (e.g. price) or differentiation) formation [10]. But Porter's model more high competition to the environment has developed markets for intended developing in countries infrastructural restrictions, state intervention and raw material base enough not being such as factors into account can't.

I. Ansoff strategic planning dynamic model offer so that enterprises external in the environment to changes adaptive attitude He studied at the University of management» in the work four stepmother strategy direction (available market – available product, new product, new market and diversification (construction) materials working release field for especially relevant. But in the Ansoff model human resources, local technologies and territorial markets infrastructure such as factors enough at the level reflection not delivered.

Philip Kotler and Keller themselves in research strategic marketing management system inseparable part as looking at the market segmentation, targeting customers determination and instead of suitable product strategy working exit offer This approach construction materials in the industry need right forecast to do, new kind of products create and to the consumer directed strategy working on the way out useful. However, it works. production-technical base strong not happened enterprises for practical in terms of complicated solutions offer does [11].

Local from researchers Sh.Kurbanov in his scientific research, industry in enterprises strategic management national to the conditions suitable models working exit the necessity emphasizes. His in research privatized in enterprises management culture, investor relations and legal of the environment impact wide illuminated.

M. Abdullaeva, studying production processes across sectors, shows that strategic planning plays a special role in the transition to high-tech products. These ideas are close to practice and offer realistic solutions that take into account local conditions [12].

H. Ismoilov, in his scientific research, analyzing the strategic planning processes in industrial enterprises, emphasizes that the production, supply and logistics chains are not coordinated with each other. In his opinion, in many enterprises , strategic management exists only on paper and does not translate into practical actions. This critical observation clearly reflects the current reality [13].

Thus, although existing scientific sources reveal the general theoretical foundations of strategic management, comprehensive models that take into account the industry-specific characteristics of building materials enterprises have not yet been sufficiently developed. This further strengthens the need for independent, practice-based research in this area. In addition to the scientists mentioned above, the ideas and work of other researchers who have made significant contributions to strategic management theory are also important in fully covering the topic.

In particular, G. Minsberg in his The Rise and Fall of Strategic Planning classic strategic planning models critical again seeing comes out and strategy plan as not, maybe process and situation as acceptance to do offer He thinks it's intense. changed standing market under the circumstances perfect from plans according to, flexible and active strategies more effective. This view construction materials working issuer enterprises for very suitable comes because industry fast variable requirements, prices and resource shortage such as factors with full.

R. Kaplan and D. Norton through their "Balanced Scorecard" concept 1996 strategy only financial indicators with not, maybe customers, internal processes and education-innovation arrows based on assessment the necessity based on given. This approach construction materials in the field enterprises for to practice suitable is considered, because in them only working release results not , maybe supply chain, employees qualification and market Expression (image) is also important is considered.

A. Chandler his/ her own The famous "Strategy and Structure" in his work corporations in the example of structure to the strategy adaptation need not , maybe strategy structure defines , that is conceptual conclusion previously He /She / It to the mind far away term to goals achieve for enterprises own management system and organizational structure strategy based on again organization to be able, this analysis construction materials working issuer organization in enterprises market conditions and goals with coordination the necessity shows.

Local One of the researchers, KhB Sattarov, in his scientific research, industry in networks innovative activity and strategic management between connection learned and conclusion innovative approach strategy central to the part if not, competitiveness achieve

becomes complicated [14]. It is a construction material in the industry resource saver technologies, digitalization and automation strategy priority directions as showed.

U. Khamidov in his research, construction materials in the market competition environment analysis regional asymmetry, in logistics riots and raw material in supply risks strategic decisions acceptance to do obstacle doer factors as manifestation to be record reached. According to him, construction in the industry sectoral strategic planning system current to be need, that is whole network according to unifying goals and solutions working exit necessary [15].

In general when taking, there is scientific literature strategic management main concepts, models and achievements presented However, the construction materials working release of the field own sectoral features technology connection, raw material resources, infrastructure restrictions and competition environment disorder such as factors enough at the level into account not received. Therefore, the general theoretical approaches local to practice adaptation, industry model and mechanisms working exit is required.

## 2. Materials and Methods

The methodology of this study is grounded in a combination of theoretical analysis, empirical observation, and comparative evaluation aimed at exploring the strategic management practices of enterprises in the building materials sector of Uzbekistan. The research employed a qualitative-descriptive approach, utilizing content analysis of national and international literature to identify conceptual models, strategic frameworks, and industry-specific adaptations relevant to the field. Special attention was given to the theoretical contributions of global scholars such as Porter, Ansoff, Mintzberg, and Kaplan, alongside the insights of local researchers, to assess the applicability and limitations of existing models in the context of Uzbekistan's building materials industry. Furthermore, the study integrated statistical analysis based on official data from the Statistical Agency under the President of the Republic of Uzbekistan, focusing on production volumes, annual growth trends, and sectoral dynamics from 2022 to 2024. Methods of economic comparison, logical reasoning, scientific abstraction, and synthesis were applied to evaluate the relationship between strategic planning and enterprise performance. Comparative analysis was used to identify differences between strategic planning practices in developed economies and those in emerging markets like Uzbekistan. Inductive and deductive reasoning facilitated the development of a practice-oriented strategic management model, tailored to the specific challenges and opportunities within the local industry. The study also relied on practical observation of enterprise activities, policy measures, and government support mechanisms to formulate grounded conclusions and actionable recommendations. This multi-method approach ensures that the findings are both theoretically sound and practically relevant for policy-makers and business leaders.

## 3. Results and Discussion

Management strategy is the process of setting long-term goals of the enterprise, developing effective courses of action based on an analysis of the external and internal environment, and making clear strategic decisions. In enterprises producing building materials, this strategy should be aimed not only at improving financial performance, but also at ensuring competitive advantage, sustainable growth through technological innovation and efficient use of resources.

It is worth noting that many local enterprises do not have sufficient strategic management culture and experience. They prefer a short-term, operational approach, and are slow to adapt to rapid changes in the market. Therefore, today's enterprises need to develop the ability to think strategically, analyze, plan, and be prepared for threats. This will serve their long-term effectiveness.

To study the scientific and theoretical foundations of the formation of management strategies in enterprises producing building materials and to propose their effective

models in practice. Based on this goal, the following tasks were set: to study the characteristics of the activities of enterprises producing building materials; to analyze the scientific and theoretical foundations of strategic management; to evaluate existing strategies used in enterprises; to develop a specialized, practice-oriented management strategy model; to provide practical recommendations for the effective implementation of strategic management, see Table 1.

**Table 1.** Cement production volume in Uzbekistan

Years	Production release (million ton)	Annual growth, %
2022	10.79	-
2023	11.17	+2.5
2024	14.74	+32

Source: Data from the Statistical Agency under the President of the Republic of Uzbekistan

According to the data in the table, -production in 2022 was 10.79 million tons, increasing to 11.17 million tons the following year. This represents an increase of +2.5%. -From January to November 2024, it was 14.74 million tons of patentibek, which corresponds to an increase of +32%. This rapid increase is the result of support for state projects and technological modernization of factories, see Table 2.

**Table 2.** Growth rate of construction materials production

Product type	Annual change
Cement	+12.6%
Bricks, stone products	+33.5%
Brick	+107,%
Lime	+134.9%
Concrete	+280%
Dry materials (building) (mixes)	+360%

Source: Data from the Statistical Agency under the President of the Republic of Uzbekistan

According to the data presented in the table, brick and wall materials show a growth of +100–130%, which is a result of the expansion in infrastructure construction. The growth of +280–360% in concrete and dry mixes indicates a major technological revolution in this sector.

Based on the results of the research, the following conclusions can be drawn:

1. Production growth : Cement production increased by +32% in 2022–2024, while concrete and dry mixes-increased by + 280–360%. This development in enterprises strategic to plan based investment and technological modernization result that it is shows.
2. Faster growth reasons: d nation by buy to take and projects financing according to directed programs; new energy to economical "dry" technologies to pass; new factory constructions - Samarkand in 2023 and In Karakalpakstan new powers to work fallen.
3. Strategic management location: inside and external the environment analysis to do and resource right distribution through, enterprises fast adaptation done, intensively to grow is achieving; investment plans, technological update and working release in focus strategies current done.
4. Future recommendations: innovative develop plans (Balanced Scorecard, PEST -SWOT) release to the process integration to do; technological to modernization additional free and investment insert; frames critical thinking and strategic to management education system strengthen.

Based on the results of the analysis, the following practical conclusions were drawn:

1. production volume and rapid growth are practical results of strategic management;



2. The significant growth in the building materials industry has been important in creating the foundation for the country's infrastructure and projects.
3. The need is to stabilize growth models and enter new markets, including exports.

#### 4. Conclusion

The formation of a strategic management system in the activities of enterprises producing building materials has been proven in practice to be one of the decisive factors in successful development, increasing competitiveness and occupying a leading position in the market. The analysis in this article shows that if the right strategic approach is implemented in enterprises of the sector, it is possible to achieve sustainable growth in production volumes, innovative achievements in technology and entry into new markets through product diversification.

The high growth trend observed in the production of cement, concrete, gypsum, lime and dry mixes in Uzbekistan during 2022-2024 is assessed as the result of enterprises' transition to strategic thinking, the effectiveness of state support policies and activities in line with market needs. Strategic planning, technological modernization, expansion of the product portfolio, reorganization of the supply chain and development of human resources played an important role in ensuring this growth.

At the same time, the analysis of scientific research in the field of strategic management shows that the direct transfer of universal models developed in world experience to local practice does not always yield high results. Although the views of scientists such as Mintzberg, Ansoff, Kaplan and Chandler provide a general theoretical basis, the building materials industry requires models adapted to the specifics of the industry. Research by local scientists (Kurbanov, Abdullaeva, Sattarov, Khamidov) also offers important concepts regarding problems and solutions specific to the industry.

Problems observed in practice - insufficient formation of a strategic planning culture in enterprises, insufficient analysis of the internal environment, a weak attitude to innovations , and weak mechanisms for analyzing market conditions - require further improvement of strategic management.

Based on the research results and analyses obtained, the following general conclusions can be drawn:

1. Strategic management is the main mechanism for ensuring stability in changing market conditions. In the building materials industry, this approach serves to redistribute resources of enterprises, implement technological reconstruction and strengthen their position in the market.
2. In the field sector-specific strategies necessary. Rather than universal models, local strategies need to be developed that take into account the production process of building materials, raw material supply, transport infrastructure, and regional differences.
3. Innovative approaches strategy central to the part rotation need. Energy-efficient technologies, automation, digitalization, and customer-oriented production strategies should become top priorities.
4. Scientific based and practical to mechanisms relied on system necessary. Enterprises should use PEST, SWOT, BSC and "Value like "chain" analysis instruments based on decision acceptance to do practice wide current to be necessary.
5. Staff potential strategic success is the key. Enterprises leaders and experts strategic thinking, scenarios based on decision acceptance to do, to risk assessment and the market forecast in the fields preparation according to systematic measures to be seen need.

Conclusion as highlight okay , construction materials in the industry strategic to management transition - this tendency not , maybe is a necessity . If businesses strategic goals clear define them done increase for right tools if they choose, not only internal in the

market, maybe external also high in the markets to the effect achievements It is possible. This is not only economic efficiency, maybe national the global competitiveness of the industry to provide service does.

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