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IMPROVING THE EFFICIENCY OF PRODUCTION THE PLANNED STRATEGY FOR THE DEVELOPMENT OF PRODUCTION AT THE ENTERPRISE

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Strategic opportunities must be analyzed to select a strategy. Strategic issues should also be identified. There are certain organizational procedures. These are, for example, reorganization of the structure, reorganization, corporate reorganization, and so on. The key point here is the development of a corporate strategy. The basis of any strategic development forecasting plan is the development of a basic strategy. Its choice depends on the abilities of the company's management and professional spirit, the reliability of available information, the personal characteristics of the company and the phase of the organization's development cycle.

- At enterprises operating in the modern market today, such basic strategies are traditionally distinguished as:
- □ Survival strategies. It is used in economic crisis, instability and inflation conditions;
- A strategy of stabilization and limited growth. It is used in conditions when sales volumes are unstable. Profits fluctuate. This strategy is applied in those industries where stable technologies are used. At the enterprise, managers are generally satisfied with how their company is operating; a development or growth strategy. Expressing the desire of the company to increase sales and profits. They develop measures that contribute to increasing profitability, as well as production, return on funds and other indicators that indicate an increase in production efficiency [1, c. 203].

Within the framework of these strategies, along with the main strategy, various strategic alternative solutions can be implemented.

Survival strategies offer alternatives such as organizational, as well as economic and social rehabilitation in the form of economic recovery.

Stabilization strategies in the form of limited growth are offered alternatives in the form of cost savings. Measures are being taken to adapt production and economic activities to the external environment. Work is being carried out to help preserve scientific, technical, and human resources potential.

Alternatives to development or growth strategies have been proposed in the form of diversification and intensification. At the same time, market conditions are taken into account. It should be noted that the group of strategic alternatives belongs not only to the only basic strategy that they replace. Alternative strategies quite often appear in combination or overlap.

Appropriate activities or procedures should be planned for each type of strategic plan replacement. They make calculations to determine the necessary costs for this. They also determine the expected economic consequences.

Organizational measures in the form of rehabilitation include such measures as:

- optimization of the organizational structure of the organization's management. To do this, the number is optimized in the form of staff rotation. They bring the number of employees in line with the standards of manageability. Eliminate duplicate management functions. Reduce the costs that are directed to the control processes;
- implementation of the re-registration of the enterprise in case there is a replacement of the organizational and legal form of the enterprise;
- the participation of an enterprise, for example, as part of a cartel, holding company.

If such a procedure as economic and financial rehabilitation is used, then such measures are carried out as:

-putting in order according to the repayment dates of accounts receivable and accounts payable;

They sell property that is in warehouses and is not used. Is it illiquid property or stale reserves;

activities that help to restore the working capital of the enterprise and increase the efficiency of their use.

In the case of marketing rehabilitation:

- conduct market research. According to the results of the study, the possibilities of increasing the share of sales in those markets where the sale of products is deployed are determined. They are looking for new markets or new "niches";

Reorganize marketing services. They activate their activities. They develop a marketing strategy for the company. They draw up a plan of priority actions. The main activities are associated with the restoration of the enterprise in a crisis economy. They resume the production and financial activities of the enterprise.

It is necessary to carry out actions of a strategic nature. They contribute to the adaptation of the entire economic activity of the enterprise in relation to the external environment, which in itself is already a strategic alternative. This increases the effectiveness of relations and mutual penetration of business processes into the external environment. [2].

These strategic alternatives are closely linked to the overall content of science, technology and human resources, which is important for the implementation of a strategy to protect growth in the implementation of enterprises in uncertain conditions and the growth of commercial activity.

The strategic plan, as an alternative, is aimed at maintaining the established image of the enterprise. On the one hand, it retains the previous position in the market and reduces social tension in the preferred internal environment. On the other hand, in fact, all strategic plans of an alternative type are functional strategies that develop a large number of enterprise services. They can be grouped in the following directions, Figure 1.

Marketing strategies are the leading ones. If the market has changed appropriately, this is due to the strategic relationships of all other functional

strategies. For companies that have difficulty paying off obligations due to insolvency, the survival strategy provides for the following main stages:

restructuring of the company's property complex. The goal is to reduce production costs, which will reduce the burden on profits;

□ identification of possible strategic business areas after marketing research is carried out;

attracting partners who are willing to make investments in the development of production;

Organization of strategic business centers after the production complex is restructured. At the same time, the interests of the partners are taken into account;

To finance business lines, they are searching for sources from which financing will be carried out.

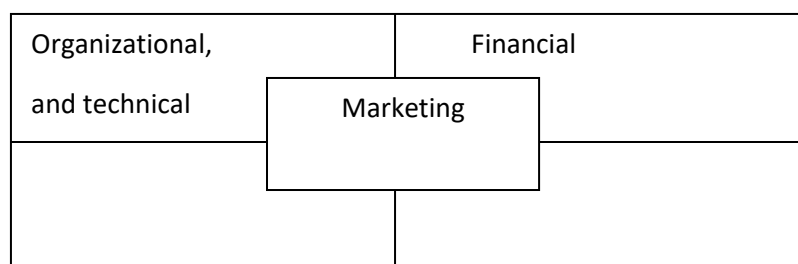


Figure 1 - Functional strategies of the enterprise

Note – compiled by the author based on the source [3]

After drawing up the weaknesses and advantages of the organization, as well as threats and opportunities, establish links between them. To establish these relationships, a SWOT analysis matrix is compiled [3, c. 218-228].

The SWOT matrix is used to determine the "strength" and "weakness" of KLS LLP "weakness", as well as threats and opportunities. In the quadrants, which are formed at the intersection of strengths and weaknesses, opportunities and threats, measures are recorded that are aimed at reducing or eliminating negative consequences. The stages that can ensure the successful implementation of opportunities of a favorable nature are outlined, the figure of the application B [4, c. 113].

Due to the above-mentioned factors, the company's mission can be expressed as follows: the company strives to actively work in the consumer goods market. The abilities of managers and performers determine market positions and facilitate the establishment of contacts with business partners. A good reputation is being formed among customers. This obliges companies to engage in fruitful and effective work. The organization has achieved several goals in its activities:

The company 's income is sufficient for self - financing;

-The company 's staff has sufficient qualifications;

-arious types of activities generate income;

Measures have been taken to develop activities in the field of carpentry.

The company is designed to actively work in the consumer goods market. The excellent competence of the organization's managers and performers determines its

place in the market, established relationships with business partners, and a good reputation among customers oblige the company to fruitful work. In LLP, materials for the carpentry shop are not purchased in advance. After contacting a potential customer, a calculation is made and a sketch of the product is approved. Only after that, the purchase of missing parts and materials is made. A lot of materials are available in stock. These are the samples that are used in the work of the carpentry shop. These are also components and accessories. Customers can choose from a stack, mirrors and lighting fixtures. That is, there is a wide selection of samples available. If an individual order is required, then a supply agreement is concluded with established suppliers. All samples are displayed in the warehouse in a special designated place. These are the main materials and components. The development plan provides for the purchase of a new generation machine. It is designed to produce veneered MDF facades. In 2024, it is planned to purchase a machine with which it will be possible to produce MDF film facades.

This will require the allocation of production space in the carpentry shop and the admission or training of workers. They will be specialized to work on these machines, which belong to the equipment of the new generation of such machines. Manufactured products are subject to quality control. The responsibility in full is borne by the head of the department head. On-site assembly is also carried out by the manufacturer. The customer carries out the acceptance according to the act. The manufacturer is responsible for warranty service for a year. It fixes all the problems that occur after the assembly of the product for free. After all the wishes are satisfied and the legal requirements are eliminated, the work is considered completed and accepted. The development plan requires the admission of three workers. This is reflected in the previous calculations. These workers will work on machines for the production of veneered MDF facades.

В 2022 году необходимо будет дополнительно принять таких рабочих, как кромщика и three drillers. In accordance with the plan for further development of the carpentry shop in 2023, it will be necessary to hire three more people to manufacture MDF film facades. This will bring the number of working staff to 97 people. Additionally, one master will be required. That is, the management staff will also increase. Remuneration is made from the products produced, that is, piece-by-piece premium. Management employees know their responsibilities, which are approved in job descriptions. The job descriptions also specify the conditions and indicators for which the bonus is awarded.

All activities of the LLP should be carried out in accordance with the planned strategic development plan of production. This will confirm the course for the growth of income and economic results. A redistribution of funds related to the application of the development strategy will be required. The budget will be reviewed.

Budget directions should provide systems that support the chosen strategy. This is a crucial factor in the strategy execution process. The resources required for this will be spent on paying for hired workers, new machines, and so on. At the same time, there will be a redistribution of resources. The redistribution of workers in

construction and repair industries will be carried out. Projects that do not generate income will be closed.

Thus, the recommended measures in the field of promoting the production development strategy of KLS LLP include:

- accumulation of financial resources that enhance market potential;
- providing customers with an expanded range of names of joinery and other types of products;
- further strengthening of the warranty service;
- measures of investment in the intensification of activities through labor productivity;
- Production cost reduction policy.

Thus, the strategic planning process is becoming more and more relevant for Kazakhstani enterprises. They have to compete fiercely. At the same time, a minimum of time is given to formal planning. It is noted at the same time that success is not ensured by strategic planning. However, factors that are significant for an organization can be created through formal or strategic planning. The planned development strategy must be implemented in KLS LLP. Otherwise, the LLP will give up its competitive position. The share of the occupied market will narrow. Eventually, the company will become illiquid and financially insolvent.

Literature

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