

орқали бозорни эгаллашга йўналтириш лозим.

Оқилона маркетинг стратегияси ҳар доим ҳам ўзгартирилмайди, балки маркетингли мақсадларга эришилганда қайта кўриб чиқирилиши мумкин. Бундан ташқари энг рақобатли, янги технологик ёки янги маҳсулотлар

пайдо бўлганда ўз стратегиягизни ўзгартиришга зарурат туғилиши мумкин.

Корхонанинг истиқболли маркетинг стратегияларини танлашда оптимал бўлган йўналишларни кам харажат орқали кўпроқ даромад олишга қаратилган фаолиятни амалга ошириш корхона олдидаги асосий вазифа бўлиб хизмат қилади.

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**KORXONALARDA STRATEGIK BOSHQARUV SAMARADORLIGINI BAHOLASH USULLARI**

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TATU, “Menejment va marketing”  
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**Аннотация.** Мақоллада зamonaviy iqtisodiyotda korxonalarining barqaror rivojlanishi uchun strategik menejmentning dolzarbligi haqida so‘z boradi. Strategik menejment samaradorligini baholashning turli usullari, jumladan balanslangan k o‘rsatkichlar tizimi va foyda-xarajat bahosi o‘rganiladi. Muallif o‘zgaruvchan tashqi muhitga moslashish va korxonalarining kelajakdagi o‘sish va rivojlanish imkoniyatlarini aniqlash uchun ushbu usullarni boshqaruv amaliyotiga integratsiya qilish muhimligini ta’kidlaydi.

**Калит so‘zlar:** strategiya, strategik boshqaruv, samaradorlik, muvozanatli ko‘rsatkichlar kartalari, biznes jarayonlari.

## МЕТОДЫ ОЦЕНКИ ЭФФЕКТИВНОСТИ СТРАТЕГИЧЕСКОГО УПРАВЛЕНИЯ НА ПРЕДПРИЯТИЯХ

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**Аннотация.** Статья затрагивает актуальность стратегического управления для устойчивого развития предприятий в современной экономике. Исследуются различные методы оценки эффективности стратегического управления, включая сбалансированную систему показателей и оценку соотношения результатов и затрат. Автор подчеркивает важность интеграции этих методов в управленческую практику для адаптации к меняющейся внешней среде и для определения потенциала будущего роста и развития предприятий.

**Ключевые слова:** стратегия, стратегическое управление, эффективность, сбалансированные показатели, бизнес процессы.

## METHODS FOR ASSESSING THE EFFECTIVENESS OF STRATEGIC MANAGEMENT AT ENTERPRISES

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**Annotation.** The article touches on the relevance of strategic management for the sustainable development of enterprises in the modern economy. Various methods for assessing the effectiveness of strategic management are explored, including the balanced scorecard and cost-benefit assessment. The author emphasizes the importance of integrating these methods into management practice to adapt to a changing external environment and to determine the potential for future growth and development of enterprises.

**Key words:** strategy, strategic management, efficiency, balanced scorecards, business processes.

**Introduction.** In today's dynamically changing business environment, strategic management is gaining particular relevance as a key tool for achieving sustainable development and competitive advantage of enterprises. The effectiveness of strategic management at enterprises is determined by the ability not only to develop, but also to adequately evaluate the implementation of strategies. Assessing the effectiveness of strategic management is a complex process that includes an analysis of various aspects of the organization's activities and external factors influencing it.

The purpose of this article is to highlight various methods for assessing the effectiveness of strategic management, their features and applicability in the context of modern enterprises. We will consider both classical approaches and modern innovative methods, paying attention to their advantages, limitations and conditions under which each of them can be most effectively applied. From the balanced scorecard to assessing the relationship between results and costs, from the approaches of Campbell, Stonehouse and Houston to the Vikhansky assessment method - these methods represent different angles of

view on the assessment of strategic management, each of which can offer unique insights for improving the effectiveness of management decisions in the enterprise.

The introduction of these methods into enterprise management practice allows not only to evaluate current results, but also to adapt to changes in the external environment, as well as determine the potential for future growth and development. The effectiveness of strategic management, thus, becomes a key factor determining the long-term success and sustainability of enterprises in the modern economy.

**Literature review.** Michael Porter studied competitive strategies and developed the Five Forces Model, which analyzes industry competition. The key takeaway is that understanding these forces helps companies develop more effective strategies to achieve competitive advantage. [1] Ansoff Igor in his book "Corporate Strategy" Ansoff developed a growth matrix that helps companies determine their strategic course by combining products and markets. This matrix has become one of the main tools for strategic planning. [2] Henry Mintzberg conducted research on the development and implementation of strate-

gies in organizations. He proposed the concept of ten schools of strategic management and emphasized the diversity of strategic processes. [3] The writings of Kim W. Chan and Rene Mauborgnat on Blue Ocean Strategy focus on creating new markets and avoiding competition. They argue that success is achieved by opening new markets or "blue oceans." [4] Robert S. Kaplan and David P. Norton developed the Balanced Scorecard (Scorecard), which allows companies to evaluate their performance not only from a financial point of view, but also from the point of view of customers, internal processes and training. [5] Jay Barney examined strategic management in the context of resource and competency theory. He proposed that a company's unique resources and capabilities are the key to its competitive advantage. [6] Stakeholder theory originated with the publication of R. Freeman, "Strategic Management: The Stakeholder Concept". In this work, Freeman coined the term "stakeholder" and developed a new model of the enterprise. He proposed to consider the company, its external and internal environment as a set of groups interested in the company's activities, whose interests and requirements should be taken into account and satisfied by the company's management as its official representatives. [7] Charles O'Reilly and Michael Tushman have also studied strategic management. Their research focuses on organizational adaptability and innovation, describing how companies can adapt and thrive in the face of rapid change. [8]

**Research methodology.** The research methodology of this article includes a comprehensive analysis of existing methods for assessing the effectiveness of strategic management at enterprises. Based on a literature review of the theoretical foundations of strategic management, including classical and modern approaches. The study covers the balanced scorecard, cost-benefit assessment, and analysis of the achievement of strategic goals. Evaluation approaches vary depending on cost-effectiveness, degree of achievement of objectives and compliance with strategic criteria.

**Analysis and results.** The success of a strategy depends on various factors, including the company's established goals, their alignment with the mission, and the degree of support from the implementers. These aspects influence the effectiveness of the implementation of the strategic plan and the company's ability to confidently act in the event of deviation from its main goals.

The Balanced Scorecard (BSC), created by David Norton and Robert Kaplan, stands out as a

key tool in this category. Its advantage lies in the ability to transform the company's development strategy into specific quantitative indicators. This system is implemented through specially selected indicators that cover all important elements of strategic development. [9]

Dmitrieva D.M. identifies 3 main approaches to assessing the effectiveness of strategies: [10]

- assessment of efficiency depending on the economic efficiency of the enterprise;
- evaluation of effectiveness depending on the degree of achievement of the goal;
- assessment of effectiveness depending on the criteria for evaluating the strategy.

Efficiency assessment depending on the economic efficiency of the enterprise.

The balanced scorecard transforms the company's strategic development into four key areas of activity - finance, customer base, operational processes and human resources management. In doing so, it considers the organization's financial strategy, the value of products and services provided to customers, the efficiency of internal operations, and innovation and educational initiatives.

Based on this, the authors proposed the following criteria for assessing effectiveness:

1. Increasing sales in a certain market segment;
2. The share of income attributable to sales of new products;
3. Reducing costs while increasing productivity;
4. Revenue growth and diversification of business areas;
5. Improved ROI;
6. Increasing the added value of products.

The second key element is the organization's internal business processes. This part identifies key activities that are particularly significant to shareholders and customers. Goals and metrics for these processes are developed after the first two aspects are defined. This allows the company to tailor its processes to meet customer needs and shareholder goals. The main criterion for evaluation is the return on investment in research and development (R&D), measured by the ratio of operating profit to development costs. This indicator demonstrates that the main task of R&D is to create equipment with the greatest market potential and high profitability. It can be used both to evaluate an entire range of products, and for each product separately. An additional indicator is the share of sales of new products in total sales.

The final element in the balanced scorecard is the aspect related to personnel, in particular their training and professional development. Key performance indicators in this area include:

- Level of employee satisfaction;
- Skills and qualifications of employees;
- Efficiency and speed of access to information;
- Ability to take initiative and innovation, etc.

Consequently, the balanced scorecard ensures the transformation of the company's development strategy into specific quantitative metrics, allowing performance to be assessed based on these indicators. This gives the enterprise management the opportunity to make informed management decisions to achieve strategic goals.

An alternative method for assessing the effectiveness of strategic development is to analyze the relationship between the results achieved and the costs incurred. This approach includes forecasting the benefits of implementing a development strategy and estimating its total costs. The effectiveness of a development strategy in this case is measured as the ratio of the results achieved to the costs of its implementation. The results of a strategy can be considered financial income received as a result of its application, for example, through entering new market segments or expanding the geography of the market. The costs of implementing the strategy, in turn, include the amount of investment made to implement the planned initiatives.

Evaluating effectiveness depending on the degree of goal achievement.

The leading method in this category is the approach developed by D. Campbell, J. Stonehouse and B. Houston. They have put forward a number of criteria for evaluating strategic choices, including: the criterion of suitability, the criterion of technical and economic feasibility, the criterion of acceptability to stakeholders, and the criterion of creation of competitive advantage[11].

This approach combines several theories and methodological elements of management, including the theory of interested parties (stakeholders) in the context of strategic management, methods of economic justification of investments within the framework of strategic planning, as well as a systematic approach to matching the development strategy with the goals of the organization. This set of criteria for evaluating strategic choices is most suitable for large companies

with a developed strategy department structure due to its complexity in application.

Evaluating effectiveness depending on criteria, evaluating strategy.

This assessment method is relatively easy to use. It evaluates the achievement of the goals laid down in the development strategy by comparing the target indicators of the strategy with the actual results achieved. For this approach to be effective, the strategy's focus areas must be limited in number and clearly articulated to be understood and measured. O.S. Vikhansky proposes to evaluate the effectiveness of a strategy through its compliance with various criteria: "The assessment of the chosen strategy is carried out through an analysis of the accuracy and completeness of taking into account the key factors influencing its implementation when choosing a strategy. The entire strategy assessment process is aimed at answering the question: will the implementation of the chosen strategy lead the company to achieve its goals, which is the main assessment criterion. If the strategy corresponds to the company's goals, then its further assessment is carried out on such aspects as compliance of the strategy with the conditions and requirements of the external environment, as well as compliance of the strategy with the capabilities and potential of the company itself"[12].

Based on the research, the author identified the main factors of the effectiveness of strategic management:

1. Factors associated with the balanced scorecard:

- the quality and relevance of established goals in the areas of finance, customer base, business processes and human resources.
- ability to translate strategic goals into specific and measurable metrics.
- the level of integration and coherence between various aspects of the company's activities.

2. Factors associated with assessing the cost-benefit ratio:

- accuracy and feasibility of strategy outcome forecasts.
- efficiency of management and control of costs for strategy implementation.
- the ability to achieve high results at optimal costs.

3. Factors associated with the Campbell, Stonehouse and Houston approach:

- the degree to which the strategy meets the needs and interests of stakeholders.
- feasibility study of strategic decisions.

- ability to create and maintain competitive advantage.

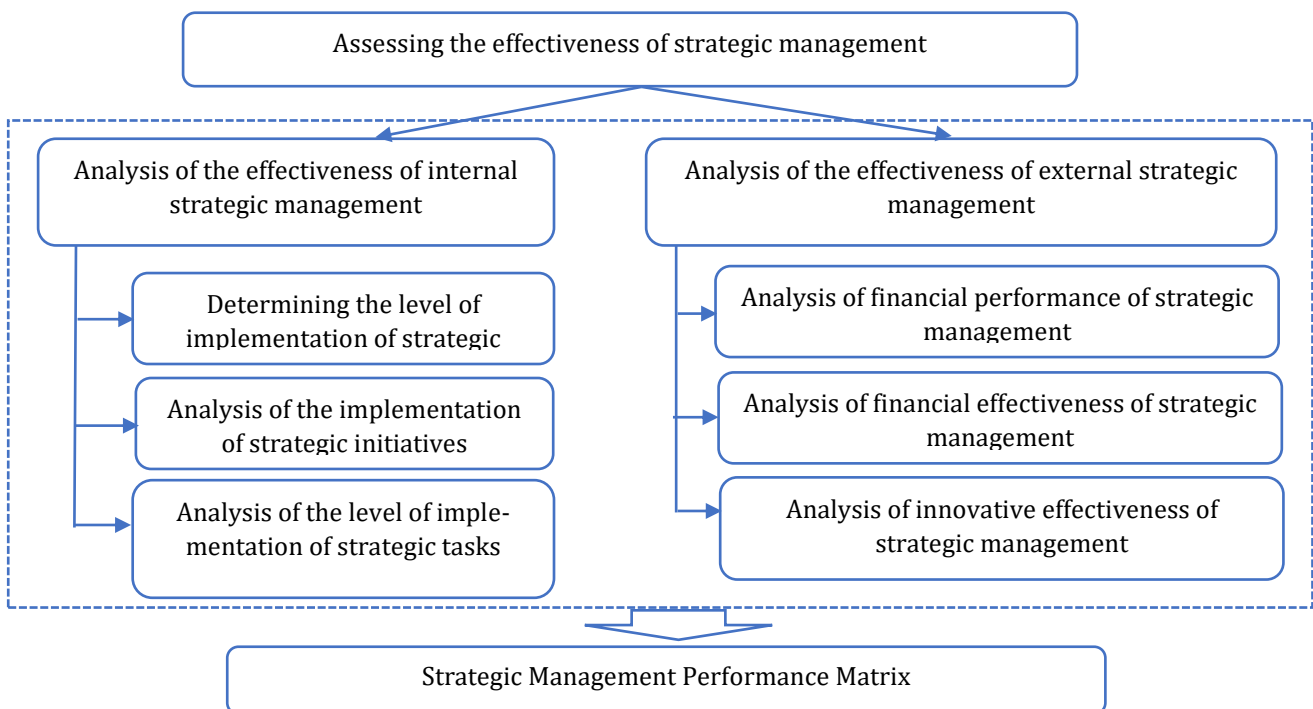
4. Factors associated with the simple Vikhansky assessment method:

- clarity and unambiguity in the formulation of strategic goals and directions.
- ability to effectively compare achieved results with set goals.
- adequacy and realism of taking into account external and internal conditions when choosing a strategy.

Factors influencing strategic management determine the context in which performance measurement techniques are applied. For example, the quality of leadership directly affects the ability to implement a strategy and, therefore, its

effectiveness. A strong corporate culture and employee engagement can contribute to the successful implementation of strategic initiatives, which will positively impact assessment results. Information systems provide data for monitoring and measurement, which is the basis for most evaluation methods. Thus, the relationship between strategic management factors and evaluation methods lies in their joint impact on the organization's ability to achieve its strategic goals.

These factors play an important role in the process of assessing the effectiveness of an enterprise development strategy, providing an integrated approach to analyzing its implementation and results.



**Fig. 1. Directions for determining the effectiveness of strategic management**

*Developed by the author*

After completing the process of developing strategic management, a matrix is formed that evaluates its effectiveness. It is important that the assessment quantifies all the results achieved. It must be understandable and at the same time cover all aspects of the results and costs associated with the implementation of a strategic management system.

**Conclusions and offers.** The article discusses key methods for assessing strategic management, each of which has its own unique features and areas of application. Based on the analysis of various approaches, the following conclusions can be drawn:

**Multidimensional Balanced Scorecard:** This approach has proven effective in translating a company's strategic goals into concrete measures across four key dimensions: finance, customers, internal processes and people. It emphasizes the importance of balancing the various aspects of a company's activities, promoting an integrated approach to management.

**Effectiveness of cost-benefit assessment:** This method emphasizes the importance of analyzing the financial effectiveness of strategic decisions. It is particularly useful for assessing the specific financial performance of a strategy in the context of the resources expended, allowing



informed conclusions to be drawn about the return on investment.

Cambell, Stonehouse and Houston approach and its focus: This approach is distinguished by its focus on meeting stakeholder needs, feasibility and creating competitive advantage. It emphasizes the importance of strategic fit and acceptability in decision making.

Simplicity and clarity of the Vikhansky assessment method: This method emphasizes the importance of clarity and specificity in the formulation of strategic goals and directions, as well as the importance of their relevance to the

real conditions and capabilities of the company. It offers a direct approach to evaluating strategic initiatives, focusing on achieving the organization's ultimate goals.

In general, the effectiveness of strategic management depends on the choice of an appropriate assessment method, which must correspond to the specifics of the company, its strategic goals and the context in which it operates. An integrated approach that combines elements of different methods may be most effective in a rapidly changing business environment.

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