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KICHIK BIZNES VA TADBIRKORLIK SUB'EKTLARIDA BIZNES JARAYONLARINI TO'G'RI BAHOLASH VA TASHKIL ETISHNING USLUBIY VA RAQAMLI ASOSLARI

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Annotatsiya. Maqolada o'rganilayotgan ilmiy materiallar asosida biznes jarayonlarini tashkil etishning metodologik asoslari ko'rib chiqiladi, ular hozirgi kunda biznesda qo'llaniladigan strategiyalar to'g'risida ma'lumot beradi. Sifat va miqdoriy jihatdan tahlil qilinadi. To'g'ri o'tkazilgan metodologik tahlil natijasida to'siqlarni bartaraf etish, korxonadagi jarayonlarni samarali tashkil etish va ularga sub'yektiv baho berish, ularni takomillashtirish tartibini aniqlash imkoniyati paydo bo'ladi. Bundan tashqari, ushbu maqola raqamli texnologiyalar va boshqaruvning yangi usullarini qo'llash biznesga qanday yordam berishiga bag'ishlangan. Bularning barchasi bugungi shiddatli raqobat sharoitida tadbirkorlar uchun muvaffaqiyat omili bo'lib xizmat qilmoqda.

Kalit so'zlar: tadbirkorlik sub'yektlari, biznes jarayonlari, tadbirkorlik, raqamlashtirish, sifat tahlili, miqdoriy tahlil, iste'molchi xulq-atvori, raqobatbardoshlik, asosiy ko'rsatkichlar, baholash, raqamli transformatsiya.

МЕТОДОЛОГИЧЕСКИЕ И ЧИСЛЕННЫЕ ОСНОВЫ ПРАВИЛЬНОЙ ОЦЕНКИ И ОРГАНИЗАЦИИ БИЗНЕС-ПРОЦЕССОВ В СУБЪЕКТАХ МАЛОГО БИЗНЕСА И ПРЕДПРИНИМАТЕЛЬСТВА

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Аннотация. В статье на основе изученного научного материала рассмотрены методологические основы организации бизнес-процессов, представлена информация о стратегиях, используемых при организации бизнес-процессов, и о том, как они могут быть анализированы качественно и количественно. В результате правильного методологического анализа появится возможность устранить узкие места, эффективно организовать процессы на предприятии и дать им субъективную оценку, определить порядок их совершенствования. Кроме того, в этой статье рассказывается, как использование цифровых технологий и новых методов управления помогает бизнесу. Все это служит фактором успеха предпринимателей в современной жесткой конкуренции.

Ключевые слова: субъекты хозяйствования, бизнес-процессы, предпринимательство, цифровизация, качественный анализ, количественный анализ, поведение потребителей, конкурентоспособность, конкуренция, ключевые цифры, оценка, организация, цифровая трансформация.

METHODOLOGICAL AND NUMERICAL BASES OF CORRECT ASSESSMENT AND ORGANIZATION OF BUSINESS PROCESSES IN SMALL BUSINESSES AND ENTREPRENEURIAL ENTITIES

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Abstract. The article considers the methodological foundations of the organization of business processes, based on the scientific materials studied, it provides information about the strategies used in the organization of business processes and how they can be analyzed qualitatively and quantitatively. As a result of the correct methodological analysis, there will be an opportunity to eliminate bottlenecks, effectively organize processes in the enterprise and give them a subjective assessment, to determine the order of their improvement. Additionally, this article subjoins that using digital technologies and new management methods how helps to business. All this serves as a success factor for entrepreneurs in today's fierce competition.

Key words: business entities, business processes, entrepreneurship, digitalization, qualitative analysis, quantitative analysis, consumer behavior, competitiveness, competition, key figures, evaluation, organization, digital transformation.

Introduction. The uniqueness of the goals of the enterprise, the variety of activities and the fact that the main goal is to make a profit require the introduction of certain quantitative indicators, with the help of which it is possible to monitor and evaluate the efficiency of the business. Qualitative and quantitative approaches to the analysis of the object of study form the basis of all existing scientific views on the selection of indicators for evaluating the business processes of enterprises and organizations.

At the current phase of development of the world industry, main attention is paid to scientific research on improving market mechanisms and methodological fundamentals of business processes for the effective development of industries and sectors of the national economy.

Moreover, improving business sustainability is becoming main goal both for businessmen and also for governments. Due to this using IoT helps to entrepreneurs to win competition and make more profit.

Materials and Methods. This article uses data from the State Statistics Committee of the Republic of Uzbekistan and internet sites. The statistics collected were analyzed using a comparison method as well as in the econometric analysis section of the article.

The most common scientific approach to the classification and differentiation of process evaluation indicators is the approach proposed by V.V. Repin and V.G. Yelifirov [10], based on the division of process analysis into quality and quantity. In their scientific work, the authors have also shown what qualitative and quantitative analysis consists of.

S.M. Kovalev and V. M. Kovalev [4] expressed their opinion about the important factors of business success in their scientific studies.

Ideas about the efficiency of the process in terms of cost, time and quality were explained by L. A. Kozeroed [5] in his scientific work called "The method of evaluating the economic efficiency of the business processes of the enterprise".

K. K. Chuprov [13] developed an express method of assessing business processes: structural modeling, object-oriented modeling, models of process cost analysis.

The adaptation of enterprises to external conditions and high competition requires digital transformation. In the book by A. Prokhorov and L. Konik, said to digital transformation, technologies that companies can use are considered. There are four factors to be changed: strategy, technology, people, processes [14]. The authors do not only highlight the factors, but also consider them in dynamics by maturity levels: initial, managed and optimized transformation.

Results. Currently, the number of small business entities in the Republic of Uzbekistan is increasing year by year, for example, their number was 189,867 in 2014, 262,930 in 2019, and 523,556 in 2023 (see Fig.1) [15]. This certainly means that the economy is constantly growing, but on the other hand, it is increasing competition and requires new approaches and more knowledge from entrepreneurs in organizing and managing their businesses. In order to succeed in the competition, it is necessary to analyze business performance using qualitative and quantitative indicators.

Quantitative indicators of business process evaluation are grouped according to:

- rates of costs and cost factors for each selected process (ABC analysis method);
- in terms of strategic plans, training and development of employees, business process perspectives, customer perspectives, financial perspectives (Balanced Scorecard, BSC);
- the possibility of conducting a real experiment within the framework of a complex system (simulation modeling);

- indicators of complexity, processability, controllability, resource intensity, controllability (an express method of evaluating business processes);

- important factors of organizational success;
- process efficiency in terms of cost, time and quality. (see Fig. 2)

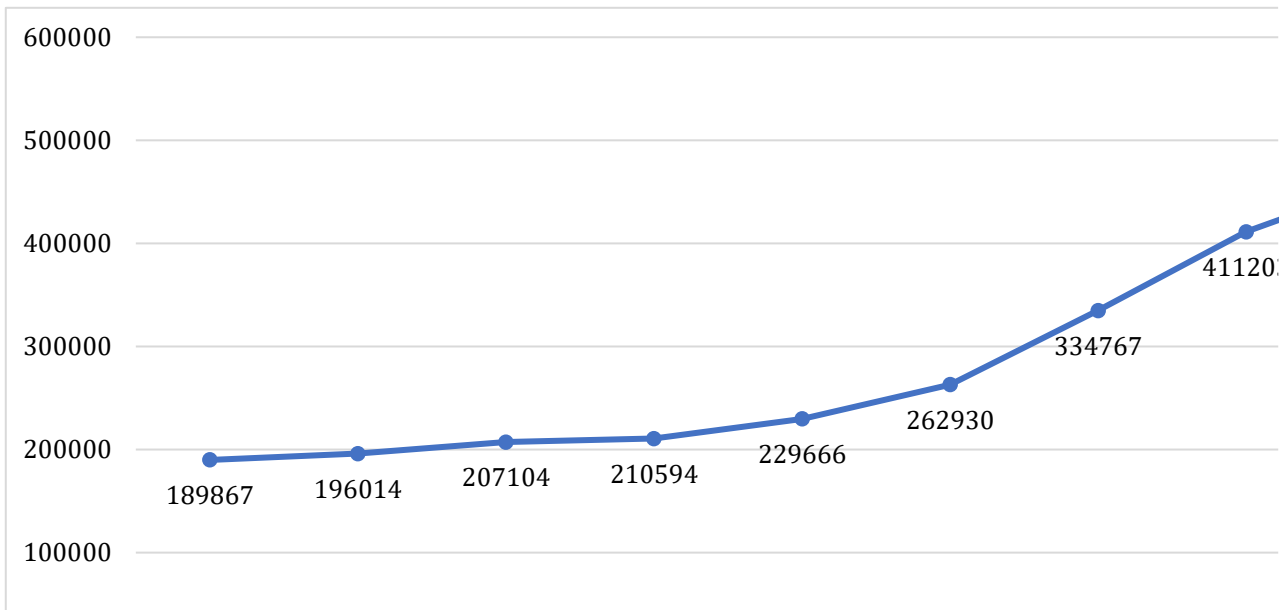


Fig. 1. Number of operating small businesses in Uzbekistan (between 2014 and 2023)

Source: author's development based on the information of the State Statistics Committee.

The monitoring of existing approaches to the assessment of business processes shows that the qualitative analysis allows to obtain information about the characteristics of the process, problem areas, obstacles, the presence of unnecessary or omitted functions of the processes. Qualitative analysis is a clearly structured characterization of a business process and is an important basis for further quantitative analysis.

On the other hand, quantitative analysis allows obtaining numerical values describing the progress of the business process, determining its status in terms of technical requirements and quality indicators. Quantitative analysis makes it possible to measure the level of efficiency of a business process, calculate profitability and determine its time characteristics. Based on the results of quantitative analysis, it is possible to set standards, adjust strategic goals and predict the further development of the organization.

Regarding the indicators used in the quantitative analysis of the process, there are three groups of indicators:

- indicators of the business process - digital values describing the progress of the process and financial, time, resource, labor costs;

- product (service) indicators - numerical values describing the product (service) as a result of the process. For example, the absolute volume of services, the compliance of the volume of services with the ordered or required volume, the number of errors in the provision of services, the compliance of the range of services with the required services;

- process customer satisfaction indicators - numerical values describing the level of customer satisfaction with the process result. However, it is important to distinguish between internal or external customer satisfaction with the outcome of the process and final customer satisfaction with the product or service.

According to K.N. Makarova and A.V.Shchenyatsky, the indicators describing the business process can be shown as follows (Table 1) [6].

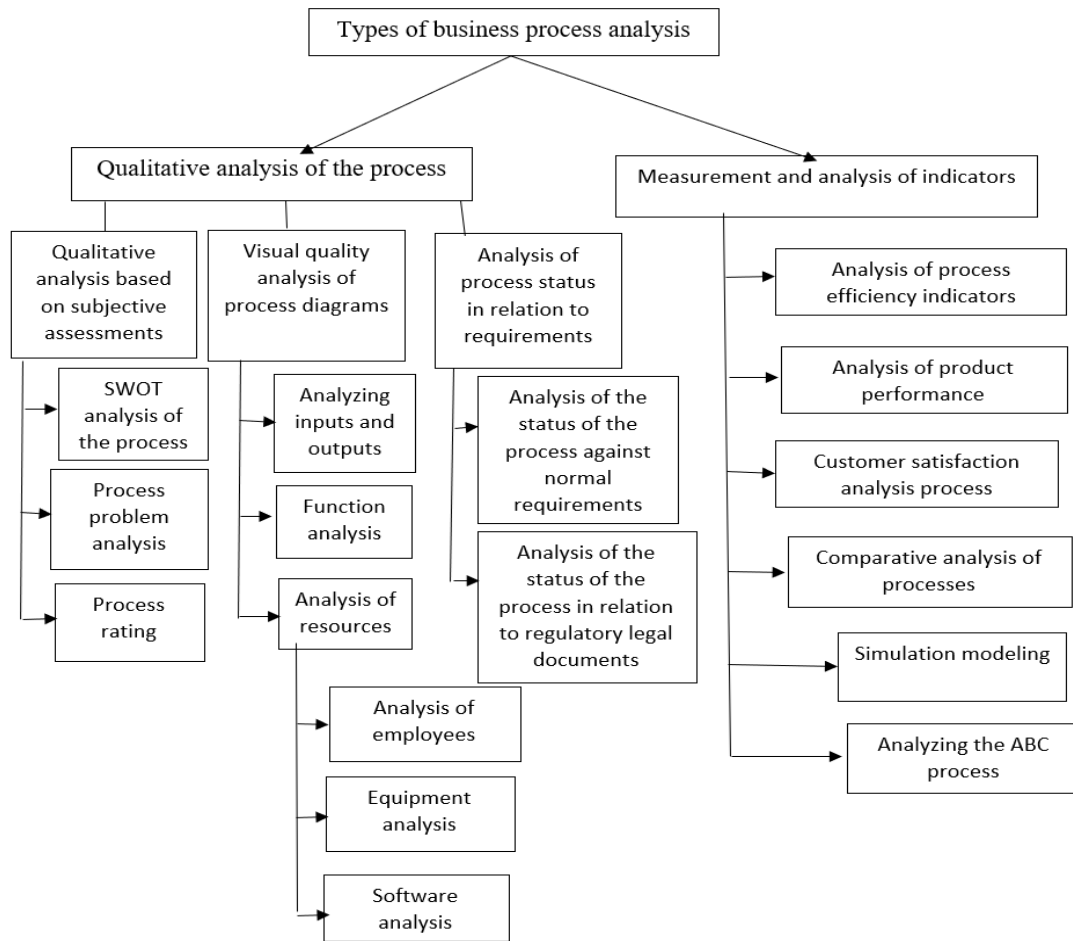


Fig. 2. Types of business process analysis[5]

Indicators can be divided into two sections depending on the type of business, for example, you can add a marketing section to the indicators above. Based on the state of their business,

entrepreneurs need to determine which of these metrics are most important, and then plan their business processes accordingly.

Table 1

Types of indicators of business processes[6]

Types of indicators	Examples of indicators by type
Financial indicators	Cost of business process; Costs for raw materials and materials; Labor costs for performers; Depreciation; Costs for heat and energy carriers; Communication and information costs
Technical indicators	The number of business process functions performed in workplaces; Number of employees, including managers and specialists;
Temporary indicators	In general, the average execution time of the process; Average downtime; The average time it takes to perform individual functions of business processes.

There are several important aspects that should be taken into account when evaluating the integrity of the indicators, such as training and development of the working personnel, prospects for improving internal business processes, the level of future satisfaction of customers' wishes, and the future financial status of the company.

But the use of important aspects needs to be adapted to the conditions of a particular enterprise. According to K.G. Skripkin, industry and cultural differences will not allow the introduce-

tion of such a system of indicators by directly transferring the successful experience of another enterprise. For the successful functioning of the aspects, the company will have to allocate significant funds for marketing research to obtain the information that is necessary to assess the prospects of customers. Significant efforts and costs will also be required by the analytical studies necessary to develop indicators for the prospects for training and development of personnel and the prospects for internal business processes.

Discussion. To select priority business processes, evaluate indicators such as their importance, problematic nature, the possibility and cost of making changes. According to these criteria, it is necessary to analyze the critical success factors that follow from the mission of the company after its decomposition into strategic goals. Based on the Pareto principle, scientists have chosen eight strategic goals from a variety of strategic goals, which act as critical success factors (CSFs). The criterion of the importance of a business process characterizes the weight of its contribution to the achievement of the company's strategic goals.

The importance of a business process is proposed to be determined using a matrix of comparison of CSFs and business processes. The quantitative assessment of the importance of business processes is calculated as the sum of CSFs that affect the business process, and is in the range from 1 to 8.

Thus, the analysis of business process indicators is an indispensable tool for monitoring

the achievement of the organization's goals, comparison with regulations, standards and achievements of competitors, for monitoring customer satisfaction.

Summary. In conclusion, it can be said that as the number of small businesses and private entrepreneurs increases, so does the competition, and entrepreneurs need to constantly improve their business processes, and for this they must first determine what their business is focused on and evaluate their business processes accordingly. In doing so, they will have to use a rating system from 1-8 and focus more on the business performance that has a higher level, as well as the appropriateness that takes into account the various changes that have occurred in the future. Entrepreneurs will need to learn how to properly evaluate each of their business processes, as the impact of each business process on the overall business is different, and therefore, by properly evaluating each process it is appropriate to give them coefficients and control them accordingly.

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