

## APPLICATION OF THE SYSTEM OF BALANCED INDICATORS IN ASSESSING THE STATE OF SUSTAINABLE DEVELOPMENT OF THE TEXTILE ENTERPRISE

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**Annotation:** *This article examines the importance of using a system of standardized indicators in assessing the state of sustainable development of textile industry enterprises and planning their prospects.*

**Key words:** *Industrial enterprise, stability, sustainable development, system, system of balanced indicators.*

### INTRODUCTION

The role of the textile industry in increasing the export potential of the Republic of Uzbekistan is incomparable. The government of the Republic pays serious attention to the further development of this industry, the economic policy, implementation of structural changes in the production of the industry, ensuring the freedom of product manufacturers, introducing various forms of ownership and material and technical support between the economy, organizations and enterprises, financial and economic great attention is paid to improving mutual relations. In Uzbekistan, the need to increase the volume of production of high-added-value export ready products based on deep processing of cotton raw materials is increasing. Therefore, in the development strategy of the new Uzbekistan for the period of 2022-2026, the important tasks of «doubling the volume of production of textile industry products» have been defined [1]. The successful implementation of such huge tasks requires the development of concrete measures to ensure the more rational use of unused internal potentials based on the improvement of business processes in the sustainable development of textile enterprises, which are one of the leading sectors of the economy of our republic. In this respect, the use of a system of balanced indicators is of great importance in ensuring the sustainable development of textile enterprises.

**ANALYSIS OF LITERATURE ON THE SUBJECT.** The category of «sustainability» has been closely studied for several centuries. This category was first used in economics in the second half of the 19th century - the first quarter of the 20th century, during the period of rapid development of capitalist relations in Western Europe. The theory of «stability of small farming» was formed. According to this theory, the small economy was superior to the large economy. With the transition to mechanized production, the theory of «Stability of small farms» was replaced by the theory of «Stability of family farms». Sustainability is established in international documents (for example, «Rio Declaration on Environment and Development» [2], «Agenda for the 21st century» [3], as well as the adoption of certain issues of global importance based on conventions and multilateral agreements) and within acceptance refers to the ability of the system to continue to function at the standard level.

The main tool for increasing business activity in a sewing and knitting enterprise is a balanced indicator system (BSC), which includes the target parameters of the main growth drivers balanced against each other according to the main strategic perspective.

This management system was developed by Harvard University Business School professor Robert Kaplan and American management consultant David Norton in the early 90s [4].

Isaev R.A. in the process of studying the issues of improving the organizational and management mechanisms of the implementation of an integrated complex systematic strategy in the textile industry enterprises, the issue of the effectiveness of the application of the balanced indicator system was studied [5].

The research methodology. The methodology of scientific research is the dialectic method, and statistical, selective observation, comparison, and expert evaluation methods were used in the research process.

Analysis and results. In the process of research, we propose to implement the system of balanced indicators in the practice of textile enterprises in the following stages:

Step 1. When forming a business idea, first of all, we define the mission of the textile enterprise. The mission of this textile enterprise is to win the trust of consumers in the long term by producing high-quality textile products.

Step 2. Based on this higher goal, by assessing the current situation of textile enterprises in setting their goals, its strengths and weaknesses, opportunities and threats were determined through SWOT analysis.

Step 3. Analysis of the competitive environment. Analysis of the competitive environment of this textile enterprise shows that its main competitors are the cotton-textile clusters operating in the region.

Step 4. Based on the results of the SWOT analysis and the analysis of the competitive environment, the development strategy of this textile enterprise was formed in the following variants according to the «Product-market» matrix of I. Ansoff and the «Five competitive forces» model of M. Porter: Concentric growth and «offensive» competitive strategy.

Step 5. At this stage, the preparatory work of the textile enterprise for the introduction of BKT was carried out.

Step 6. At this stage, BKT development activities were formed.

Step 7. The developed BKT was implemented in the textile enterprise in 2021.

Step 8. The results of BKT implementation were analyzed and proposals for its improvement were developed.

In the course of the research, proposals were made for continuous monitoring of key performance indicators (KPIs) in the application of VRM-technology based on BKT to increase the activity of textile enterprises, and the practical application of these proposals provides an opportunity to change the system of balanced indicators to increase management efficiency and determine development directions based on results.

Conclusions and suggestions. In general, we offer the following suggestions to ensure sustainable development of textile enterprises:

constantly updating the existing technological park, carrying out quality restoration works while increasing production activity;

to develop comprehensive measures for the further development of the industry to increase investment activity and ensure the introduction of foreign investments on a large scale;

in order to increase the activity of innovation, to develop innovative projects and to improve the methods of evaluating their effectiveness;

in order to accelerate organizational activity, adapt the structure of network management to market changes, constantly improve the qualifications of employees, and establish systematic training of qualified personnel;

in order to increase marketing activity, study the market situation on the basis of marketing research, find new promising market segments, develop effective marketing strategies and ensure their successful implementation;

formation of ecological culture among the employees of the enterprise in order to increase environmental activity, to prevent significant environmental pollution.

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