



PRINCIPLES OF ORGANIZATION OF BENCHMARKING SERVICE IN INDUSTRIAL ENTERPRISES

Zulayxo Uktamjonova

Assistant, Department of Management, Fergana Polytechnic Institute, Fergana, Uzbekistan

E-mail: zulayxoaminjonova@gmail.com

Article history:	Abstract:
Received: December 6 th 2022 Accepted: January 6 th 2023 Published: February 4 th 2023	The implementation of benchmarking principles in industrial enterprises is the basis for creating an effective and promising economic strategy of the enterprise's production capacity and provides the stages for the implementation of the concept of strong competitiveness of the enterprise over its future competitors.

Keywords: Industrial enterprises, strategy, management, benchmarking, competitiveness, comparison, enterprise, industry, management, economy.

INTRODUCTION

Compliance with the principles of benchmarking in industrial enterprises is the basis for creating an effective and efficient economic strategy of the enterprise and ensures a certain stage of implementation. Also, our president Shavkat Mirziyoyev said about enterprises: "The future of Uzbekistan is entrepreneurs. For five years we have tried to open all markets from a political point of view. Now you need to work on quality, competition, export. Your plans should be high, you need to search every day. The Export Promotion Agency under the Ministry of Investments and Foreign Trade will assist you in this, become an investor in the projects." [1] who appealed to businessmen.

Benchmarking is a process of comparison, design and implementation. This includes [8]:

- compare the enterprise and its divisions with the best enterprises, regardless of which industry or country they belong to;
- comparison of business processes, including production processes, with the best similar processes in other industries or in all sectors in order to achieve the highest value of the enterprise;
- comparison of products and services produced by the enterprise with its strong competitors;
- comparison of different types of equipment to choose the best equipment;
- implementation of selected best practices and practices,
- satisfying and exceeding customers and consumers.
- We can highlight the following features of benchmarking:
 - Reciprocity. Benchmarking is an activity based on mutual respect, agreement and information sharing, which provides a win-win situation for both parties.

– Analogy. Partners' operating processes should be similar. The success of the activity depends on the similarity of the processes and the establishment of criteria for the selection of benchmarking partners.

– Measurement. Benchmarking is a comparison of characteristics measured in several enterprises; the goal is to find out why there are performance differences and how to get the best value out of them. The most important thing is to identify the main characteristics of the process, which allows you to improve the characteristics based on the study of the process.

– Reliability. Benchmarking should be based on evidence, rigorous analysis and process learning, not just intuition.

LITERATURE REVIEW

In the organization of benchmarking services in industrial enterprises, the study of some theoretical and practical aspects of the development of textile industry clusters, deepening of market relations in the network, and improvement of management processes in cluster enterprises has a special place. In this regard, the monograph "Effectiveness of investments in the social sphere" by the economists of our republic, S.S.Gulomov [2], the doctoral dissertation "Marketing strategy in the development of export opportunities of the textile industry of the Republic of Uzbekistan" by M.R.Boltabayev [9], S.Sh. Yusupov [4] Dissertation titled "Strategies of development of enterprises of the textile industry of Uzbekistan in the conditions of strong competition", N.A. Yuldasheva [6] was reflected in the dissertation and scientific research written for the degree of Doctor of Philosophy in Economics.

RESEARCH METHODOLOGY

Induction and deduction, analysis and synthesis in the implementation of scientific research, such as



observation, structural analysis, statistical analysis, abstract-logical thinking methods were used. Foreign and national as the methodological basis of the article literature and articles of economists were analyzed.

ANALYSIS AND RESULTS

To simply define the benchmarking process as a set the following requirements can be set [6]:

- decide what to compare with;
- identification of divisions for comparative analysis;
- development of indicators that allow comparison;
- comparison to identify branches within the enterprise and external enterprises;
- collecting and analyzing benchmarking data;
- to determine the difference between the levels of subsystems of the selected enterprise and the level of the best similar subsystems;
- development of action plans, goals and measurement (evaluation) procedures;
- justification of the need for the comparison process.

There are almost as many types of benchmarking as there are many definitions of benchmarking. Below are the types of comparisons, depending on what exactly the company intends to compare with the 'standard'. According to the level of application, three types of benchmarking can be distinguished:

- structural benchmarking of infrastructure elements (finance, education, transport, etc.);
- network, in which different sectors of the economy are compared at the international level;
- comparison of individual enterprises, its purpose is to study the individual factors determining the nature of the enterprise's work, to identify its strengths and weaknesses.
- In terms of standard benchmarking research, we can distinguish the following:
 - internal comparison, which includes comparison of similar processes, products, services within a given enterprise. Advantages of this type include ease of information exchange;
 - external benchmarking involves looking for external companies that are known to be the best in their network. External benchmarking provides an opportunity to learn from those who are leading the way.
 - global (international) comparison is used in cases where the search for the object of comparison is carried out in other countries, because it is there that the best enterprises of the network operate, or if there

are no such enterprises in one's own country, this method is the most convenient.

According to the participants of the benchmarking process, four types of benchmarking can be distinguished:

- Competitive benchmarking involves comparing one's performance with that of competitors.
- Associative comparison - a comparison conducted by enterprises in a narrow comparison alliance.
- Cooperative comparison implies a comparative analysis of the main production functions in order to improve them. A distinctive feature of cooperative comparison is that it includes the enterprise under study (the "reference partner"). This type of benchmarking is beneficial not only for the best example enterprise, but also for its partner, as recognition as a benchmark increases the investment attractiveness of the enterprise.
- Benchmarking involves comparing a company with others through a consulting service. The consulting service can work completely independently by collecting and analyzing data without distracting people from the enterprise.
 - According to the objects of comparison, five types of comparison can be distinguished [12-19]:
 - Retrospective analysis of products for the purpose of comparison (reengineering) or comparison with a competitor's product.
 - Performance comparison is used when an enterprise views its activities in terms of the performance of its main products or services. In this case, the comparison object belongs to the same network.
 - Process benchmarking - the activity of measuring certain indicators of key processes and operations for comparison with enterprises that have the best experience in similar activities. The benchmarking process includes a mandatory comparison of technological maps, which allows for effective comparison and analysis. The advantage of this type is that it can be effective even in the short term.
 - Functional (general) comparison - a comparison that includes a comparison of a specific function of two or more enterprises, usually not belonging to the same industry and not directly competing. A prerequisite is the similarity of processes in enterprises. The advantage of this type is that the companies are more willing to share information, and there are significant differences in their work, so their experience is mutually beneficial. Among the disadvantages is the difficulty of identifying such an enterprise. However, this type can be the most effective because companies can willingly (without jeopardizing their



competitiveness) share innovations in technology and management.

– Strategic comparison, which is considered as a systematic process aimed at evaluating alternative options, implementing strategies and improving

performance characteristics based on the study of successful strategies of external partner enterprises.

Accordingly, with this in mind, we determine what are the common advantages and disadvantages of using benchmarking by different enterprises (Figure 1).

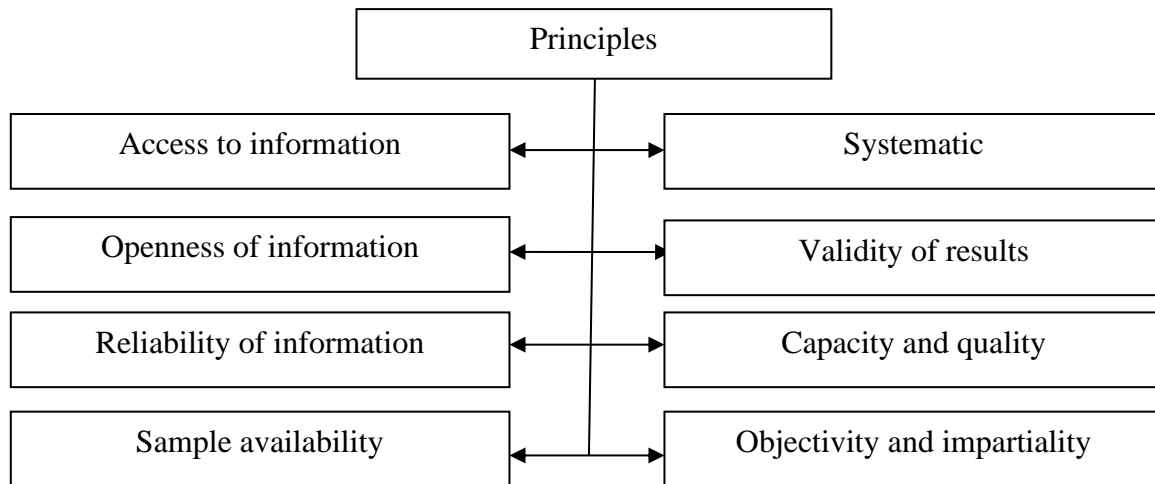


Figure 1. Principles of Benchmarking [7]

CONCLUSION

Benchmarking is a continuous process of identifying and evaluating the best in other businesses in order to apply the knowledge gained in the work of a particular enterprise or enterprise. At first, benchmarking was seen as simply buying competing products to compare them with the company's own products. This process (testing a competing product) is a small part of benchmarking. But then it turned out that benchmarking can be applied to almost anything.

Thus, summarizing all of the above, we can conclude that today benchmarking is an indispensable element of enterprise management. It is of particular importance in quality management, which allows to constantly monitor the quality level, to observe the latest trends in product production and service provision. In addition, this tool gives enterprises that use it the opportunity to directly learn, review new products, best practices of other enterprises, as it facilitates cooperation between the initiating enterprise and provides the benchmarking partner enterprise [5-11].

Unfortunately, the wider use of benchmarking in Uzbekistan, despite all its advantages for enterprises, is hindered by the excessive proximity of enterprises due to the unfair use of confidential information. A certain culture should be formed in the business of Uzbekistan, which implies openness, ethics, honesty

for the most effective use of the quality management tool.

What can be done with benchmarking?

1. To help the enterprise learn from the experience of others and take it together. Remember, learning from mistakes is expensive.
2. Show how the company performs against its best competitors.
3. Identifying the strengths and weaknesses of the enterprise.
4. To help prioritize the improvement of enterprise performance.
5. Provide the enterprise with approved corrective action plans.

REFERENCES.

1. Sh. Mirziyoyev. (2022). New Development Strategy of Uzbekistan. T. 128 p.
2. Gulyamov S.S. (2019). Effectiveness of investments in the social sphere. Monograph. T: *Economy*.
3. Khakimov Z.A. (2017). Increasing the competitiveness of light industrial enterprises based on marketing strategies. *Dissertation written for the degree of Doctor of Philosophy (PhD) in Economics*. T.: 141 p.
4. Yusupov S.Sh. (2018). Strategies for the development of enterprises of the textile industry of Uzbekistan in the conditions of strong



- competition. *Dissertation written for the degree of Doctor of Philosophy (PhD) in Economics*. Т.: 144 p.
5. Toshpulatov I.A. (2019). Improvement of the management system of the competitiveness of textile enterprises. *Dissertation written for the degree of Doctor of Philosophy in Economics*. Т.: TDIU, 137 p.
 6. Yuldasheva N.A. (2019). Improvement of anti-crisis management. *Dissertation written for the degree of Doctor of Philosophy in Economics*. Т.: TDIU, 94 p.
 7. Uktamjonova Z.A. (2022). Sanoat korxonalarini benchmarking usulida samaradorligini oshirish yo'llari. magistr akademik darajasini olish uchun yozilgan dissertatsiyasi. Farg'ona. 22 p.
 8. Gulyamov S.S. (2019). Effectiveness of investments in the social sphere. Monograph. -Т: *Economy*, 89 p.
 9. Boltabayev M.R. (2005). Marketing strategy in the development of export opportunities of the textile industry of the Republic of Uzbekistan: doctoral dissertation. Т.: TDIU, 242 p.
 10. Maxmudov N.M., Akobirova D. (2011). Strategy for innovative development of the industry of the Republic of Uzbekistan during the period of economic modernization. Monographia. Т.: *Iqtisodiyot*, 352 b.
 11. Шакирова, Ю. С. (2021). Перспективы развития текстильной промышленности узбекистана и возможности увеличения экспортного потенциала. *Бюллетень науки и практики*, 7(12), 256-263.
 12. Ханкелдиева, Г. Ш., & Шакирова, Ю. С. (2019). Перспективы инновационного развития корпораций в электроэнергетической отрасли. *Известия Ошского технологического университета*, (3), 256-260.
 13. Abduvakhidovna, Y. N. (2022). Classification of innovative strategies of industrial enterprises. *International journal of social science & interdisciplinary research ISSN: 2277-3630 Impact factor: 7.429, 11(06)*, 239-242.
 14. Yuldashevna, A. B. (2021). The digital economy as a key factor in the formation of a favourable investment climate. *ResearchJet Journal of Analysis and Inventions*, 2(12), 1-6.
 15. Abduvakhidovna, Y. N. (2022). Directions for the Effective Use of Innovative Strategies in the Management of Industrial Enterprises. *Open Access Repository*, 8(6), 125-129.
 16. Юлдашева, Н. А. (2022). Научно-теоретические аспекты разработки инновационных стратегий в управлении промышленными предприятиями. *Бюллетень науки и практики*, 8(5), 457-461.
 17. Abdullaeva, B. Y. (2022). Analysis of the experience of the eu countries in increasing the capital of credit institutions. *Nazariy va amaliy tadqiqotlar xalqaro jurnali*, 2(11), 72-84.
 18. Yuldasheva, N. (2022). Features of the process of forming innovative strategy under conditions of modern realities. *Academic research in modern science*, 1(9), 310-312.
 19. Юлдашева, Н. А. (2021). Вопросы применения цифровой трансформации. In *Наука сегодня: задачи и пути их решения* (pp. 51-52).