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INCREASING LABOR EFFICIENCY AT TEXTILE ENTERPRISES BASED ON ORGANIZING PARTNERSHIPS

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ABSTRACT	**KEYWORDS**
The article analyzes the mechanisms and economic factors for increasing labor efficiency, establishing strategic partnerships and organizing relationships in textile enterprises based on the organization and development of cooperative relations.	Strategic planning, cost, mutual relations, textile enterprise, organization of production.

Introduction

In the context of intense global competition, a number of scientific studies are being conducted to develop textile industry enterprises. These include the creation of ultra-modern fabrics with high shape-retention properties made from chemical fibers and yarns, and the development of "lightweight" knitted fabrics that help reduce raw material consumption. Research is also focused on advanced techniques and technologies that enhance production efficiency. Particular attention is given to the application of international best practices and improving the scientific foundations for increasing the efficiency of managing textile industry enterprises in our republic. Developing a strategy for the growth of textile industry enterprises is one of today's pressing issues.

In our research, we analyze the methods and models of production processes in light industry enterprises. We develop principles for organizing production processes and their impact on decision-making in management. Basic models and algorithms for monitoring production processes have been developed.

The key factors for increasing the efficiency of textile industry enterprises include:

improving management;

modernization of enterprises;

enhancing the system for training, retraining, and improving the qualifications of personnel;

increasing competitiveness;

improving the design and models of textile products;

boosting export potential [3:120].

Let us consider some of these factors.

At the current stage, management improvements are being implemented in various directions. These include the restructuring of enterprises, diversification of production and products, introduction of business processes, expansion of innovation, strategic management, forecasting enterprise development, and more.

LITERATURE REVIEW

Strategic planning, as a management function, serves as the foundation for all management functions and is the core of the functional structure of the management system. It is also a key tool for achieving overall goals. Strategic planning includes the processes and decisions through which strategies are developed to achieve the enterprise's set goals. As an academic discipline and in practice, "strategic planning" has been constantly evolving.

According to the scientific works of Meiner (1965) and Tilles (1964), the initial research in the development of this field occurred in the 1960s. Researchers initially focused on the formulation of strategies in strategic planning. A study of Chandler's (1962) major research indicates that by 1961, the author was already well acquainted with the concept of strategic planning and examples of strategic plans.

In the 1970s, the emergence of a systems approach and systems analysis, the introduction of program-targeted approaches to management, and the concept of strategic planning laid a solid scientific foundation for project management. This enabled a number of scholars (Ackoff, 1970; Branch M., 1962; Dam, 1969; King and Cleland, 1976; Lorange and Vancil, 1979; Steiner, 1979) to develop a systematic approach to organizing and implementing the process of strategic planning in companies of various scales. These methods were used to solve problems in urban and regional socio-economic development as well as in public and governmental activities.

RESEARCH METHODOLOGY

The research methodology employed is based on the dialectical approach. During the research process, methods such as selective experiments, interviews, observation, comparison, and expert evaluation were used.

ANALYSIS AND DISCUSSION OF RESULTS

An important direction in improving enterprise management is the development and implementation of economic-mathematical methods in the light industry sector. The availability of extensive software and modern high-speed electronic computing technology plays a key role in this process. This is particularly relevant for small and medium-sized enterprises. Specifically, the development of modern quality management systems adapted to ISO (International Organization for Standardization) standards, the flexibility of enterprises, and the variety of their produced goods contribute to Uzbekistan's prospective membership in the World Trade Organization (WTO).

Currently, the main focus in light industry enterprises is on improving production management and organization through queuing theory (QMS). Previously, this theory was primarily used to determine the coefficient of operational compatibility. However, the textile and light industries differ from other manufacturing sectors due to their reliance on multi-machine servicing and the extreme complexity of technological flows in production [1:82].

In this context, analyzing and modeling workflow processes in textile and light industry enterprises to improve the efficiency of structural units within the management system is a critical task. In an environment of increased competition among vertically integrated textile enterprises—aimed at fostering competitive market conditions—developing effective strategies for textile enterprise development becomes crucial.

To achieve this, the following must be determined:
Key points where substituting expensive fibers with cheaper ones compromises textile product quality;
Improvements in enterprise management systems based on product lines and Workflow Management Systems (WFMS);
The connection between the effective management of innovation processes in textile enterprises and the optimal selection of the technological chain;
The relevance of applying strategies of broad differentiation, optimal cost, and focused attention in the development of textile enterprises, as well as the formulation of a conceptual model for strategic management of the enterprise's competitive position in the sector;
Identifying the strengths and weaknesses of the enterprise through SWOT analysis and developing the main strategic directions for enterprise development. Ensuring the sustainability of market positions of textile enterprises in a highly competitive economic environment is primarily dependent on the development of production process management, implementation, and innovation in production processes, and ensuring the long-term distribution of innovative products in markets. This leads to their stable and successful development [2:137].
Improving the design and modeling of textile products, one of the modern branches of design, is based on the ancient traditions of human culture. Over thousands of years, peoples across the world have developed and enriched the art of creating and decorating textile items through interaction and mutual influence, ultimately transforming it into a highly developed industry. Today, this field encompasses design, science, education, and an expansive market, forming a vast modern “continent” of civilization. It is assumed that the design of textile products—created through the influence of various arts and cultures (painting, architecture, technology, politics, society) —is one of the factors affecting advertising graphic design, as well as the design of textile and light industry products. This entirely new phenomenon, which has emerged as a result of the graphic advertising design of textile and light industry products, raises a series of fundamental questions in the theory of artistic design of these products—questions not encountered when studying other effects [4:118].
It should be noted that the production process in textile enterprises is comprehensive, involving multiple interconnected chains. Therefore, all forms of cooperation among stakeholders within the relationship system can be implemented. To improve the strategic planning of textile enterprise activities, we propose developing a relationship strategy focused on considering the economic interests of the parties and enhancing the organizational mechanisms for its successful implementation. Implementing a relationship strategy effectively is a critical issue, requiring the definition of its goals, directions, components, and conditions.
The diversity of relationship strategy forms arises from the need to address multidimensional strategic problems faced by textile enterprises operating in highly competitive environments. This strategy ensures the synergistic effect of minimizing the influence of Porter’s five competitive forces and allows for the alternative distribution of risk levels across production units in textile enterprises with a broad product assortment [6:58].
By comparing the relationship potential of a partner enterprise with its available resources, the management of a textile company can determine the target of a relationship strategy with each partner. The general form of this matrix can be presented as shown in Table 1.

Table 1 General matrix format for assessing the interaction potential in a textile enterprise

Indicators	$N_i > 1$	$N_i = 1$	$N_i < 1$
$M_i > 1$	1 For firm 2, the indicator MiM_iMi is higher than that of both firm 1 and itself.	**2** When the others are equal, its own indicators are higher than those of firms 1 and 2.	**3** For firm 1, in MiM_iMi, its own indicators are higher than those of firms 1 and 2.
$M_i = 1$	**4** Firm 1 and its own indicators are equal, and higher than firm 2's indicators.	**5** The firm's indicators are equivalent to the indicators of firms 1 and 2.	**6** When the others are equal, the indicators of firm 2 are higher than those of its own and firm 1.
$M_i < 1$	**8** Firm 1's indicator is higher than both its own and firm 2's indicators.	**9** The indicators of firms 1 and 2 are equal to each other and higher than its own indicators.	**10** The indicator of firm 2 is higher than those of firm 1 and its own.

In quadrants 1, 2, and 3, the values of the indicators show that the firm's own indicators are higher than those of potential partners. In quadrants 7 and 10, firm 2 has the highest indicators, while in quadrant 8, firm 1's indicators are higher compared to other participants in the analysis. The advantage of the proposed procedure for evaluating the potential of inter-firm relationships lies in its multifaceted approach, which allows for the identification of specific indicators that define the object and type of relationships and the selection of factors that need to be harmonized through cooperation.

At the same time, it is necessary to consider the potential variability of indicator values while determining the evaluation trend based on the economic essence of the indicator. This means that for some indicators, the optimal value should tend toward a minimum to ensure the firm's efficiency, according to the economic interpretation of the indicator. Accordingly, a lower value for that indicator positively characterizes the firm's potential for inter-firm cooperation.

For example, if for firm 1 the "unit cost" indicator is higher (quadrant 8), then it is more efficient for the firm to produce the product itself, and cooperation strategies aimed at reducing product cost together with firms 1 and 2 would not be suitable. Hence, selecting a production cycle stage related to these firms as the object of cooperation would not be appropriate.

The diversity in the forms of implementing cooperation strategies enables the textile enterprise management to adapt modern cooperative relations to address specific development challenges without losing their autonomy.

One of the necessary conditions for implementing a cooperation strategy is the presence of a sufficient number of potential business partners.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the conducted research, the following aspects should be emphasized to improve strategic planning in textile enterprises:

Strategic planning should be aimed at identifying development opportunities that effectively enhance gender policy.

The main idea of strategic planning should not only be the development of a strategy or strategic plan characterizing the company's future activities but also focus on identifying, utilizing, and evaluating all available development opportunities and planning their implementation.

The textile enterprise should have permanent teams that develop new ideas, evaluate the current state, and introduce innovations.

Owners and executive managers should develop a set of principles defining strategic logic – the process, content, concept of development, and the forms of implementing development strategy.

The strategic plan should aim to create and implement a set of essential outcomes for the textile enterprise.

The organizational mechanism for implementing the strategy (strategic plan) should consist of project management, each aimed at achieving specific strategic objectives and generating a planned synergistic effect.

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