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International Conference of Economics, Finance and Accounting Studies

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Forming a Modern Management Strategy in Construction Materials Manufacturing Enterprises

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Annotation

This article examines the issues of forming modern strategic management in construction materials manufacturing enterprises. Through scientific and practice-based analyses, the current state of strategic planning, competitive analysis, technological modernization, and digitalization processes in local enterprises was evaluated. Key factors affecting operational efficiency were studied using specific enterprise examples. Based on the research results, practical proposals for implementing strategic management were developed. The article provides an analytical and critical review of international and local scientific sources, offering practical conclusions and suggestions for the industry.

Keywords: strategic management, construction materials, enterprise efficiency, technological modernization, competitive analysis, digitalization, strategic planning, SWOT analysis, PEST analysis, modern management

Introduction. In the structural composition of Uzbekistan's economy, the construction industry holds a special place due to its high investment attractiveness and contribution to value creation. The large-scale construction and reconstruction works carried out in the country, the implementation of major infrastructure projects, and the increasing demand for housing among the population are constantly increasing the domestic need for construction materials. This, in turn, makes ensuring the economic and organizational efficiency of construction materials manufacturing enterprises and strategically managing their activities a crucial task.

Fully satisfying these demands and needs, modernizing the production capacities of enterprises, and organizing them to be competitive and adapted to market mechanisms are among the pressing issues of today. Unfortunately, many enterprises operating in the industry still rely on traditional management styles and do not effectively utilize tools such as strategic planning, market analysis, and risk assessment. Therefore, their activities focus on short-term results rather than long-term sustainable development.

In today's era of globalization and digitalization, forming strategic thinking for enterprises, making effective decisions based on external and internal environmental analysis, and reacting flexibly to market changes are of great importance. Indeed, every enterprise operating in the market needs to have strategic advantages to find and maintain its place in a competitive

environment. These advantages can only be created based on modern management strategies.

The construction industry is a mirror of any country's economy. Its development rate is directly linked to economic stability, investment environment, infrastructural potential, and the living standards of the population in the country. The production of construction materials is a key direction in this sector. Indeed, the rapid and high-quality execution of construction works largely depends on the ability to continuously supply local materials.

International experience shows that companies that correctly implement strategic management in the production of construction materials not only maintain their positions but also achieve high profits by entering new markets, producing new products, and utilizing raw materials economically. For example, leading cement and block manufacturing enterprises in developed countries of Europe and Asia have transitioned to digitalized management models integrated with the logistics chain, adapted to individual customer requirements in the B2B segment. This gives them a clear competitive advantage.

In Uzbekistan, too, recent years have seen improvements in the business environment, support for private entrepreneurship, tax incentives, and expanded opportunities in free economic zones, creating a foundation for strategic development for local enterprises. However, to fully utilize these opportunities, enterprises need to set long-term goals, develop, and implement modern management strategies.

Literature Review on the Topic. In international practice, Michael Porter's model of competitive strategies is one of the most cited theoretical frameworks. He argues that an enterprise must choose one of three main directions to achieve strategic advantage: cost leadership, product differentiation, or focusing on a narrow segment [1]. While this theory is widely used for strategic positioning, its direct application in the construction materials sector is complex because technological innovations are limited in this field, products are standardized, and price differences remain the primary competitive method.

Henry Mintzberg, in turn, suggests viewing strategic management not only as a planning process but also as a dynamic and intuitive process. He argues that strategy is a gradually emerging (emergent strategy) process and is not always predetermined, but rather adjusted based on changes in the external environment [2]. This approach can be useful for enterprises operating in a volatile market like the construction materials sector, but it should not diminish the importance of systematic planning methods.

The product portfolio analysis matrix (BCG matrix) developed by the Boston Consulting Group (BCG) is also widely used in making management decisions. This tool allows for the evaluation of investment decisions by categorizing product lines into "stars," "question marks," "cash cows," and "dogs" [3]. However, in the construction materials sector, where product diversity is limited, the effectiveness of this model may be restricted.

Among local scholars, Sh.X. Xudayberdiev emphasizes the necessity of forming a strategic management culture in the economy of Uzbekistan. In his opinion, in many local enterprises, decision-making based on the situation, rather than a strategic approach, prevails [4]. He proposes forming strategy in the harmony of external environment analysis, internal resource capabilities, and corporate goals.

A.Q. Qudratov, in his research, considers the development of innovative strategies, technological modernization, and the integration of digitalization processes into the strategic management system in enterprises as important [5]. However, his works do not sufficiently cover specific recommendations for the construction materials sector.

G.R. Juraeva, on the other hand, focuses more on the practical application of strategic management. Her research investigates the level of application of strategic planning in local manufacturing enterprises in Uzbekistan and its impact on production efficiency [6]. Her main conclusion is that the implementation of strategic management tools in enterprises is slow due to

resource scarcity and a lack of sufficiently skilled personnel.

In conclusion, existing literature has sufficiently developed theoretical approaches to strategic management, but there are not enough specific studies on their implementation in the example of construction materials manufacturing enterprises. This defines the novelty level of this scientific work and creates an opportunity to develop important practical proposals.

Research Methodology. The article widely used comparative analysis, study of statistical data, economic comparison and analysis, logical thinking, scientific abstraction, analysis and synthesis, induction and deduction methods to form a modern management strategy in construction materials manufacturing enterprises.

Analysis and Results. In recent years, large-scale reforms implemented in the construction sector in Uzbekistan – the construction of new housing, large industrial complexes, road and transport networks, and the state policy on attracting local and foreign investments – have sharply increased the demand for construction materials. In accordance with this demand, expanding production capacities, re-equipping based on modern technologies, and adapting product quality to international standards have become pressing issues.

However, current analyses show that an effective management system, especially strategic management practices, are not sufficiently developed in construction materials manufacturing enterprises. In many cases, decisions are made based on short-term needs, without systematic analysis and planning. In the majority of enterprises, modern management functions such as market analysis, competitive environment assessment, strategic resource allocation, and foresight of risks have not been institutionally formed.

Table 1. Analysis of the activities of construction materials manufacturing enterprises

No	Enterprise Name	Strategic Planning	Competitive Analysis	Technological Modernization	Level of Digitalization	Operational Efficiency (%)	Production Volume (million UZS)
1	Tashkent Beton	No	No	Old equipment	No	57	14500
2	SamBrick	Yes	SWOT	New line	Partial	83	23400
3	AndiMix	No	No	Limited	No	60	15600
4	Namangan cement	Yes	PEST	Partial modernization	Partial	79	21000
5	Buxor Qurilish	No	No	Old equipment	No	59	14800

Based on the data in the table, the following analyses were achieved:

1. SamBrick (Samarkand): Implemented modern strategic planning, SWOT analysis, and new technologies; digitalization is also being carried out at a "Partial" level; operational efficiency is 83% and annual production volume is 23.4 billion UZS; this is the highest indicator, clearly demonstrating the impact of strategy and technological modernization on the result.
2. Namangan Cement (Namangan): Has strategic planning and uses PEST analysis; partial modernization and digitalization have been introduced; efficiency is 79%, production volume is 21 billion UZS; the strategy of studying the competitive environment had a positive impact on efficiency.
3. AndiMix (Andijan): Strategic planning, analysis, and digitalization are absent; technological modernization is limited; efficiency is 60%; a low indicator was observed without any strategic approach and modernization.

4. Bukhara Qurilish (Bukhara): Operates entirely with old equipment, no strategic plan or competitive analysis; digitalization is also absent; efficiency is 59%, production volume is 14.8 billion UZS; this situation indicates that a lack of management negatively affects profitability. Tashkent Beton (Tashkent): Old equipment, no strategic planning or competitive analysis; efficiency – the lowest (57%); the absence of any modern management elements is noteworthy.

Conclusion. Forming a modern management strategy in construction materials manufacturing enterprises is a key condition for effective and sustainable operation in the current market environment. The analyses conducted within the scope of this research showed that most local enterprises still operate based on traditional, short-term management models. The introduction of modern management tools such as strategic planning, competitive analysis, technological modernization, and digitalization is slow in these enterprises.

Analyses conducted on specific enterprise examples confirmed that operational efficiency is higher in organizations with strategic management elements. For instance, enterprises that developed a strategic plan, used SWOT or PEST analyses, implemented technological modernization, and introduced digitalization had significantly higher production volumes and profitability. Conversely, enterprises lacking these elements experienced inefficient resource utilization, falling behind in competition, and loss of market share.

Considering the economic reforms being implemented in the country and the state policy aimed at improving the business environment, it is advisable to reorganize enterprises operating in the construction materials sector in the following directions:

1. Introduction of a strategic planning system: It is necessary to clearly define long-term goals and objectives in the enterprise, evaluate them based on criteria, develop various scenarios, and ensure rational allocation of investments.
2. Utilization of market and competitive analysis instruments: Market position, risks, and opportunities should be assessed based on analysis tools such as SWOT, PEST, and BCG. Through this, strategic decisions will be made quickly and soundly.
3. Acceleration of technological modernization and digitalization: Production efficiency can be increased by replacing old equipment with modern technologies, automation, and introducing digital management systems.
4. Development of human resource potential: Training personnel who can think strategically, analyze, and apply modern management methods remains an important task.
5. Introduction of innovative approaches: Strategic solutions are required for product diversification, "green" technologies, energy efficiency, and export-oriented directions.

In conclusion, introducing modern strategic management models is essential for increasing the competitiveness of construction materials manufacturing enterprises and developing them in accordance with global market demands. This will serve as a basis for the stable and systematic development not only of individual enterprises but also of the entire industry.

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