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Improving The Formation Of Competitive Marketing Strategy For Corporate Structures

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ABSTRACT

The article discusses the issues of improving the formation of a competitive marketing strategy in the corporate structures of the chemical industry in a market economy, consistent with the efficiency of corporate governance.

KEYWORDS

Competition, competitive marketing strategy, corporate structure, joint stock company, joint stock company management, marketing strategy, corporate strategy.

INTRODUCTION

In the current context of rapid reforms in Uzbekistan, special attention is paid to improving the management mechanism and increasing the efficiency of enterprises of the chemical industry based on marketing principles. The Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021 identifies important tasks to "deepen structural reforms, increase its competitiveness through modernization and diversification of key sectors of the national economy". Successful

solution of such priorities requires improvement and increase of efficiency of formation of the competitive marketing strategy corresponding to efficiency of corporate management activity in the conditions of strong competition in joint-stock companies of chemical industry of the republic. In this regard, the development of proposals and recommendations aimed at improving the formation of a competitive marketing strategy in the chemical industry joint-stock companies is a topical issue.

ANALYSIS OF THE RELEVANT LITERATURE

Corporate governance is defined primarily as a system of management relations between corporate entities and other stakeholders in order to meet certain interests related to the activities of the joint-stock company.

The concept of "corporate governance" is defined by the "Principles of Corporate Governance", formed in 2004 by the Organization for Economic Cooperation and Development. Corporate governance is a system of interested interactions between the management of a joint-stock company, the Board of Directors, shareholders and other individuals, within which the goals and means of achieving them are formed [2].

It should be noted that currently in world practice there is no single definition of the term corporate governance that can be applied in all countries and in any situation. As a result of the evolutionary development of the economy, there have been specific developments in the field of corporate governance, and as a result, new definitions have emerged, taking into account the situation.

In general, the term "corporate governance" itself historically originated in the United States in the mid-1970s. Later, the term became widespread in Europe, where research was conducted in the field of corporate management, corporate law and the creation of corporate structures (organizations) [3]. Research shows that the term "corporate governance" was first used by R. Ills to describe the essence of "the structure and functioning of the corporate system". The concept of "corporate

governance" has long been known, and this concept was used in the literature published in the early 20th century [4]. In particular, the system of corporate relations as a process of applying the management of corporate and private property was first studied in 1932 in the classical works of the American jurist A. Burley and economist G. Minz [5]. Although the term "corporate governance" is not mentioned in their work, they have studied classical agency problems. Corporate governance emerged as a separate discipline in the 1980s. The first book by R. Triker, Corporate Governance, was published in 1984. In 1993, a theoretical journal entitled Corporate Governance: An International Revival was published [6]. According to him, the general name of the legal concepts and procedures underlying the organization, management and effective interaction of companies is called "corporate governance" [7].

Economists Sh. Zaynutdinov and D. Rakhimova have stated that "corporate governance is the joint efforts of stakeholders to generate income" [8].

The basic concept of strategic marketing is the concept of "strategy". Often, strategy is understood as a long-term plan of top management to achieve the long-term goals of the organization [9]. Some authors argue that these are long-term intentions of business leaders regarding production, marketing and sales, income and expenses, or capital investment. It should be noted that the concept of "strategy" and its understanding have changed along with the evolution of the business environment [10].

In developed Western countries, the concept of "strategy" entered business in the 50-60s of the twentieth century. Since that time, a number of worldviews have emerged on the nature and content of the strategy in enterprise management.

G. Mintsberg, one of the most renowned scientists in the world in the field of management, has repeatedly stated that there is no single definition of the term "strategy" among experts. G. Mintsberg, J. B. Quinn, S. Goshal, in their works devoted to the strategic process, state that "there can be no single generally accepted strategy" [11].

According to the Russian scientist VS Efremov, "business strategy is a field of activity that justifies a relatively stable and fully defined path of the organization in the period of sufficient production and commercial activity" [12].

However, it should be noted that this problem is relevant because this research studies the formation of development marketing strategies based on the effectiveness of corporate governance activities.

RESEARCH METHODOLOGY

The research methodology is a dialectical method, and in the research process such methods as experimental, selective observation, comparison, expert evaluation were used.

ANALYSIS AND RESULTS

Analysis of existing methodological approaches in the assessment of corporate governance in modern science has shown that many developments have been made on

methods of assessing the performance of a joint stock company, methods of assessing the economic efficiency of a joint stock company, methods of assessing management systems and methods of assessing the quality component. It is clear that the following considerations should be taken in formulating an approach to evaluating the corporate governance system. First, only the key indicators that characterize the corporate governance system should be used as accurately as possible, while improving it will increase the effectiveness of the corporate governance system; second, to give priority to indicators that are clear in content; third, to identify a set of indicators to assess the effectiveness of the corporate governance system, which is sufficient to reflect the results achieved in a strategy-oriented environment.

The analysis of data obtained during the expert survey of managers and managers of leading joint-stock companies operating in the country allowed to update the assessment of corporate governance and select indicators for assessing the effectiveness of corporate governance in the following 3 areas:

- Indicators characterizing the administrative aspect;
- Indicators characterizing the ability to see the prospects of the joint-stock company;
- Indicators characterizing the efficiency of resource allocation of the joint-stock company.

The set of indicators allows you to assess the most important parameters of the corporate governance system. However, the main and most difficult problem is to form a balanced assessment of the required set of indicators.

In this regard, the author proposes a comprehensive methodology consisting of indicators that combine administrative, managerial, strategic and resource aspects. Groups of indicators and parameters of corporate governance performance have been formed to form a comprehensive methodology for evaluating the corporate governance system. This is one of the important tasks related to the competitive advantages of the joint stock company. The groups of indicators and parameters were invited to the experts to assess their importance in accordance with the criteria for influencing the efficiency of the joint-stock company.

After assessing the effectiveness of the corporate governance system, an analysis of the main factors influencing the change in the state of efficiency was carried out. A number of aspects have been identified that are necessary for adequate maintenance, in particular:

Ways to maintain or achieve the required level of management;

Directions of changes at the level of the joint-stock company, including changes in the composition of the internal elements of the corporate governance system of the element affecting the final result;

Interaction of elements of corporate governance system;

Problematic elements of the corporate governance system and their separate areas, including the presence of non-economic sectors.

Based on the results of the study of the relationship between the performance of corporate governance and corporate competitiveness of joint-stock companies of Uzkiyosanoat, the future development strategy of these joint-stock companies will be in the form of a strategy matrix of these enterprises.

Analysis of the activities of the joint-stock companies under study shows that all types of corporate strategies (offensive, anticipation, directional strategy, etc.) are used in their activities.

Strategies on the "Resources" element of the effectiveness of the formation of corporate competitive advantage.

The analysis shows that the main components of the resource strategy of joint stock companies have different levels (Table 1).

For example, attracting debt capital in financial markets based on areas such as income distribution, increasing investment resources, and alternating their composition varies significantly from one joint stock company to another. This situation is similar with production costs as well as human resources. All of this doesn't happen all at once. Strategies rarely include capital investment programs (social projects, innovation projects, training, etc.).

The main options for developing strategies for the corporate advantage element "Resources" are as follows:

Table 1
Basic strategies for the “Resources” element of corporate superiority

Nº	Strategies in the field of administration	The main objectives of the strategy	Events	Name of the joint-stock company
1	Strategies in the field of investment resources	- gaining competitive advantages through access to new financial markets	- alternating the use of strategic advantages, reducing costs, and replacing technologies	Samarkandkimyo JSC, Navoiyazot JSC; JSC "Ferganaazot"
		- increase profitability due to the successful formation of the investment portfolio	- new acquisitions or increase of shares in other joint stock companies to strengthen its position in the financial market	
2	Strategies in the field of human resources	- professional development of the corporation's employees; - strengthening control over the cost structure; - Improving the reliability, convenience and safety of products	- implementation of strong marketing services aimed at the whole market; - to alternate and automate the current report, to receive reports quickly; - Diversification of non-manufacturing industries and the introduction of advanced production methods.	Kokand SFZ JSC; JSC "Ferganaazot" JSC "Maksam-Chirchiq"

Source: Author's development.

- For the “absolute type of corporate advantage” it is necessary to determine the ways to achieve maximum levels for resource groups, their points of manifestation and the impact on preferences in general (synergistic effect of performance appropriateness);
- For the "normal type of competitive advantage" it is necessary to determine the structure and proportions of resources by areas of activity in order to maintain a stable state of competition;

- To diversify activities within the framework of "unstable competitive advantage", to determine the "contribution" to the creation of the value of each type of resource and to change their structure and proportions, including the allocation of additional resources to maintain competitive advantage;
- In corporations with a "critical level of corporate superiority", in addition to the above, it will be necessary to identify areas of risk, as well as to develop measures to increase resource capacity.

CONCLUSIONS AND SUGGESTIONS

Evaluation of the effectiveness of the corporate governance system in accordance with the developed methodology The formation of combinations of state management and competitive advantages that characterize its activities (administrative orientation and business prospects; administrative orientation and resource allocation; business vision and resource allocation) in many cases show very large differences in the levels of their cases. This shows a much weaker correlation in the level of performance of the corporate governance system, the analysis did not identify joint-stock companies with all areas of balanced activity.

Thus, it can be noted that many activities have been proposed for each company within the framework of these strategies, and each joint stock company has the right to choose the most appropriate strategy to achieve its goals and combine activities depending on the situation.

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