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THE NEED AND PRINCIPLES OF IMPROVING THE MANAGEMENT SYSTEM IN TEXTILE ENTERPRISES

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ABSTRACT

This article analyzes the need to modernize management systems in Uzbekistan's textile industry. Based on a comparison with global leaders like ZARA, H&M, and Turkish textile firms, key weaknesses in local practices such as low digital integration, limited strategic planning, and underdeveloped performance metrics are identified. In response, the "National Innovation Management Model" is proposed. It offers a flexible, phased approach focused on strategic planning, digital tools (ERP/CRM), KPI-based evaluation, and human capital development. The model aims to improve efficiency and competitiveness in line with modern industrial standards.

KEYWORDS: *Textile Industry, Management System, Strategic Planning, Digital Transformation, ERP, KPI, Innovation, Human Capital.*

INTRODUCTION

The textile industry is one of the strategic sectors of the Uzbekistan's economy, focused on export, providing a high level of employment. In our country, this sector is recognized as an important driver of economic growth not only by satisfying domestic needs, but also by supplying competitive products to the international market. In recent years, significant work has been carried out to modernize textile enterprises, introduce new technologies, and diversify product lines. However, these changes require not only the renewal of the technical base, but also the improvement of management mechanisms in accordance with modern requirements (Ruzmetova, 2021).

Globally, advanced corporate governance principles, digitalization, advanced management techniques, and human capital-based approaches have become key areas for improving efficiency in industrial sectors. In particular, Draper and Abernathy (2007) in their research emphasize that the key to the success of organizations in the textile sector is strategic management that optimizes operational processes. Also, the issue of improving the management system is considered as a factor determining not only the internal activities of the enterprise, but also the innovative development potential of the entire industry (Nazarov, 2019).

In today's global competitive environment, the demand for textile products is determined by factors such as quality, environmental standards, and delivery speed, which are pushing enterprises to adopt flexible, information-based, and advanced management approaches. Therefore, it is important to deeply analyze the need for improving the management system in textile enterprises, its main directions, and principles.

LITERATURE REVIEW

The issue of improving management systems in the textile industry has become the focus of many studies in recent years. This is due, on the one hand, to the understanding of the strategic role of the industrial sector in economic growth, and, on the other hand, to the need for a thorough analysis of the impact of modern management concepts on efficiency. Research by world and local scientists has comprehensively covered the theoretical and practical aspects of organizing management systems, planning, motivation, control, and the introduction of information technologies in textile enterprises.

In particular, Abernathy and Dunlop (2000) in their fundamental study emphasize that "the basis for improving the management system in the textile industry is the development of innovative strategies that ensure competitiveness". In their opinion, fast production, flexible supply chain and planning in accordance with market signals are the main pillars of modern management. This idea is especially relevant in today's global market conditions and is also relevant for the Uzbek textile industry. Because the effectiveness of export-oriented activities in this sector depends on speed and flexibility.

Gereffi and Frederick (2010) discuss the role of international integration in the modernization of management in the textile industry, based on the global value chain theory. They argue that successful management in exporting countries is ensured not by production efficiency, but by the integration of design, marketing and branding activities. This approach promotes the development of the textile industry not only as a manufacturing industry, but also as an innovative and design-based industry. However, it is worth noting that in Uzbekistan, the design and branding stages have not yet been fully integrated into the management cycle.

Tokatli (2008) analyzed the impact of the "fast fashion" model on management in his study. According to him, the main success factors in this model are the organization of production processes in short terms, rapid planning and flexible delivery. At the same time, management efficiency is increased by strengthening horizontal and vertical coordination within the company. Tokatli's position means that the success of a management system depends not only on the chain of command from top to bottom, but also on the effectiveness of collective decision-making and information exchange. This is often overlooked in our work.

A local scientist who conducted research in this area, Nazarov (2019), noted in his study that the main problems of the management system in light industry enterprises are the lack of strategic approaches to decision-making, the failure to depart from classical methods in labor planning, and the weakness of motivational mechanisms for managers. He proposes the KPI system and project-based management as the basis of modern management. It can be said that these recommendations can serve as an important theoretical and practical basis for the digitalization of the production process and the introduction of performance assessment systems, especially in textile enterprises.

Ruzmetova (2021) in her article pays special attention to the development of human capital and personnel potential in improving management efficiency in textile enterprises. According to her, the systematic improvement of management skills of managers and management of employee motivation are the main factors determining efficiency. This idea is relevant today, and it is necessary to form a management system as an integral element of personnel potential. If we pay attention to practice, we can see that human resource management in many enterprises is still formal. This, in turn, further increases the importance of this approach.

Another scholar notes that it is necessary to form a digital management environment by introducing ERP (Enterprise Resource Planning) systems in textile enterprises based on innovative management approaches (Khamdamov, 2022). In his opinion, this will not only ensure accuracy at the operational level, but also simplify strategic decision-making. This approach is practical and particularly relevant for the Uzbek textile industry, as we believe that automating data flows will increase the internal and external consistency of enterprises.

The analyzed scientific sources show that research on improving the management system in the textile industry creates an important theoretical and practical basis for increasing the competitiveness of the industry, efficient use of resources, introduction of innovations and strengthening the potential of human capital. The views of Western scientists on the global value chain, the fast fashion model and innovative management logically harmonize with and complement the approaches of local researchers.

At the same time, existing scientific research is still largely at the level of general recommendations, and their implementation in practice, the development of local models and indicators adapted to the specifics of the sector, is necessary. In particular, there is a need for in-depth research in areas such as digital transformation, environmental sustainability, export strategies and project-based management. Therefore, expanding the system of complex, multi-stage, empirically based scientific research in this area remains an important task.

RESEARCH METHODOLOGY

This article is based on theoretical knowledge about the need and principles of improving the management system in textile enterprises. In the research process, scientific results were developed using comparative analysis, systematization, induction, deduction.

ANALYSIS AND DISCUSSION OF RESULTS

The need to improve the management system in textile enterprises is determined, first of all, by the interaction of internal production capacity and rapidly changing factors in the external environment. Among such factors, the dynamics of market demand, the pace of technological innovation, and the level of integration with global export markets are among the most important. Therefore, improving the management system is not a solution to any isolated problem, but a necessity for a complex transformation.

Changes in market demand are forcing textile companies to reconsider their strategic planning approaches. According to Kotler and Keller (2016), the modern consumer market is increasingly based on individual needs,

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fast delivery and product flexibility. As they point out, if companies do not realign their strategies based on these requirements, it will be difficult to operate in the market. This situation requires textile companies to reorganize not only marketing strategies, but also the entire management system based on a customer-oriented model.

Technological development necessitates the structural and functional modernization of the management system. Davlatov (2021) notes that the process of technological transformation in the industrial sectors of Uzbekistan, in particular in the light industry, is slow, especially in the implementation of information systems. According to him, technological innovations create the necessary infrastructure for effective management, through which the level of resource utilization, quality control, and monitoring of production processes are raised to a new level. In this regard, the development of a management model that can properly integrate technological tools is urgent.

In addition, export competitiveness is also directly related to the degree of compliance of textile enterprises with foreign market standards. As recognized by Morisset and Pirnia (2001), the export potential of an industry depends not only on production capacity, but also on the ability to adapt resources to global demand through management. In international markets, the demand for quality, logistical efficiency and certification processes is high, all of which require effective information flow and functional coordination within the enterprise. These criteria require the improvement of the enterprise management system, especially within the framework of international standards such as ISO 9001, OEKO-TEX and LEED.

Although Uzbekistan's textile exports are increasing, enterprises continue to maintain their price advantage in export competition not through quality, design, and innovative products, but through cheap labor (Bozorov, 2020). This does not ensure long-term competitiveness. In such conditions, the management system should be reformed based on a broad management strategy that covers areas such as quality, diversification, and branding. Because market demand, technological progress, and export competition are forcing textile enterprises to modernize their internal management systems. In this process, not only technological tools, but also aspects such as management culture, analytical thinking, strategic planning, and human resource management should be considered on the basis of a combined approach.

The management systems used in textile enterprises have a number of systemic weaknesses in today's conditions of globalization and technological innovation, which negatively affect the pace of their development. In particular, the existing management mechanisms have shortcomings such as excessive centralization, low efficiency assessment, and inertia towards innovations (i.e., slow response to change) (Figure 1).

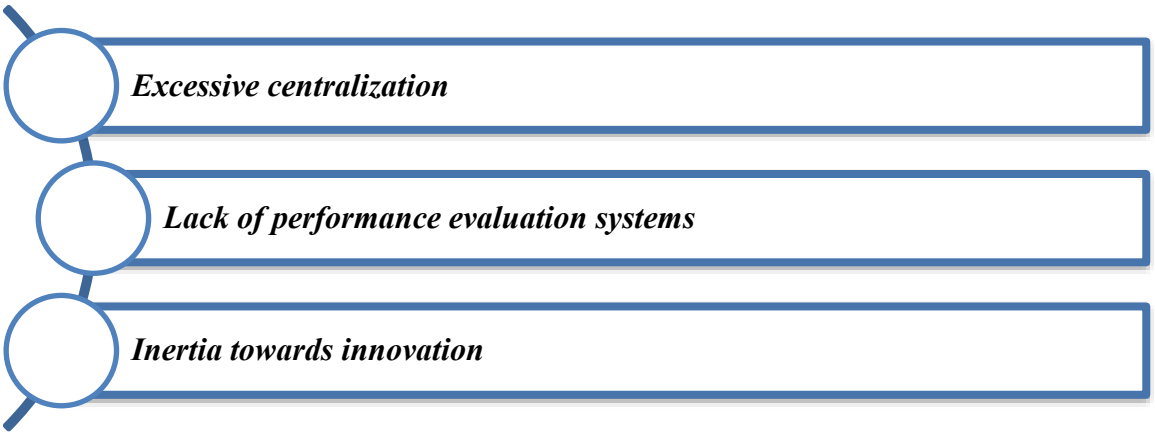


Figure 1. Weaknesses of management systems used in textile enterprises

These problems reduce the flexibility of textile enterprises, lead to insufficient mobilization of domestic capacities, and prevent them from being competitive in the international market.

First, a high degree of centralization slows down decision-making processes in enterprises. As Mintzberg (1983) noted, excessively bureaucratic structures cannot quickly adapt to a changing external environment, resulting in disruptions in operational management. In many domestic textile enterprises, vertical management is still dominant, and the high concentration of authority discourages the initiative of lower-level employees. This situation leads to a slowdown in innovative decision-making and restructuring of the production chain.

Secondly, the lack of performance evaluation systems is one of the weaknesses of the management system. Although the Balanced Scorecard developed by Kaplan and Norton (2001) is widely used in international practice, most local enterprises still have the practice of evaluating only on the basis of financial indicators. This neglects

indicators such as production quality, employee efficiency, and customer satisfaction. As noted in the scientific literature, the focus of indicators only on economic results serves short-term profit, not strategic development (Neely, 2002).

Third, inertia towards innovation – that is, the poor adaptation of the management system to new technologies, management tools and organizational models – is a serious problem in the textile industry. In his research, Ushakov (2020) identifies the slow process of introducing digital solutions in light industry enterprises, distrust of information systems and low level of personnel training as important obstacles. In particular, it was found that there are not technological, but rather managerial, resistance to the introduction of complex information systems such as ERP, MES, SCM. This inertia limits the operational flexibility of enterprises and creates weakness in market competition.

In addition to these weaknesses, local analyses show that management systems in textile enterprises are more "reactive" in nature, taking action only after a problem has arisen. Whereas modern management is based on a "proactive" approach, promoting the principles of problem prevention, early identification of opportunities, and continuous improvement.

Thus, the centralized, passive, and slow-to-respond characteristics of management systems in textile enterprises limit their ability to adapt to market demand and technological innovations. To overcome these weaknesses, it is necessary to introduce modern management tools, change the internal culture of the organization, and increase human resources.

In the rapidly changing conditions of the modern textile industry, the success of enterprises is largely determined by their ability to transition to a strategic management model, that is, to have a long-term, flexible and proactive approach that takes into account risks. The current competitive environment requires enterprises to not only monitor current production efficiency, but also analyze signals in the market environment, respond quickly to threats and opportunities, manage strategic assets and develop sustainable growth strategies.

First of all, flexibility is one of the main principles of strategic management. According to the modern interpretation of the concept, it is the ability of an enterprise to quickly adapt to external changes through internal resources, decisions and processes. Chakravarthy (1982) calls this process "strategic flexibility" and emphasizes its high role in maintaining the competitiveness of organizations. According to the author, organizations must continuously change their internal structure and culture in order to respond to significant changes in the external environment. For the textile industry, this means adapting to factors such as rapidly changing fashion trends, environmental standards, and occasional logistical problems.

Also, rapid response to market signals has become one of the urgent strategic tasks for today's management systems. Day (1994) introduced the concept of "market sensing capability", which refers to the ability of an enterprise to collect, analyze and act on information related to consumers, competitors and technologies. Such a capability is crucial in the textile industry to adapt to the rapid changes in consumer behavior, the need for new product formats and price dynamics. Many local enterprises have not been able to sufficiently develop the skills of advance analysis and strategic preparation, using a strategy that follows changes in market demand.

In addition, risk management is an area that should be given special attention in the transition to strategic management. Hillson (2002) defined risk management as "a culture of decision-making under uncertainty." Factors such as production continuity, raw material price volatility, political and logistical risks in external markets, as well as instability in the labor market are considered to be the main sources of risk in the textile industry. Managing these risks at a strategic level requires a system that includes the stages of their early identification, assessment, development of risk responses, and monitoring.

At present, strategic management concepts are not fully formed in Uzbek textile enterprises, and in most cases they are limited to a narrow range of operational management functions. In his research, Jo'rayev (2020) notes that the use of strategic planning tools in local industrial enterprises is low and they are limited to more traditional financial plans. This hinders long-term sustainability and innovative development.

Based on the above, we can say that the long-term success of textile enterprises depends on their ability to transition to a strategic management system. This, in turn, requires rapid adaptation to the external environment, decision-making based on market information, and the formation of mechanisms for identifying and managing complex risks in advance. Such an approach allows enterprises to maintain competitiveness, create products that meet market needs, and operate in accordance with international standards.

The successful operation of industrial enterprises in the modern economic environment depends, first of all, on the degree to which their management system is innovative, flexible and focused on human capital. Traditional,

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bureaucratic and in many cases reactive management models are not enough to make textile enterprises competitive. Therefore, improving management efficiency in this area requires the introduction of new approaches based on modern management principles. We can divide the principles in this regard into three groups (Figure 2).



Figure 2. Principles of improving the management system

Digital transformation is becoming a necessity, not a choice, for industrial enterprises. Especially in industries with high labor and logistics intensity, such as the textile industry, information technology-based management systems must become an integral part of the production process. As Shibayama (2017) points out, ERP (Enterprise Resource Planning) systems integrate not only production, but also finance, logistics, personnel and customer service functions into a single platform. This allows you to see the status of the enterprise in real time, monitor the activities of each department and make quick decisions.

CRM (Customer Relationship Management) systems also increase marketing and sales effectiveness by managing customer interactions. Kaplan and Norton (2004) emphasize the priority of strategic management based on customer value through digital tools. Automation of information flow ensures operational reliability, data accuracy, and process transparency. Through such systems, coordination between different departments within the enterprise is strengthened, resource efficiency is increased, and human errors are reduced. It is digital tools that transfer management from a subjective decision-making approach to an objective, digitally based approach.

An effective management system should be an approach that is focused on the strategic goals of the enterprise, is based on results and provides continuous improvement. From this point of view, advanced methods such as project-based management, KPI (Key Performance Indicators), BSC (Balanced Scorecard), TPM (Total Productive Maintenance) deserve special attention. Otley (1999) shows that through the KPI system, it is possible to ensure a seamless connection between strategic goals and practical activities within the organization. The BSC model allows you to evaluate the activities of the enterprise in four dimensions: financial, customers, internal processes and development. Through these indicators, management decisions are based on a more comprehensive approach.

TPM is an approach to continuous, reliable and efficient organization of production processes, which strengthens operational management by reducing machine failures, strengthening the maintenance culture and ensuring production continuity. Shiba (1997) recognizes the greatest advantage of the TPM model as a system that increases employee participation and encourages continuous improvement. This approach is especially suitable for use in labor-intensive industries.

Another important component of an effective management system is human capital. No matter how high the technical equipment, financial resources or logistical potential of the enterprise, if human resources do not have the necessary competence, these advantages will not be fully realized. Becker (1993) called human capital “the hidden asset within the enterprise”, that is, in many cases, insufficient investment in it leads to a decrease in efficiency.

Today, initiatives such as training, continuous professional development programs, internal coaching (mentoring), external certification programs are considered one of the factors ensuring the stable functioning of the management system. Among local authors, Rakhimova (2020) in her study emphasizes the role of motivation,

that is, the importance of internal incentive systems and professional development opportunities, in directing employees towards strategic goals in light industry enterprises.

As a motivation model, classical approaches such as Maslow, Herzberg, McClelland are still relevant, and by adapting them to the digital era and combining them with KPI and BSC, employees can be directed towards results. Also, socio-psychological factors, namely trust, teamwork, active participation and openness to innovations, are important in modern management principles. In this regard, studying advanced foreign experiences and adapting them to the conditions of Uzbekistan is considered an urgent scientific and practical task. Because the experience of the world's leading textile companies, their approaches and management mechanisms based on digital technologies serve as a unique example in the formation of a competitive management model.

Among the companies that have successfully implemented the concept of strategic management in the modern textile industry, the Spanish company ZARA (Inditex Group) stands out. ZARA has established a flexible production system based on the “fast fashion” model in its activities, which is capable of producing products that meet market demand changes within two weeks. The main element of strategic management in ZARA is the vertical integration of the supply chain and real-time management of information flows (Ferdows et al., 2004). This model allows the company not only to increase production efficiency, but also to combine marketing, logistics and design functions into a single system.

The Swedish company H&M (Hennes & Mauritz) also stands out in the global textile market with its advanced management systems. H&M, relying on digital transformation, has introduced mechanisms such as analyzing customer needs through big data, managing online and offline sales networks through a single CRM platform, and integrating the principles of environmental sustainability with strategic goals. As Shen (2014) points out, H&M strategically conducts management, design, and branding activities at its headquarters, while locating the bulk of its production in regions with cheap labor. This gives the company an advantage in making rapid strategic decisions and managing risks in the context of globalization.

Another notable experience is the activities of large Turkish textile holdings, in particular, enterprises such as Sanko Holding, Yeşim Tekstil, Kordsa. These companies were able to turn strategic management into a national competitive advantage within the framework of Turkey's "Turquality" program. As Akıncı (2017) noted, Turkish textile companies operate all stages of the product chain, from production to design, export, certification and marketing, based on a single strategic management model. They have widely implemented ERP systems, switched to the production of innovative products (technical textiles, ecological fabrics) and established a system of continuous retraining of personnel.

These advanced foreign experiences demonstrate the existence of a number of universal principles in the formation of strategic management in the textile industry:

- decision-making based on real-time data flow and analysis;
- vertical integration of production, logistics and marketing processes;
- risk management in the global supply chain;
- product strategy based on innovation;
- ensuring competitiveness through investment in human capital.

In the Uzbek textile industry, it is important not to completely copy these approaches, but to adapt them to national conditions, labor market, infrastructure and institutional capabilities. At the same time, by studying the experience of international companies, it is possible to identify the weaknesses of local management systems and develop a national innovative model based on them.

The proposed model is aimed at solving management problems that have arisen at the current stage of development of the Uzbek textile industry, adapting foreign best practices to the national context, and forming a competitive management mechanism. It involves an integrated system consisting of eight main functional modules. The concept of the model is decentralized, flexible, and based on digital management, in which all key management areas, from strategic decision-making to human capital development, are inextricably linked (Table 1).

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Table 1
"National Innovation Management Model" for Uzbek textile enterprises

Model block	Description
Strategic planning block	is the main functional core of the model, which provides for long-term decision-making processes based on SWOT analysis, KPI system, balanced scorecard (BSC) and risk management mechanisms. Through this module, the adaptive capabilities of the enterprise in relation to the external environment are assessed and a sustainable development strategy is developed.
Operational control unit	Coordinates manufacturing, supply chain, and logistics processes in an integrated manner. This department focuses on ensuring operational efficiency based on modern manufacturing philosophies, including lean production and JIT (just-in-time) approaches.
Digital management unit	provides for the automation of all functional areas of the enterprise through digital management systems such as ERP, MRP, CRM and SCM. This module provides real-time data flow management, optimized decision-making and an information-based approach.
Performance evaluation system	It is based on KPI and BSC, which allows you to accurately measure the efficiency of resource use at the management level, the performance of employees and departments. This system serves to form a results-based incentive policy.
Human Resources Development Unit	includes staff training, training programs (training, e-learning), the introduction of a mentoring system and motivation mechanisms. This section is considered a key factor in increasing the adaptability of the model and activating innovative potential.
Innovation and design integration	It aims to stimulate R&D activities aimed at product diversification and the development of new areas such as technical textiles and ecological textiles. This module will serve to increase the competitiveness of local brands and exports.
External Environment and Risk Management Unit	Includes proactive mechanisms aimed at analyzing external factors (market changes, currency fluctuations, supply disruptions) that affect the company's operations and minimizing their negative impact.
Flexible organizational structure	refers to an organizational system that supports rapid decision-making, based on hybrid and team-based management mechanisms rather than hierarchical ones. This serves to delegate authority within the organization and encourage innovative initiatives.

This model aims to radically increase management efficiency in Uzbek textile enterprises through the formation of a strategic management culture, the gradual introduction of digital solutions, and the systematic development of human capital and innovative potential. The model is also distinguished by its adaptation to national economic, social, and institutional conditions, with the selection of elements of international experience.

CONCLUSION

In conclusion, improving management systems in the textile industry of Uzbekistan has become an urgent strategic task in today's global competition and technological innovation. Based on the theoretical analysis, comparative analysis of foreign best practices and national practice, it can be noted that although the existing management systems are operationally functioning, they have significant weaknesses in the areas of strategic planning, digital management, human capital and innovation management.

In particular, the limited implementation of digital systems such as ERP/CRM, the lack of widespread use of performance indicators such as KPI and BSC, the lack of human resources, and the lack of innovative activities were noted as the main factors reducing management efficiency. In this regard, we consider it necessary to adapt the experience of advanced foreign companies (ZARA, H&M, Türkiye textile holdings) to national conditions.

As a result of the research, a "National Innovation Management Model" with a comprehensive approach, adapted for the textile industry of Uzbekistan, was proposed, which will be implemented in stages. This model consists of such main functional blocks as strategic planning, digital management, performance assessment, personnel policy, innovation and risk management, and allows for increasing production efficiency, rational use of resources, and rapid adaptation to market demand.

We believe that the implementation of this model in production clusters, large and medium-sized enterprises, as well as its widespread introduction through state scientific and technical support, will be of great importance in increasing the competitiveness of the Uzbek textile industry.

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