



PROBLEMS OF IMPLEMENTING SUSTAINABLE DEVELOPMENT STRATEGIES IN ENTERPRISES

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ABSTRACT

The thesis examines the problems of implementing strategic ways used in achieving sustainable development and success for enterprises and organizations. The factors that influence the setting of strategies and the main problems are analyzed. It also discusses the nature of choosing strategic options in accordance with the goals of the enterprise.

KEYWORDS: Globalization, external factors, internal factors, market participants, strategic planning, competitive advantage, international relations.

INTRODUCTION

In today's era of rapid economic globalization, the survival and rise of enterprises and companies remains as one of the key issues. It is clear as day, that industry never stops. Manufacturing and service sectors are increasing day by day. This, in turn, leads to business improvement, market growth, and the entry and exit of market participants. The purpose of this work is to identify the problems and difficulties in formulating and development of strategies, and to propose optimal solutions.

Analysing the resources and capabilities of an organisation has a dual purpose: to identify where value is added in the organisation and to explore and enhance the competitive advantages of the organisation's resources. Most strategists draw a distinction between the basic resources of an organisation and the additional abilities of an organisation to exploit these resources. For example, there is little point in the pharmaceutical company GSK possessing some important drug patents if it does not have the organisational capability to promote their sales to potential customers. Factors influencing strategy determination :

1-internal factors: capital, resources, corporate culture of the enterprise, strengths and weaknesses, management structure.

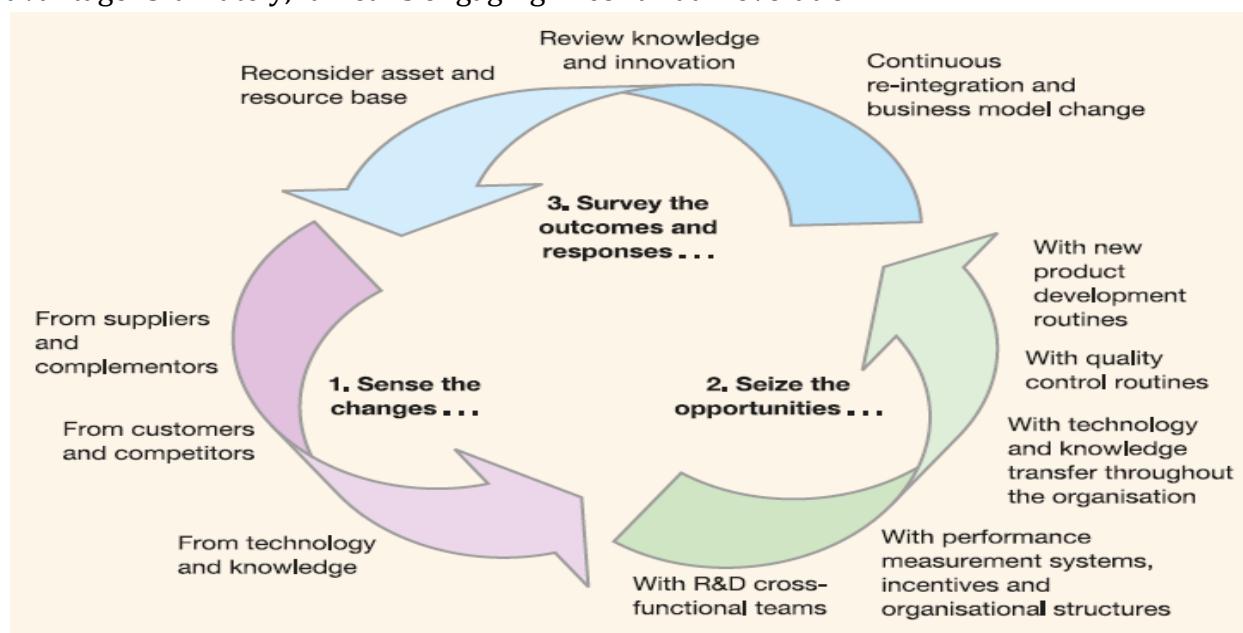
2-external factors: Market and competitors, economic conditions, political and legal environment, technological changes, social and cultural trends, inflation (deflation).

It is very important to take these indicators into account when applying strategic planning as it helps:

- to have a strong position in the domestic market;
- to determine government protection against foreign competitors;
- to activate and expand international relations.

In the process of fully developing a strategy, a company must coordinate and integrate its business activities and characteristics - pricing policy, profit indicators, product delivery system to consumers - as well as a potential network of external partners, and be able to accept and adapt to innovations. Effectively combining these factors and maintaining a competitive advantage remains as one of the main challenges the company facing.

Successful firms in fiercely competitive and unpredictably shifting industries pursue a competing on the edge strategy. The goal of this strategy is not efficiency or optimality in the usual sense. Rather, the goal is flexibility – that is, adaptation to current change and evolution over time, resilience to setbacks, and the ability to locate constantly changing sources of advantage. Ultimately, it means engaging in continual revolution .



Picture 1-The Three 'S' Framework for dynamic strategy

For all new opportunities, the organisation needs to be structured for these to be assessed and developed on a continual basis. There are various ways of undertaking this task: one way is to focus on research and development, particularly in cross-functional teams that will bring new and different perspectives to an issue. In practice, total quality procedures and performance management systems can also contribute by laying emphasis on the search for new areas. In addition, new product

development through marketing and the wide circulation of new knowledge through web systems development also present further opportunities. Possibly the most important aspect of this part of development is a willingness to experiment and that means accepting the possibility of failure with its associated costs: a 'no-blame' culture is essential here to ensure that those who fail are not discouraged from trying again in the future.

The fact that companies that have been established for over 100 years, such as Coca-Cola, Nestle, and Toyota, have maintained their position in the market for a long time is a clear example of their following a suitable strategic path and adapting to the demands of the times . The strategy to be applied should cover the following criteria:

- to have a precise measurement;
- to set certain deadline;
- to be feasible;
- to have priority.



In addition, conducting analyses such as SWOT, STEP, and PESTLE can be an effective guide in identifying problems, correctly assessing the situation, and finding solutions. Barriers such as lack of expertise, insufficient funding, and resistance to change hinder progress. To overcome these obstacles, it is essential for enterprises to invest in training programs and develop partnerships with stakeholders committed to sustainability. Continuous monitoring and adaptation will be crucial for ensuring long-term success in implementing effective sustainable development strategies.

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