

PROBLEMS OF TRANSITION TO PROCESS MANAGEMENT IN ORGANIZING PRODUCTION IN THE TEXTILE INDUSTRY

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Abstract:

This article examines the problems of transitioning to process management in the organization of production at industrial enterprises. That is, the input, output, management and ownership of resources of any business process, the characteristics of processes and the division of all processes at textile enterprises into several groups are presented.

Key words: Textile enterprises, production organization, process management, business processes, distribution process, transportation.

Annotation:

V dannoy state rassmatrivayutsya problemy perekhoda k protsessnomu upravleniyu pri organizatsii proizvodstva na promyshlennyx predpriyatiyax. To est dany input, output, management and control resources of any business process, characteristic process and distribution of all processes and enterprises of the textile industry and several groups.

Keywords: Predpriyatiya tekstilnoy promyshlennosti, organization of production, process management, business process, process distribution, transportation.

Abstract:

This article examines the problems of transition to process management in the organization of production in industrial enterprises. That is, input, output, management and resource ownership of any business process, process characteristics and division of all processes in textile industry enterprises into several groups are given.

Keywords: Textile industry enterprises, production organization, process management, business processes, distribution process, transportation.

The Decree of our President Sh.M. Mirziyoyev No. PF-2 dated January 10, 2023 "On measures to support the activities of cotton and textile clusters, radically reform the textile and garment and knitwear industries, and further increase the export potential of the sector" sets out a number of goals related to the organization of production at textile enterprises [1].

The problems associated with the transition to process management in the organization of production in textile enterprises are as follows:

First, the formal approach of the management and employees of enterprises to the implementation of the process approach. The sources of the problem are the failure of managers to understand the expediency of introducing the process approach as an ideology, the unpreparedness of personnel for serious changes in the structure of enterprise management, the lack of additional financial resources, and the lack of patience and desire among enterprise employees for real optimization of processes.

Secondly, the problem of low regulation of processes.

The sources of the problem can be attributed to errors made by management personnel in regulating processes, the construction of an inadequate system of enterprise processes, and the lack of qualified specialists in regulating processes.

Thirdly, the lack of a system for continuous improvement of processes. The main sources of the problem are the failure of managers to understand the need for continuous improvement of previously identified processes, and the mistakes made by management personnel in creating a process monitoring system.

Fourth, the low level of the management process. The sources of the problem can be the lack of a mechanism for regulating processes, the creation of an inadequate system of enterprise processes, and managers' misunderstanding of the process approach as an ideology.

Fifth, the lack of motivation of the enterprise's employees. In this case, the sources of the problem are the managers' lack of understanding of the need to overcome psychological barriers for employees, as well as the lack of additional financial resources.

Business processes are a scheme for performing each process performed in an enterprise in a logical sequence. At the same time, the main difference between a business process and a simple process is that the business process has defined business directions, which are intended to bring profit as a result of production activities. A business process is a certain sequence of actions that transform resources into a useful final product.

Any business process has inputs, outputs, controls, and resources:

- input - resources (materials) or information used or transformed by a business process to obtain a result (output);
- control - rules, technologies and standards by which a business process operates;
- output - a product or information produced by a business process;
- resources - personnel, equipment, instruments, materials, etc. available in the enterprise.

Based on this relationship, it is possible to determine which business processes an enterprise should choose to achieve the desired level of financial and economic indicators, and to create a model of "how business processes should be" [3].

Modern enterprises use various methods and tools to organize the production of export-oriented, high-quality products and increase the competitiveness of the enterprise. Factors such as consumer demands, the need to reduce costs or production cycle times, and the implementation of a quality management system require changing business models that have been used for a certain period of time, adapting them to the environment, developing a new model, or, if not, improving existing ones.

Modern textile industry enterprises are distinguished by their wide range of activities, the location of their divisions by region, and a complex structure with numerous cooperative relationships with partners. At the same time, the constant change in market requirements, the focus of the production of goods and services on the individual needs of consumers and customers, the continuous improvement of technical capabilities, and strong competition increase the variability of the financial and economic activities of enterprises and encourage the enterprise to create a management system that can adapt to market requirements.

The concept of the value chain is the basis for determining the type, structure, and nature of the activities of textile industry enterprises. The value chain includes the sequence of functions of the structural units of the enterprise in the same order as they are performed when creating a specific consumer value. For any main type of activity, the value chain has its own functions, which are the functions of purchasing, production, delivery, sales of products and services [3]. The need to use process management in textile enterprises is that with its help it is possible to solve business process issues in such a way that the strategic goals of the enterprise can be achieved. The separation of business processes determines the composition of functions that form their boundaries, the organizational responsibility of the units performing the functions, and their interdependence.

The main goal of business process management in the organization of production in textile enterprises is to eliminate redundant operations, reduce business processes and increase the efficiency of the implementation of first-category business processes that create consumer value for the customer [3].

The use of simplifying business processes in organizing the activities of an enterprise, reducing the time for transferring documents, while reducing the unifying functions, coordination functions to a certain extent, reducing the time for transferring information or using a decreasing control function, clearly establishing responsibility for the work performed, and reducing cases are opportunities that can be achieved through the effective use of process management.

When organizing business processes in the textile industry, we can distinguish between processes related to project work, production processes, distribution processes, and customer service processes.

Processes related to project work are usually carried out by one person or a group of people. When creating a specific project model, attention is first paid to processes such as priority areas, execution of work to be performed, and control of work.

“Production processes” are one of the main business processes in organizing the business of an enterprise. The production process includes processes aimed at processing raw materials and materials, changing their shape, and transforming them into finished products [3].

Based on the specific characteristics of the industry, dividing production stages into individual processes, dividing processes into work operations, dividing them into groups, combining groups, assembling parts, assembling, quality control, and eliminating defects are typical functions performed by the production process.

“Distribution processes” include the transportation and delivery of goods. In this case, the movement of products between different points in the distribution network occurs. The main difference between transportation and delivery is that in transportation, the objects of flow are not goods, but people. Traditional transportation processes can be found in the public transport system. Traditional delivery processes include the sale of manufactured products, the delivery of mail and goods to consumers, etc.

“Customer service processes” are the most important area in business process modeling. Because the waiting time in the service process can reach 95% of the total processing time. A process is a sequenced, purposeful set of interrelated activities that transform inputs and resources into outputs (products) using a certain technology and create benefits and value for the consumer.

The main and auxiliary processes consist of the sequence of marketing, planning, sales, and after-sales service processes in the activities of each enterprise.

All processes have the following distinguishing features:

- process owner - an official responsible for the course and results of the process;
- resources - the equipment, personnel, separate premises, materials, financial resources, documents allocated to the owner for the process;
- process parameters - information describing how effectively the process is being performed;
- process inputs - reflected in the form of resources or information.
- process outputs - reflected in the form of products or information. In many cases, the input of one process is the output of another process.

Each process in an enterprise can be divided into several sub-processes. In this case, when analyzing processes, the essence of the main process is fully determined.

All processes in the textile industry can be divided into two groups:

- 1) main processes;
- 2) auxiliary processes.

“Main processes” occur during the creation and production of a product at the enterprise. The processes are initially in the form of a project, marketing information, and later in the form of a material object. To distinguish the main processes from auxiliary processes, the following product “life cycle” scheme can be used.

“Auxiliary processes”. These processes do not directly affect the creation of a product, but serve to ensure the smooth operation of the main business processes. Such processes include:

- personnel training, education and certification;
- document management process. This process establishes the procedures and rules for the development, approval and maintenance of documents that coordinate the activities of individual structural divisions and the entire enterprise, participating in the effective implementation of all business processes in the enterprise;
- support processes. Supporting business processes ensure the operation of the main business processes (equipment servicing, energy and production supply with material and technical resources, office work, information provision, financial provision, etc.).

In conclusion, it can be said that Separating the network of processes in an enterprise is convenient for analysis purposes, but in practice these processes are interconnected and constantly require each other.

As is known, each process is in direct contact with another process. The input of one process serves as the output of another process. However, how can the impact of the result obtained from the initial process on the subsequent process be determined? - the question arises.

Based on the process approach, it is possible to analyze the productivity of a process according to certain criteria. Establishing the productivity criteria for each process and constantly analyzing them also allows you to increase efficiency.

References:

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