

IMPROVING METHODOLOGIES FOR INCREASING EXPORT COMPETENCE OF SMALL BUSINESSES AND PRIVATE ENTERPRISES

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Abstract

This work is devoted to the development and improvement of the methodology for improving export competence of small business and private enterprise. In the present context of globalization and integration of economies, the relevance of this topic is indisputable, since exports are a key element of sustainable development and business competitiveness. The work examines the main aspects affecting the success of export operations among small businesses and private entrepreneurs, and analyses existing methods and suggests new approaches to improve them.

Keywords: export, small business export strategies, private enterprises export development, export readiness, market research, export planning, international marketing, trade promotion, financial support, export regulations, export documentation, networking, export promotion agencies.

Аннотация

Данная работа посвящена разработке и совершенствованию методики повышения экспортной компетентности субъектов малого бизнеса и частного предпринимательства. В современных условиях глобализации и интеграции экономик актуальность данной темы неоспорима, так как экспорт является ключевым элементом устойчивого развития и конкурентоспособности бизнеса. В работе рассматриваются основные аспекты, влияющие на успешность экспортных операций среди малых бизнесов и частных предпринимателей, а также анализируются существующие методики и предлагаются новые подходы к их улучшению.

Ключевые слова: экспорт, экспортные стратегии малого бизнеса, развитие экспорта частных предприятий, готовность к экспорту, исследование рынка, планирование экспорта, международный маркетинг, продвижение торговли, финансовая поддержка, правила экспорта, экспортная документация, создание сетей, агентства по продвижению экспорта.

Annotatsiya

Mazkur maqola kichik biznes va xususiy tadbirkorlik subyektlarining eksport salohiyatini oshirish usullarini ishlab chiqish va takomillashtirishga bag'ishlangan. Iqtisodiyotning globallasuvi va integratsiyalashuvi sharoitida kichik biznes va xususiy tadbirkorlik subyektlarining eksport salohiyatini oshirish uslubiyatini ishlab chiqish dolzarb sanaladi, chunki biznes raqobatbardoshligining asosiy elementi eksportni barqaror rivojlanishtirish hisoblanadi. Maqolada kichik biznes va xususiy

tadbirkorlik subyektlari o'rtasida eksport operatsiyalarining muvaffaqiyatiga ta'sir etuvchi asosiy jihatlar o'rganilib, mavjud usullar tahlil qilinib, ularni takomillashtirish bo'yicha yangi yondashuvlar taklif etilgan.

Kalit so'zlar: eksport, kichik biznes eksport strategiyalari, xususiy tadbirkorlik eksportini rivojlantirish, eksportga tayyorlik, bozorni o'rganish, eksportni rejalashtirish, xalqaro marketing, savdoni rag'batlantirish, moliyaviy qo'llab-quvvatlash, eksport qoidalari, eksport hujjatlari, tarmoq yaratish, eksportni rag'batlantirish agentliklari.

INTRODUCTION

In modern enterprise management practices, this principle is also widely used. Its relevance is related to the need to take into account non-quantitative, non-financial factors into account in management decisions. For the first time, the idea of a balanced approach to enterprise management was formulated by Robert Kaplan, Professor of Business School, and David Norton, American Management Consultant. They have developed fundamental theoretical and methodological aspects of new approaches in management based on a balanced score card (BSC). These ideas have been developed in the work of their followers of Rampersad X., Nivera P.R. Prisker A. and other foreign and domestic scientists. MTSP is a management system that provides feedback between internal business processes and external factors, which, along with financial indicators, provides data that reflect customer satisfaction, internal business processes and the company's ability to develop and grow. The methodological basis for the application of the MTSP involves a consistent solution to three problems. The first objective is to define the parameters of strategic objectives. The second objective is to allocate responsibility for achieving the goals. The third is to define tools for achieving strategic objectives.

LITERATURE OF REVIEW

Considering the theoretical justification and methodological principles of strategic management of branches or other aggregates of the national economy complex, it is possible to conclude that insufficient coverage of the benefits of applying the principle of balance. In our view, such a priority area as small business needs to be used, which will help to overcome negative trends in its development, to form a balanced support system to create an enabling environment for sustainable entrepreneurship development. We will develop the main theoretical and methodological aspects of the use of the principle of balance in supporting small business and in building supporting infrastructure. To achieve this goal, the following objectives, as set out in the balance system reviewed, must be consistently addressed:

- Defining strategic objectives for small business development and a system of quantitative indicators reflecting the effectiveness of support;
- Consideration of possible options for achieving the chosen objectives;
- Preparation of a hierarchical structure for the implementation of the goals.

According to previous studies, strategic objectives for small business development include increasing the number of enterprises, increasing the share of gross

domestic product (GDP) to developed countries and ensuring employment, maintaining and developing priority areas, improving the business environment. The strategic objectives listed above can be seen as a system of interrelated tasks which are not different from each other, and characterize various aspects of the main objective of maintaining and developing small businesses.

RESEARCH METHODOLOGY

To assess the dependence of small business development on external and internal factors, we propose a methodology that takes into account $P = (P_1, \dots, P_n)$ the impact of all significant factors, given their proportion. Each indicator has a b_i weight factor reflecting its impact on the phenomenon under study. In order to harmonize the data obtained, preliminary rationing of weight factors must be carried out. Thus, a system of input parameters sufficient to obtain an evaluation is being formed for subsequent analysis. The balance measure will be set as a function B of the selected parameters seeking 1 with absolute balance and 0 with total balance (formula 1).

$$B = \sum_{i=1}^n b_i (P_1, P_2 \dots P_n) \quad 0 \leq B \leq 1 \quad (1)$$

In order to achieve a balanced support infrastructure, we will form a system of indicators of factor variables P .

The principles recommended for the MTSP should be guided in selecting indicators: determining criticality of the quality of balance assessment; including approximately the same amount of data for each of their evaluated areas; ensuring acceptable labor costs for evaluation.

We suggest that, in order to assess the support infrastructure, we develop a system of indicators for P_i corresponding to the typing of infrastructure support we have previously proposed:

P_1 – Coordination and legislative infrastructure;

P_2 – Financial Support Infrastructure;

P_3 – Infrastructure of property support;

P_4 – Information and Advisory Support Infrastructure;

P_5 – infrastructure of training, development of skills;

P_6 – support infrastructure to meet current service objectives;

P_7 – Infrastructure for participation in public procurement and contracts.

The method of expert evaluations is proposed to quantify the selected indicators. Experts assess the importance of indicators on the selected evaluation scale, followed by rating. If all parameters are considered to be equivalent, the binary system of 0 evaluations can be used, the parameter does not have a significant impact, and 1 is a significant effect.

The next phase is to evaluate the effectiveness of the selected support infrastructure parameters. The evaluation of “0” corresponds to a situation where the infrastructure element is important and has a great impact on small business, but its resource support and implementation is not available. The “1” evaluation corresponds to the optimal level of development of the appropriate support infrastructure, which

provides the most favorable environment for small business development. Then formula (1) will take the following formula (1) to take into account the substitutions and transformations:

$$B = \frac{\sum_{i=1}^n b_i * P_i}{\sum_{i=1}^n P_i} \quad (2)$$

The denominator in formula (2) in the binary system of parameters is equal to the number of meaningful parameters n , and the numerator is the amount of estimates of the actual status of the selected parameters, which significantly simplifies the formula:

$$B = \frac{1}{n} \sum_{i=1}^n b_i . \quad (3)$$

Based on the expert assessments received on formula (3), a balance of support infrastructure is analyzed. The numerical value B obtained serves as a quantitative reference point for the balance of infrastructure support provided. We introduce the concept of a balance factor equal to the value B . In real conditions, we should not expect to obtain the B balance factor close to the threshold. However, the value $B \leq 0.5$ is a signal that more than half of the infrastructure components are underdeveloped and need to be strengthened. In sample surveillance, we interviewed 500 experts, representatives of small business enterprises in the service sector, which indicates the representation of the sample. The survey was attended by the respondents - staff of private service companies in the field of positions: CEO, Deputy Director, Executive Director, Marketer, Development Manager, Financial Director, etc. The sample processing resulted in the average estimates presented in table 1.

Parameter P_7 excludes further calculations for the service sector. Thus, we calculate the balance factor by formula (3) to be equal to 0.41:

Table 1

Evaluation of the way in which business regulations are regulated

Name of the parameter evaluated P	Significance	Efficiency b
P_1 – coordination and legislative infrastructure	0,83	0,37
P_2 – financial Support Infrastructure	0,92	0,63
P_3 – infrastructure of property support	0,94	0,77
P_4 – information and Advisory Support Infrastructure	0,82	0,47
P_5 – training infrastructure, training development	0,80	0,03
P_6 – support Infrastructure to address current service challenges	0,67	0,17
P_7 – infrastructure for participation in public procurement and contracts	0,23	0,05

$$B = \frac{1}{6} (0,37 + 0,63 + 0,77 + 0,47 + 0,03 + 0,17) = 0,41$$

RESULTS AND DISCUSSION

The results and analysis of the work can be useful for practical applications in small business and private enterprise management to increase their export activity and efficiency in international markets.

Calculations have shown a violation of the principle of balance in the formation of support infrastructure, and a number of measures should be developed and implemented to eliminate the imbalances identified. We will analyze in detail each parameter to identify deficiencies.

P_1 – coordination and Legislative Infrastructure. This support link is the leading and determining part of the system. There are many criticisms on the federal support program for the MP [1].

P_2 – financial support infrastructure is a significant component of the infrastructure for the services sector. According to the researchers, there are sufficiently high entry barriers in the service market, which are necessary for the initial purchase of equipment, selection of premises, obtaining permits, training of staff [2]. Funds from the State budget for financial support increased in 2022. several times compared to the pre-crisis period of 2019. Unfortunately, the growth of budget expenditures is not proportional to the growth of the Small Entrepreneurship entities. Researchers were unable to find a statistically significant relationship between financial support and MP development. The following likely causes of inefficiency are: the distortion of financial support measures from MP entities towards support infrastructure organizations, which delays a substantial part of their cash or affiliated structures; the use of predominantly direct financial support methods. The Republic of Uzbekistan uses very poor tools, usually subsidized, which is ineffective from Western experience; the lack of an effective mechanism for the removal of non-priority activities from financial assistance. However, the estimate of 0.66 indicates that the financial support infrastructure is sufficiently efficient and that there is a substantial reserve to improve its performance.

P_3 – the property support infrastructure is particularly important for the service sector, since a license for a particular activity is issued for a specific premise. In this regard, enterprises are forced to select premises that meet the requirements, prepare them for work, and in the event of a refusal to extend the lease contract, they are subject to substantial costs. This results in unequal competitive conditions compared to municipal institutions using premises on the balance of the State. The parameter was the highest score of all - 0.77.

P_4 – information and Advisory Support Infrastructure. Information resources such as the State portal of small and medium-sized enterprises, regional structures - the sites of the Department of Science, Industrial Policy and Enterprise, the State Budget Institution of Small Business of Tashkent, the information resources of associations, unions, etc. can be allocated. The total number of remote access resources and consulting centers in Tashkent exceeds one hundred. However, business representatives are dissatisfied with the quality of awareness of support measures, low interest, mistrust of authorities and information they declare. The reason for this is the insufficient relevance and relevance of the 0.47 score is due to the poor quality of the

information provided and its inconsistency with the needs of small business in the service sector.

P_5 – training infrastructure, training development. As the heads of private business in the service sector point out, “training fees for municipal personnel are made from budgetary funds and private sector colleagues have to pay themselves or study at the expense of the employer. The State does not have support”. Such infrastructure could provide substantial support to small businesses, but at this stage, the needs of service enterprises are completely ignored and the score of 0.03 is close to the minimum.

P_6 – support Infrastructure to address current service challenges. This category includes infrastructure ru, which is potentially capable of helping small business in the service sector to solve its specific problems. As noted earlier, the main factors that impede the development of private enterprise include the modern licensing procedure, the activities of the sanitary services and similar administrative structures, frequent changes in standards. Small Businesses are in urgent need of support in this direction, which is not currently provided, as evidenced by a score of 0.17 [4].

Divisions dealing with and regulating the implementation of legislation should be provided. Domestic researchers have offered their options, such as the establishment of working groups on the concept of entrepreneurship development.

Financial support infrastructure needs to shift the focus from direct allocation of financial resources to promoting small business activities, transparency and accountability of allocated resources, and to keeping the proportions in their distribution. The priority areas for the development of financial support infrastructure are: expansion of concessional lending, guarantees and guarantees; development of investment programs; development of venture and investment funds network; establishment of bodies for improving and monitoring budget expenditures. Property Support Infrastructure is a critical factor for service enterprises. The provision of preferential rental rates, the ransom of premises on concessional terms and the organization of special programs is relevant for the private sector [3].

Infrastructure for training and retraining and assistance infrastructure in current issues for services has been lowered and is virtually absent. We therefore propose the following infrastructure elements: the organization, on the basis of existing training centers and retraining on concessional terms, of small business service professionals; the development and implementation of training methods that allow for retraining, evening and weekend groups, possible distance education; the limitation at the federal level of the possibility of unreasonable and often amending legislation and regulatory activities while respecting the principle of inadmissibility of organizations; the establishment of regional advisory centers for organization assistance in preparing documents, issuance of conclusions, provision of services on preferential terms for small business; the introduction of a duty to inform small business entities of the changes that are being adopted.

CONCLUSIONS AND PROPOSALS

Some conclusions can be drawn from this study. In order to work effectively, the Service Infrastructure Support System, we propose that the principle of balance be used in defining and achieving strategic objectives. There is currently a distortion and imbalance in the formation of infrastructure support for services. A number of measures we have proposed to build a balanced support infrastructure: the establishment of a single independent body for regulating and protecting the rights of small business in the service sector; the shift from subsidies to incentive elements - investment and venture capital funds, concessional lending structures and guarantees and guarantees; the establishment of business incubators for service enterprises; the development of regional property support programs enables the support of small enterprises. In our view, the establishment of an institution of public-private partnership in the field of services is promising, and the development of an institution of social-private partnership on its basis [5].

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