



Article

The Influence Of The Seasonality Factor In The Strategic Management Of The Activities Of Enterprises Of The Food Industry

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Abstract: This study investigates the impact of seasonality on the strategic management of food industry enterprises. The research aims to identify how seasonality influences resource utilization, production optimization, and market adaptation while proposing strategies to mitigate its effects. Methodologies applied include integral assessment techniques and functional-matrix evaluations to analyze seasonality's role in strategic decision-making. Results indicate that seasonality significantly affects production cycles, raw material supply, and market demand, presenting both risks and opportunities. Effective strategies, such as adopting innovative technologies and logistics systems, can minimize seasonality's adverse effects and enhance competitiveness. The study emphasizes the importance of aligning strategic management with seasonality to achieve sustainable growth, stable income, and optimal resource use. The findings contribute to developing scientific and practical recommendations for improving strategic management in the food industry, ultimately ensuring food security and boosting economic stability.

Keywords: Strategy, Strategic Management, Management Mechanism, Influencing Factors, Reforms, Food Industry, Seasonality Factor.

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1. Introduction

Today, the processes of development of the activity of the food industry and its strategic management are improving within the framework of current laws and sub-laws. The decree of the president of the Republic of Uzbekistan "on additional measures to ensure food security in the Republic" No. PF-36 of February 16, 2024 defines the procedure for the implementation of the above tables.

Food industry enterprises are one of the sectors of importance in the economy of each country, which is central to the satisfaction of the food needs of the population, increasing competitiveness in domestic and foreign markets and ensuring economic stability. In achieving efficiency in this area, various factors influence, one of which is seasonality. The seasonality factor manifests itself as one of the important aspects that determine the volume of production of enterprises of the food industry, the level of dependence on raw material resources and the variability in demand for products.

2. Materials and Methods

Within the framework of this ongoing research, the research of our local scientists on improving the activities of the food industry was studied. Including A. In the research of

platyov, the organizational structure of network management was improved in the formation of market strategies at enterprises of the food industry, the development of directions for their development. Also, M. The study conducted by Karimov developed a methodological approach to assessing the economic potential of the food industry, and carried out an assessment of the financial economic potential of the enterprises of the food industry of the region under study. In this research work, in contrast to the above, the activities of food industry enterprises were talked about in strategic management.

Methodologies such as integral assessment method, integral assessment of seasonality, functional and Matrix Assessment have been used on strategic management of the seasonality factor of food industry enterprises.

3. Results

In the period 2013-2024, the share of the food industry in the industrial production of our republic is growing. It is considered necessary to use it to determine the normative balance by performing an analysis of the growth rate of food in the composition of consumer goods produced.

The share of food production Sox in the Republican total manufacturing industry fell sharply to 13.3 percent by 2018. Of course, the rapid growth of the above-mentioned Soha and networks is one of the main factors. By 2021, the share of pasasiyib again was 12.9 percent, while by 2022 it had fallen to 12.5 percent. The main impetus in the production processes in enterprises of this industry was the organization of innovative activities at a lower level than in industries such as Textiles, Textile-knitwear, Chemical Products, Furniture Industry, Automotive. While the real yield of manufactured food has increased, we can see that due to the increase in the production yield of the aforementioned network, its share in the production yield of the Republic has decreased. The volume of food production in the Republic increased by 113.2% compared to the previous year in 2015. As of 2018, the food production industry was 98.5 percent compared to 2017, when hajmi declined slightly.

Table 1. Total imported products to the Republic of Uzbekistan in 2018-2023, including the volume of food products (mln. In US dollars)

| Ko'rsatkichlar | 2018-yil | 2019-yil | 2020-yil | 2021-yil | 2022-yil | 2023-yil | 2023-yil 2018-yilga nisbatan o'zgarishi % da. |
|---|----------|----------|----------|----------|----------|----------|---|
| Jami import qilingan mahsulotlar hajmi | 17 312,3 | 21 866,5 | 19 932,4 | 23 740,4 | 28 220,3 | 35 574,8 | 205,5 |
| Oziq-ovqat mahsulotlari va tirik hayvonlar | 1 327,4 | 1 608,5 | 1 851,3 | 2 509,5 | 3 392,9 | 3 495,7 | 263,3 |
| Jami importga nisbatan, foizda | 7,7 | 7,4 | 9,3 | 10,6 | 12,0 | 9,8 | 2,1 |

When analyzed on the basis of Table 1 data on the Republic, in 2015 the volume of total imported products of Uzbekistan was 11,924.0 million. US dollars, of which 1,314.0 million. The US dollar was subject to the purchase of food items and live animals. In 2017, the total import volume was 13,370.0 million, respectively. US dollar and 1,049.0 million of

that. The US dollar was formed at the expense of food and live animals. By 2022, however, imports had increased nearly 3-fold from 2015 to 30,767.0 million. Reached the US dollar, of which 3,392.0 million. The US dollar fell on the purchase of food products and living traitors khissas. The main factors are the increasing number of the population of the Republic, as well as the increase in the volume of real income of the population.

The results of this analysis show that during the period 2014-2023, the growth rate of the production industry in our country has increased in its composition, despite the fact that in recent years it has decreased. In particular, the constant increase in the volume of industrial products is explained by the full satisfaction of the needs of the population. In this case, the analysis increased by almost 7.8 times in 2014-2023. Including 84,011.6 crore in 2014. sum of Rs 658,991.7 crore by 2023 due to the increase in the scale of production of total industrial products. som. Food production, on the other hand, was 17.1% of its share of industrial products in 2014, compared to 9.9% in 2023. We can see that the volume of food production within the total industrial products has decreased by 7.2%, with an increase of 4.53 times in the range of the year being analyzed .

Currently, about one hundred percent of agricultural production corresponds to the contribution of small enterprises in the complete absence of retail turnover. But, the level of development in the field of industrial production in the food industry does not fully meet the demand. This indicates that it is an urgent task to organize more small enterprises producing finished products, to create the necessary conditions for increasing their production forces.

The main reason for the rapid development of food industry enterprises in Uzbekistan is the lack of working capital, shortage of raw materials, stagnation of their activities, etc. Also, while a number of research works are being carried out to improve the production and efficiency of food in the Republic, taking into account territorial features and requirements for the activities of enterprises that create a competitive environment, the effective use of benefits allocated to it, the level of consumption of food by the population and the in-depth study of production And on the basis of these analyzes, we can see that it is possible to tokomilize the management mechanism of these industrial enterprises and, on this basis, enter into competition.

When the food industry is considered about the features of improving its management mechanism for the development of the activities of enterprises, first of all, risk-related activities are understood, as in each type of economic activity. Because in a general sense, risk is to take risks and risks when conducting entrepreneurial activities. The reason why risk is the fundamental basis of entrepreneurial activity :

first of all, it indicates the economic independence of the Entrepreneur, his free choice of the type of activity, his free use of means of production, operating on the basis of risk.

secondly, in the context of a market economy, entities engaged in entrepreneurial activity enter into a competitive struggle.

thirdly, an entrepreneur can also be threatened by a number of other factors when he starts working at risk. In particular, the current state of instability in the economy increases the risk of risk when choosing a production sector. Because there will be no degree of certainty about the usefulness of this area.

fourth, risk also depends on the law, which means that under the applicable law, cases contrary to the law in legal norms increase the risk of risk.

The correct assessment of the seasonality factor in the strategic management of the activities of enterprises of the food industry and the development of strategies in accordance with it play an important role in improving the efficiency of the enterprise. Taking into account seasonal changes in the supply, production, market access and pricing of raw materials, it makes it possible to increase the competitiveness of the enterprise. At

the same time, through strategic planning suitable for seasonality, effective use of economic resources and stable income are achieved (Table 2).

Table 2. The composition of factors determining seasonality for the activities of enterprises of the food industry

| SEASONAL FACTORS OF THE FOOD INDUSTRY | | | |
|---------------------------------------|---|--|---|
| № | Seasonal factors in the food industry | Seasonal factors of industrial production | Seasonal factors of wholesale and retail trade |
| 1 | Production seasonality cycle | Seasonal nature of food industry harvest and creation of production reserves | Seasonality of food industry harvesting |
| 2 | Seasonality of certain types and deadlines for the work of the food industry (pre-planting processing, fertilizing, pest control, harvesting) | Seasonality of the production cycle for the processing of raw materials of the food industry | Seasonality of food industry storage |
| 3 | Seasonality of the use of food industry techniques | Seasonal nature of storage | Seasonal nature of storage |
| 4 | Seasonal nature of the implementation of production | Seasonal character of storage and sale of finished products | Seasonality of trade in agricultural products used as raw materials |
| 5 | Seasonal character of buying, creating and spending production reserves | Seasonality of using the main funds of processing enterprises | Seasonality of land for agricultural products |
| 6 | Seasonality of Labor use | Seasonality of Labor use | Seasonality of Labor use |
| 8 | Seasonal nature of income from sales | Seasonality of sales revenue | Seasonality of income from grown products |
| 9 | Seasonality in production | Seasonal character of working capital | Seasonality of raw materials and other costs |

4. Discussion

It depends on the system of strategic management of the comprehensive development of the enterprise, that is, it ensures the development and achievement of certain features. Strategic goals, clearly expressed in the enterprise, become the leading means of increasing the efficiency of the enterprise and are important in its coordination and control in the long term. It also serves as the basis for making management decisions in all branches.

When categorizing the products of enterprises of the food industry, their management structure is also formed differently, taking into account their different characteristics. Also, independent economic activity and responsibility one of the peculiarities of conducting entrepreneurial activity is that it is required to use the most modern methods of management at these enterprises. This feature is expressed in terms of economic independence, equal rights of the entrepreneur, based on the essence of entrepreneurship. The risk-taking activity of an entrepreneur is also distinguished by its economic independence, the free choice of the type of activity, and the management mechanism in it is also self-sufficient.

It should be noted that the issue of specific management mechanisms and features of a small enterprise in the food industry is also controversial. They can be managed and studied by dividing them into two groups, namely economic and social groups. It is an economic feature of small-scale entrepreneurship in the food industry, the compatibility of its fundamental functions as a type of activity and as an owner of an entrepreneur.

5. Conclusion

Based on the research of the factors affecting the mechanism of Strategic Management and their specifics, taking into account the factor of seasonality in the activities of enterprises of the food industry in our country, the following conclusions can be made: taking into account that the need for food has always been high, this need will continue to increase, it is necessary to further develop the activities of the subjects of implementation in this area; provides state support to small-scale industrial enterprises of industrial production in agriculture, which is a source of raw materials of food enterprises, and provides them with additional benefits.

The importance of Strategic Management in reducing the influence of the seasonality factor in the activities of food industry enterprises is growing in the conditions of modern market demands and competition. Effective management processes allow enterprises to develop steadily, deliver quality products, and adapt to market needs. This approach serves to optimally use resources, cut costs, and increase consumer confidence. As a result, food industry enterprises contribute significantly to the national economy, helping to ensure the food security of the population.

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