FACTORS CONTRIBUTING TO THE IMPROVEMENT OF STRATEGIC MANAGEMENT IN NATIONAL CORPORATIONS

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Abstract: The article examines the factors for improving strategic management in national corporations and their impact on corporate development. The role of institutional environment, innovation, digital transformation, and human capital in enhancing strategic management efficiency is substantiated. Comprehensive strategic management approaches are proposed to strengthen competitiveness and ensure sustainable development of national corporations.

Keywords: strategic management, national corporations, competitiveness, innovation, digital transformation, corporate governance, strategic planning, institutional environment.

Annotatsiya. Maqolada milliy korporatsiyalarda strategik boshqaruvni takomillashtirish omillari va ularning korporativ rivojlanishga ta’siri tahlil qilinadi. Strategik boshqaruv samaradorligini oshirishda institutsional muhit, innovatsion rivojlanish, raqamli transformatsiya va inson kapitalining o‘rni asoslab beriladi. Milliy korporatsiyalarning raqobatbardoshligini kuchaytirish va barqaror rivojlanishini ta’minlash uchun kompleks strategik boshqaruv yondashuvlari taklif etiladi.

Kalit so‘zlar: strategik boshqaruv, milliy korporatsiyalar, raqobatbardoshlik, innovatsion rivojlanish, raqamli transformatsiya, korporativ boshqaruv, strategik rejalashtirish, institutsional muhit.

INTRODUCTION (KIRISH): In modern economic conditions, national corporations are considered to be one of the key actors determining the economic basis and competitiveness of any state. They not only provide the domestic market with stable goods and services, but also play a crucial role in shaping the country's image in the international arena, increasing export potential and accelerating innovative development processes. In these circumstances, strategic management becomes much more important for national corporations than just a managerial function. It is becoming a key tool for solving such tasks as long-term sustainable development, efficient use of resources, maintaining competitive advantages and conquering new markets.

For modern national corporations, a key priority remains the comprehensive improvement of strategic management systems and the development of sustainable development strategies by aligning their institutional, organizational, and innovative aspects. In this regard, the application of a systematic approach, the implementation of advanced management methods, and the optimization of strategic decision-making processes contribute to enhancing the competitiveness of national corporations in the global economic arena.

METHODS (METODLAR): Identifying and evaluating the factors that contribute to the improvement of strategic management in national corporations requires a systematic and comprehensive methodological approach. Given the multifactorial and multilevel nature of strategic management processes, it is important to employ various theoretical and practical analytical methods when studying them. In this regard, a number of scientific approaches are used to assess the effectiveness of strategic management, identify its organizational and institutional foundations, and determine the prospects for its development.

A systematic approach allows for the consideration of strategic management while taking into account the interrelationships and balance among all components of a corporation. Within this approach, strategic management is interpreted as an integrated system that encompasses the corporation’s internal resources, organizational structure, management mechanisms, and external environmental factors. System analysis is used to identify the interrelationships between the processes of strategic planning, implementation, and control, as well as to assess the key factors influencing management effectiveness. This approach enables the development of comprehensive thinking when making strategic decisions and helps determine the corporation’s priority areas of development.

Institutional analysis aims to examine the role of external and internal institutions that influence the strategic management process. Government policy, the regulatory framework, market infrastructure, and the investment climate serve as key institutional factors that shape the strategies of national corporations. At the same time, corporate governance principles, relations between shareholders and management, and internal control systems also have a significant impact on the effectiveness of strategic management. The institutional approach is used to analyze the strategic adaptability and sustainable development potential of corporations.

The use of SWOT and PEST analysis methods is of paramount importance for evaluating strategic management. SWOT analysis enables the systematic identification of a company’s internal strengths and weaknesses, as well as external opportunities and threats. These analyses serve as key tools for defining strategic priorities, utilizing resources effectively, and securing a competitive advantage. PEST analysis, in turn, helps identify the impact of the external environment on strategic management by assessing political, economic, social, and technological factors. The combined application of these methods ensures the scientific validity of the strategic planning process.

Developing a system of indicators is a critical methodological step in assessing the effectiveness of strategic management. Key indicators used to determine the effectiveness of strategic management include criteria such as financial stability, profitability, investment attractiveness, innovation performance, and market share. At the same time, indicators of human capital development, corporate culture, and digital transformation also enable a comprehensive assessment of the effectiveness of strategic management. This system of indicators is crucial for formulating a corporation’s long-term development strategy and monitoring its implementation.

The criteria for evaluating the performance of national corporations serve to develop an effective model of strategic management. Key indicators such as competitiveness, adaptability to market conditions, the intensity of innovation, and the timeliness of management decisions are considered as the primary criteria for evaluating strategic management. These criteria are used to determine the level of strategic development of corporations and to develop scientifically grounded recommendations for improving the management system.

RESULTS (NATIJALAR): The process of improving strategic management in national corporations is a multifaceted system shaped by the interaction of various institutional, organizational, technological, and social factors. The effectiveness of strategic management depends directly on the degree to which a corporation’s internal capabilities align with the external environment. Therefore, it is important to systematically identify the factors influencing the improvement of strategic management and to assess their interrelationships.

Institutional factors are among the key determinants of the effectiveness of strategic management. The quality of strategic decisions is directly influenced by the corporate environment, regulatory mechanisms, government support policies and the investment climate. A stable institutional environment provides corporations with clarity and stability in the development and implementation of long-term strategies. Conversely, inconsistencies in the institutional framework or excessive bureaucratic obstacles can slow down strategic planning processes and weaken investment activity. As a result, the adaptability and effectiveness of strategic management are significantly reduced.

Organizational and structural factors also have a significant impact on the effectiveness of strategic management. A corporation’s management structure, the distribution of authority, the speed of decision-making and internal communication mechanisms determine the extent to which strategic management is implemented. Although a centralized management model strengthens strategic control, it can hinder rapid decision-making. Conversely, a flexible and decentralized management system allows for the implementation of innovations and rapid adaptation to market changes. Therefore, the formation of an optimal organizational structure is considered one of the key conditions for improving strategic management in corporations.

The level of innovation and digital transformation is one of the key factors in modern strategic management. The adoption of digital technologies, the automation of business processes, and the development of data-driven management systems improve the accuracy and speed of strategic decision-making. Innovative approaches enable corporations to develop new products and services, improve production efficiency, and secure a competitive advantage in global markets. However, the sluggish pace of digital transformation slows down the modernization of strategic management and reduces corporations’ ability to adapt to market demands.

Human capital and corporate culture play a crucial role in the successful implementation of strategic management. Qualified managers and specialists with analytical and innovative mindsets are considered the primary resource that determines the quality of strategic decisions. A well-developed corporate culture, an atmosphere of cooperation, and an effective incentive system play a crucial role in achieving strategic goals. Modern management practices must be focused on developing human capital, unlocking employees’ creative potential, and creating an environment for knowledge sharing. This approach ensures the stability of strategic management and expands opportunities for the corporation’s long-term development.

The economic conditions created by the state, tax policy, investment incentives and infrastructure development have a significant impact on the strategic planning process of corporations.demand and global economic integration processes require flexible strategies from corporations. The economic conditions created by the state, tax policy, investment incentives and infrastructure development have a significant impact on the strategic planning process of corporations. Effective mechanisms for cooperation between the public and private sectors are an important factor in improving strategic management and increasing the competitiveness of national corporations.

Based on the interrelationship of factors for improving strategic management, the need arises to develop a comprehensive management model for national corporations. Such a model is based on the integration of the institutional environment, organizational structure, innovative development, human capital, and market factors. This approach allows for increasing the effectiveness of strategic management, optimizing the use of resources, and ensuring the long-term sustainable development of corporations.

The following is a conceptual model illustrating the interrelationships among the factors that contribute to the improvement of strategic management in national corporations:

Institutsional muhit- Institutional Environment
Tashkiliy tuzilma- Organizational Structure
Bozor sharoitlari- Market Conditions
Strategik boshqaruv- Strategic Management
Innovatsion rivojlanish- Innovative Development
Inson kapitali- Human Capital
Raqamli transformatsiya- Digital Transformation
Barqaror rivojlanish- Sustainable Development

This conceptual model illustrates the interrelationship among key factors in strategic management. While the institutional environment and market conditions determine strategic directions, organizational structure and human capital form the mechanism for implementing these strategies. Innovation and digital transformation, as modern tools of strategic management, enhance its effectiveness. The synergy of these factors contributes to strengthening the competitiveness of national corporations and ensuring sustainable economic development.

DISCUSSION(MUHOKAMA): The factors contributing to the improvement of strategic management in national corporations are interrelated and systemic, and each of them directly or indirectly influences the corporation’s development process. The institutional environment, organizational and structural factors, the level of innovation, human capital, and market conditions are key determinants of the effectiveness of strategic management. Striking a balance among these factors improves the quality of strategic decisions, ensures the efficient use of resources, and strengthens the competitiveness of corporations.

The interrelationship among the identified factors points to the need to develop a comprehensive model of strategic management. The institutional environment creates the external conditions that determine the direction of corporate strategic development. At the same time, the organizational structure of corporate governance and internal control mechanisms play a decisive role in achieving strategic goals. In turn, innovative development and digital transformation processes are viewed as modern tools of strategic management that enhance the accuracy, speed, and effectiveness of management decisions. Human capital is a key resource that ensures the integration of these processes and determines the successful implementation of strategic management.

The issue of strategic adaptability and sustainability is of particular importance in the operations of national corporations. The instability of the global economic environment, technological innovations, and the dynamic nature of market conditions require corporations to adopt responsive and flexible strategies. Strategic flexibility allows corporations to respond quickly to changes in the external environment, capitalize on new opportunities, and minimize potential risks. At the same time, strategic management based on the principles of sustainable development serves to ensure long-term economic efficiency. An optimal balance between flexibility and stability is a key factor in developing an effective strategic management model.

The long-term priorities of national corporations are linked to innovation, digital transformation, human capital development, and the modernization of corporate governance mechanisms. Promoting innovation enables the creation of new products and services, improves production efficiency, and secures competitive advantages in international markets. The adoption of digital technologies helps optimize management processes, enable data-driven decision-making, and improve operational efficiency. The development of human capital and the strengthening of corporate culture ensure the sustainability of strategic management.

In practice, improving strategic management helps strengthen the financial stability of domestic corporations, enhance their investment appeal, and ensure their ability to adapt to global market conditions. By relying on a comprehensive strategic management model, corporations can implement a strategy of long-term sustainable development through optimal resource allocation, effective risk management, and the development of innovative potential.

CONCLUSION(XULOSA). Improving strategic management in national corporations is one of the top priorities in the context of modern economic development. An effective strategic management model plays a crucial role in enhancing corporate competitiveness, optimizing resource utilization, and ensuring long-term sustainable development. The process of modernizing strategic management encompasses areas such as improving the institutional environment, optimizing organizational structure, developing innovation activities, and strengthening human capital.

The systematic integration of strategic management factors enhances corporations' ability to adapt to changes in the external environment and ensures the effectiveness of management decisions. The implementation of digital transformation and innovative approaches contributes to the modernization of management processes, the improvement of data-driven strategic planning, and increased operational efficiency. The development of human capital and the strengthening of corporate culture are among the key factors ensuring the stability of strategic management.

Modernizing strategic management enhances the investment appeal of domestic corporations, stimulates their innovation efforts, and creates competitive advantages in global markets. This approach has a positive impact on the stable growth of the national economy, the expansion of export potential, and the strengthening of economic security. In addition, a comprehensive strategic management model enables corporations to effectively implement long-term development strategies and ensure their adaptability to market conditions.

In the future, the deep integration of digital technologies, the development of an innovation ecosystem, and the adoption of advanced corporate governance practices will be crucial to improving strategic management. A scientifically grounded model of strategic management serves as the primary methodological framework for ensuring the sustainable and competitive development of national corporations.

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