

## EXPERIENCE OF ADVANCED FOREIGN COUNTRIES IN ENSURING THE ECONOMIC STABILITY OF ENTERPRISES

Kadirov Abdumalik Matkarimovich

Ph.D., Independent Researcher of Tashkent State University of Economics

### Abstract

This in research enterprises economic stability of provision advance the experience of companies of foreign countries is collected.

**Keywords** : enterprises , economic stability , progress foreign countries experience, profitability .

It is urgent to ensure the economic stability of enterprises in the conditions of the globalization of the world economy and the acceleration of the processes of economic integration between countries and the late fluctuations of the world market. In such conditions, the world's largest companies are using various sources and non-traditional forms of financial and economic mechanisms to ensure their economic stability. Examples of this include leasing, futures, factoring, overdraft, controlling, <sup>1</sup>etc.

In particular, today the controlling system is widely used to ensure economic stability in large developed companies of the world.

In the scientific economic literature, almost no attention is paid to the quantitative assessment of the impact of the introduction of the controlling system on the indicators of the enterprise's production-economic, financial-economic and organizational-management activities. In particular, despite the fact that some researchers have reflected in their scientific works on the positive aspects of the introduction of control, the quantitative assessment of the impact of the introduction of the control system on the indicators of economic stability of the enterprise has not been carried out <sup>2</sup>. In particular, Uzbek economists Nurimbetov RI and Akhmedov SI have studied in their scientific research that in the experience of product quality management in the USA, the industry began to develop rapidly with the production of a wide range of consumer goods.

The results of the analysis of changes in the performance indicators of foreign industrial enterprises as a result of the introduction of the controlling system in industrial enterprises allow to identify the following positive trends in the development of these economic entities.

<sup>1</sup> Khudyakova, T.A. Principy otsenki urovnya finansovo-ekonomicheskoy ustoychivosti predpriyatiya na osnove primeneniya veroyatnostno-statisticheskix modeley / T.A. Khudyakova // Vestnik YuUrGU. Series "Economics and management". - 2015. - T. 9. - No. 3. - P.41-43.

<sup>2</sup> Khudyakova, T.A. Prinsipy opredeleniya effektivnosti zatrat na nnedrenie sistemy kontrolinga na promyshlennom predpriyatii / T.A. Khudyakova // Vestnik YuUrGU. Series: Economics and management. – 2014. – No. 4 (8). - S. 135–138.

Firstly, as a result of the introduction of one or another type of controlling system in the enterprise, it made it possible to increase the level of investment attractiveness up to 90% on average (IBM showed the maximum increase - 33.9%).

Secondly, the documents made it possible to increase the cycle efficiency by an average of 10% (Mazda showed the maximum increase - 27.6%).

Thirdly, it made it possible to increase financial stability by an average of 8% (the Crystal Gross company showed the maximum increase - 22.5%)<sup>3</sup>.

Including, as a result of the introduction of the controlling system in enterprises, the level of investment attractiveness increases by 8.9%, the efficiency of document circulation - by 9.7%, and financial stability - by 8.3%. In this case, the efficiency of document circulation is understood as the indicator determined by the ratio of the growth rate of profit as a result of the introduction of measures to improve the process of document circulation in the enterprise to the increase in costs conditioned by the introduction of the innovation.

The financial stability of the enterprise is determined on the basis of the alternative coefficient, calculated by the ratio of the company's own funds and the balance sheet to the total value of assets and liabilities.

Thus, from the analysis of the growth rate of investment attractiveness, efficiency of document circulation, and financial stability of the industrial enterprises of foreign countries mentioned above, it can be concluded that the introduction of one or another controlling system makes it possible to ensure the economic stability of the enterprise and increase the efficiency of its activity.

In particular, despite the fact that the growth rates of these indicators in various enterprises tend to fluctuate, the dynamics of change are positive in all analyzed companies.

Therefore, the introduction of a controlling system in industrial enterprises makes it possible to increase the level of economic stability of economic entities, and this is especially relevant during the crisis in the economy.

Issues of interrelationship between the introduction of a controlling system in an industrial enterprise and the growth of financial and technical-economic indicators A.N. Asaul, MK Starovoytov and R.A. Faltinsky was considered in his scientific works. Although the authors approach the term controlling as budgeting, they note the following correlations.

An example of successful implementation of a controlling system is AT&T Canada, the largest mobile operator in Canada, which implemented the Balanced Scorecard (BSC). ha, the production volume per worker increased by 11%, the market value of the enterprise increased by 4 times<sup>4</sup>.

<sup>3</sup> Yusupova, S.Ya. Teoriya i praktika vnedreniya sistemy kontrolinga v usloviyakh informatsionnogo obshchestva: avtoref. dis. ... Dr. economy nauk: 08.00.05 / Yusupova SavdaYaragievna. - M., 2008. - 37 p.

<sup>4</sup> Sakhovskaya, K.A. Strategic controlling kak instrument effektivnogo upravleniya predpriyatiem / K.A. Sakhovskaya, N.A. Tsaplina // Sovremennye tendentsii v ekonomie i upravlenii. - 2014. - No. 24. - S. 54-58.

The implementation of the controlling system at the Airbus Group company had a positive effect on turnover profitability, which increased by approximately 10% by 2015. In this regard, it can be concluded that there is an increase in efficiency in one or another direction of activity in the analyzed companies of foreign countries.

Firstly, despite the fact that in most cases, controlling is considered either only in the form of control and accounting, or in a reduced version of its tasks, all researchers have found a positive effect on the financial and economic indicators of economic entities as a result of the introduction of the controlling system.

Secondly, the results of the analysis show that the efficiency of management decision-making on the introduction of the controlling system in enterprises varied from 8.7% to 16.2%.

Thirdly, as a result of the introduction of the controlling system in enterprises, the increase in labor productivity of management personnel is observed from 9.6% to 17.2%, that is, an average increase of 13.4%.

Fourthly, the introduction of a controlling system in enterprises has a positive effect on the efficiency of management in general. The rate of growth of this indicator is from 7.2% to 36.9%.

Fifth, the introduction of the controlling system affects the quality of the decisions made. Only one of the enterprises under analysis provided this indicator, and its average growth rate was 41.0%.

Sixth, the introduction of a controlling system in industrial enterprises leads to an increase in the growth rate of the production process efficiency by 8.4-31.9%, that is, by an average of 20.5%.

At the same time, in our opinion, the integrated approach to the introduced controlling system, both financially and economically, not only control, accounting and budgeting tasks, but also, first of all, the tightening of the integration processes, the instability of the market situation and the environment of uncertainty of the enterprise the application of expanded tasks, which include the task of effective management of activities, allows to ensure the economic stability of industrial enterprises and to reduce the external negative consequences of the economic system of the enterprise.