

FOREIGN EXPERIENCE OF EFFICIENT STRATEGIC MANAGEMENT OF THE SERVICE SECTOR

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***Summary:** The paper considers foreign experience of effective strategic management of the service sector. The dynamic development of the service sector is due to the action of a wide range of factors, which include a developed infrastructure of the service sector, highly qualified personnel, the quality of services provided, the use of new service technologies, some of which can be adapted in the conditions of the Republic of Uzbekistan.*

***Keywords:** marketing, strategy in the service sector, integration of the service sector and production, innovation in the service sector, modern information technology.*

The growth in the volume of services consumed in recent decades is one of the most significant phenomena in the economies of developed countries. The range of factors that ensure such growth is very wide. These include a fairly high level of well-being of the population with a special culture of dynamic renewal of the micro-environment, which ensures a steady demand for various services; effective forms of service provision both in the situation of their mass production and with an individualized approach (i.e. taking into account even small variations in needs and focusing on the needs of population groups with very different income levels); development and application of new technologies for the provision of services, etc. There does not appear to be a need for a detailed discussion of each of the growth factors in service consumption. Of interest are mainly those that, firstly, are related to the functioning of service enterprises; and secondly, in the near future, either they can already be adapted to our Uzbek conditions, or they should be adopted as a strategic guide[3]. It should be taken into account that these growth factors were realized in fundamentally different conditions - conditions of a stable economy, a relatively higher level of development of the service sector, its infrastructure, a different culture of consumption of goods, etc. Nevertheless, even if it is not always possible to draw the necessary parallels and adapt foreign approaches to modern domestic conditions, such an analysis is extremely useful, since the progressive movement of the Republic of Uzbekistan towards a civilized market should significantly reduce the gaps between domestic foreign businesses in this area[5].

One of the most significant among these factors is, perhaps, the mentality of the manufacturer, his attitude towards the client. In the service sector, where the process of production of a service and its implementation are inextricably linked and where the seller of the service interacts most closely with its buyer, the role of this factor is exceptionally high. "Love your customer, please him, fulfill his whims, render him all kinds of services, and he will always pay you for your care and attention in hard currency." This advice of Dale Carnegie has the force of natural law in the conditions of any market economic system - whether it is the economy of a prosperous Western state, the CIS or Uzbekistan, a country taking the first steps in this direction.

Of course, Western standards in relation to the client ("who is always right"!) have evolved over more than one decade. Therefore, this problem is easier to pose than to solve. Moreover, it will have to be solved in the conditions of the existing distortions of the domestic service, the main advantage of which, as you know, is "unobtrusiveness".

An important factor is also the mutual adjustment of supply and demand, in which supply is born by demand, and demand is formed by new supply options. By mutually stimulating each other and ensuring coordinated development, this pair has an additional effect of increasing the volume of

consumed services. Currently, in the domestic service sector, the processes of adapting enterprises to demand have noticeably intensified, but they have not yet gained due strength[2].

Unique, but, apparently, not adaptable to the conditions of Uzbekistan (due to the peculiarities of the Uzbek mentality), Japan has demonstrated the experience of achieving the highest level of quality in the production of products and services. Although this experience is formally associated with relatively small institutional changes in production in Japanese firms (creation of quality circles), they have proved to be very effective. The main reasons for achieving success were a clear understanding of the goals, focus on the best Western models and the persistence characteristic of the Japanese in the implementation of the specific tasks. Quality circles originated in the early 80s as a new idea that Japanese companies believed in in the hope of beating their American and European competitors.

These circles are a team of 10-12 people who work as a single team and pursue common goals in their activities, namely: studying the structure of the needs of their customers and gradually improving the quality of goods and services. The members of this team usually met every week, devoting several hours to identifying existing problems and systematically looking for solutions in order to improve the company's performance. The phenomenon of quality circles should be considered in a historical context. At the stage after the military recovery of the economy (in the late 40s and 50s), Japan produced goods that were copies of the corresponding Western designs and were of poor quality. This offended the national pride of the Japanese and pushed them to take all sorts of measures aimed at improving quality. Until a few decades ago, Japanese goods were considered cheap, but bad; and today they have become synonymous with the highest quality. Along with the legendary Japanese management, the quality of goods and services provided is the main explanation for the outstanding success of Japan [4].

The marketing factor is especially significant in the service sector. By virtue of their specificity, services are goods that do not have a material form; it is a product that cannot be touched and seen; but you can hear about it, and you can try it. In this regard, for the marketing of services, it is especially important, firstly, advertising and information; secondly, a thoughtful system of presentations, and, in particular, a discount program for the provision of free services (for new forms of service). Both of these methods of attracting customers are widely used in the West and have proven themselves well.

The infrastructure creates the necessary prerequisites for the effective functioning of service enterprises. In the West, the infrastructure of the service sector is the object of state support, especially for services of great social importance - transport services, communications, etc. Thus, in Japan, Internet and mobile telephone services are subsidized by the state; the construction of roads and railways is carried out at the expense of the budget, etc.

Another recipe for the efficiency of the functioning of Western enterprises operating in the service sector is the preferential use of highly qualified personnel. The issues of rational involvement of labor resources in this area in the developed countries of the West have always been in the center of attention of managers, and have recently become especially relevant. For comparison: in our country, in the service sector, a significant part of workers are either poorly qualified or have migrated from other sectors of the national economy and do not have specialized knowledge, work experience, etc.

It should be noted that as the share of agricultural and industrial production in the gross national product of developed Western countries (the total cost of production of the country) decreased and the role of the service sector increased, there was a significant intensification of theoretical studies of companies engaged in this area specifically in the field of labor resources management. In the course of these studies, it was found that personnel quality issues depend on the

type of service enterprise and the specific content of its work. Enterprises in this area are usually classified in the West as follows:

- 1) non-material sector;
- 2) sale of services;
- 3) know-how.

Enterprises in the services and know-how sectors can be characterized by different labor intensity, capital intensity and require different levels of staff qualifications. Some services, such as computerized banking or air travel, require huge capital investments. Others, such as medical care or management consulting, require little or no capital, but are distinguished by a high level of professionalism of workers[6].

Further, due to the fact that the role of the non-material sector is growing (it includes after-sales service, financial and other services related to the actual delivery of products), enterprises in this sector are classified in more detail into four conditional groups: 1) agencies; 2) professional (specialized) companies; 3) secretariats; 4) factories.

A powerful information sector has formed in the structure of the economies of Western countries, which includes the following areas: production of knowledge and innovation, research and development, distribution of information and communications, advertising, etc. By the beginning of the 90s of the twentieth century, seven leading post-industrial countries had 80, 4% of the world's computer technology controlled 87% of the world's registered patents and provided 90.5% of high-tech production. Thus, the volume of exports of American intellectual property increased by 3.5 times between 1986 and 1995. In 1995, the US accounted for about $\frac{3}{4}$ of the world market for information and data processing services. Today, the US accounts for 44% of global R&D spending. According to various estimates, the share of the information sector in the United States in 2018 was 60–75% of the country's GDP.

Representing the most important resource of a new type of society, a person can realize his creative and intellectual potential, become a participant in social production, depending solely on how useful the goods and services he creates are for other members of society. Along with land, labor and capital, information and knowledge stand out, as well as a new quality of human labor, as a result of which new knowledge, technologies, and information are created. Information and knowledge act as an inexhaustible constantly improving resource in the post-industrial economy, a resource on which the progress and efficiency of any activity depends. The productive forces of a person act as human capital, which has a creative beginning and a high quality of education. Knowledge acquires a value form, changes the composition of the active population of the earth, is produced and will be produced in order to be sold, it is consumed and will be consumed in order to acquire value in a new product[7].

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The Global Innovation Index evaluates a specific number of economies based on 80 indicators. The index is the ratio of costs and benefits. This makes it possible to evaluate the effectiveness of innovation development in the country. Let's pay attention to the fact that Kazakhstan occupies the 74th place in the innovation rating. In 2017, Kazakhstan ranked 78th, Tajikistan - 94th. According to the indicators of innovative development in 2015, Uzbekistan took 122nd place, in 2016 and 2017 it was not included in the rating at all, since many indicators are missing. All this indicates that the country has systemic problems of innovative development that need to be addressed.

Due to the lack of many indicators and inefficient coordination of work in this direction, Uzbekistan is currently not participating in the Global Innovation Index, compiled by influential and authoritative international structures. The study showed that the leaders are countries in which high indicators related to intellectual property (Switzerland - first place). These countries are currently developing intensively thanks to the export of licenses for intellectual property (for example, the Netherlands is in second place). From this we can conclude that the main driver of innovation and the creation of an innovative economy is the accumulated high-quality human capital[1].

Thus, experts predict that in the next ten years, 25 of the 26 net jobs created in the United States will be in the service sector, and the total share of workers employed in it will amount to 83% of the total workforce by 2025. The change in the sectoral structure of employment of the population of the most developed countries of the European Union in favor of the non-productive sector of the economy indicates a positive trend in the transition of the world economy to an innovative development path. The largest part of the economically active population (over 60%) of developed countries has recently been employed in the production of services, which, of course, indicates a fundamentally new stage in the social division of labor, an increase in interest in the service sector. From the analysis of the data, it can be concluded that all developed countries of the world have more than 60% of total employment in the service sector. This indicator in Uzbekistan varies from 25 to 36% of all economically active population employed in the service sector[2].

Geographically neighboring countries, such as Kazakhstan, have a fairly high share of employment in the service sector, Kyrgyzstan also shows higher rates, in which almost half of the entire working class is employed in the service sector. And the rest of the neighboring countries show the lowest rates of no more than 25% of total employment.

The most backward countries in Africa and Asia show the lowest rates of employment in the service sector, which is actually one of the indicators of the development of the country on the example of the development of services.

Each country in which the largest number of people are involved in services is the actual economic giants and has a fairly stable economic system.

The analyzes testify to the global trend of the redistribution of labor resources, their inclination towards the service sector. As society approaches the stage of post-industrial development, in countries where the share of people employed in the service sector prevails, there is an increase in social labor productivity. The costs of society's working time to ensure efficient labor are indeed becoming greater than the direct costs of the implementation of industrial labor itself.

In the US economy, this proportion is, according to rough estimates, 50 to 50. In other words, for one worker engaged in the performance of industrial and labor operations, there is one worker engaged in ensuring the functions of the expediency of labor, taking into account the development and use of more progressive and efficient means of production. The connection of these processes taking place in society entails favorable changes associated with the development of information technologies and communications, scientific and technological progress and immediate information exchange, and an increase in the role of the service sector in the economy.

It should be noted that the service sector in modern society is actively developing not in spite of, but on the basis of the foundation of the material production of means and objects of production. Constantly complementing each other, two spheres (material and service) in cooperation are able to synergistically produce more innovations in the fields of information technology, communication exchange and communications, education, medicine, trade, and consumer services. These industries launch progressive mechanisms for the development of scientific and technological progress in the world community, they are the future. Thus, the

importance of the service sector in the dynamics of the world economy, as well as local markets, remains a priority and very relevant.

These and other reasons have acted as the driving force behind the development of traditional services, led to the emergence of new technologically equipped and complex services, among which the following come to the fore: information technology services, education and research, insurance, banking and investment services, franchising, leasing, outsourcing, logistics support. These types of services reflect the trends in the development of the service sector in the national economy of the leading and developing countries of the world, have a significant impact on the change in the structure of GDP, the division of labor, the growth of productivity of economic entities, the level of quality of life of the population[7].

It should be noted that a significant part of the growth in the volume of services provided is provided by the use of modern technologies for their provision at enterprises.

Among the important factors that have become widespread in domestic conditions, but require further development, is the after-sales service of products, which is in line with global trends in the integration of the production service sector. An important reserve for the growth of the service sector in general and individual enterprises in particular is also the improvement in the quality of services provided. Although much more attention is tired of being paid to this factor, however, in terms of the level of development of this indicator, there is a noticeable lag behind Western standards.

A number of factors that stimulate the growth of the service sector and its various facilities belong to the group of inertial factors that require considerable time for their implementation. These include the mentality of the service provider, the skill level of the personnel working in the service sector.

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Rezyume: *Maqolada xizmat ko'rsatish sohasini samarali strategik boshqarish bo'yicha xorijiy tajriba ko'rib chiqiladi. Xizmat ko'rsatish sohasining jadal rivojlanishi xizmat ko'rsatish sohasining rivojlangan infratuzilmasi, yuqori malakali kadrlar, ko'rsatilayotgan xizmatlar sifati, xizmat ko'rsatishning yangi texnologiyalarini qo'llash, ularning bir qismi O'zbekiston Respublikasi sharoitida moslashtirilishi mumkin.*

Резюме: *В работе рассматривается зарубежный опыт эффективного стратегического управления сферы услуг. Динамичное развитие сферы услуг обусловлено действием широкого спектра факторов к числу которых относятся развитая инфраструктура сферы услуг, высокая квалификация персонала, качество оказываемых*

услуг, применение новых технологий обслуживания часть из которых может быть адаптирована в условиях Республики Узбекистан.

Kalit so'zlar: marketing, xizmat ko'rsatish sohasidagi strategiya, xizmat ko'rsatish sohasi va ishlab chiqarish integratsiyasi, xizmat ko'rsatish sohasidagi innovatsiyalar, zamonaviy axborot texnologiyalari.

Ключевые слова: маркетинг, стратегия в сфере услуг, интеграция сферы услуг и производства, инноваций в сфере услуг, современные информационные технологий.