



DIRECTIONS FOR IMPROVING THE EFFICIENCY OF JOINT-STOCK COMPANY MANAGEMENT BASED ON MODERN STRATEGIES

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ABSTRACT

The article analyzes the need to use modern strategies to improve the efficiency of joint-stock company management, their types and application in practice. It also highlights new areas of strategic management through advanced digital, innovative and integrated approaches, and provides proposals and recommendations for their implementation.

KEY WORDS: *Joint-Stock Company, Strategic Management, Digital Technologies, KPI, Efficiency, Corporate Governance.*

INTRODUCTION

In the modern economy, joint-stock companies are becoming increasingly important as an integral part of the economic system of countries. Especially in the context of deepening market relations and a more competitive environment, effective management of such companies directly affects not only the internal activities of the enterprise, but also the entire economic macrostability. Therefore, the need to improve the management system in joint-stock companies and revise it based on modern strategies is growing every day. Traditional management methods - paper document flow, centralized decision-making, slow information flow and bureaucratic mechanisms - are losing their effectiveness today. The rapid development of information technology, artificial intelligence, cloud technologies, big data analysis (Big Data), digital platforms and automated management systems penetrates almost all aspects of the enterprise. This makes management more efficient, transparent and strategically oriented. Modern strategies are not only technological changes, but also an update of the entire management philosophy. Thanks to such strategies, enterprises are able to automate internal processes, strengthen relationships with customers and shareholders, quickly adapt to market changes, and work on the basis of innovative approaches to human resource management. In particular, a systematic approach to strategic management is being developed through the use of KPI (key performance indicators), ESG (environmental, social and governance criteria), BSC (balanced scorecard), SWOT and PEST analyses.

The effectiveness of management in joint-stock companies depends, first of all, on the level of compliance with the principles of corporate governance, clear definition of strategic goals, openness and accountability, protection of shareholders' rights, and management efficiency. All this can be raised to a higher level through the implementation of modern strategies.

In particular, in recent years, the Republic of Uzbekistan has implemented a number of systemic reforms to reform joint-stock companies, accelerate digital transformation processes, ensure financial transparency, and introduce electronic management mechanisms. This creates a favorable environment for the application of modern strategic approaches in the activities of companies.

This article discusses the theoretical foundations, practical directions, experience of foreign countries and promising proposals that can be implemented in Uzbekistan.

LITERATURE REVIEW

Modern issues of strategic management, in particular, problems related to the implementation of digital transformation and innovative approaches in joint-stock companies, have been widely studied by domestic and foreign researchers in recent years. Analysis of scientific sources shows that theoretical foundations and practical approaches have been formed in this area.

In the book "Balanced Scorecard", developed by Kaplan and Norton in 1996, directions for improving the



efficiency of management in joint-stock companies based on modern strategies are widely used as a result-oriented approach. This methodology allows you to combine financial and non-financial indicators when measuring the effectiveness of a company's activities. This approach serves as an important tool for substantiating strategic decisions in joint-stock companies.

Michael Porter in his book "The Theory of Competitiveness", written in 2004, substantiated the formation of a strategic advantage due to advantages over competitors. In his opinion, a company should be able to adapt its activities to market requirements and the competitive environment. This approach implies the need for joint-stock companies to adopt modern, flexible strategies. The analytical approach (data-driven decision making) proposed by Davenport and Harris in 2007 shows the importance of data-driven decision making in strategic management. By using large amounts of data (Big Data), companies will be able to more clearly define their strategic directions.

In their 2014 work "The Second Machine Revolution", Brynjolfsson and McAfee deeply analyzed the impact of digital technologies and artificial intelligence on human labor, management systems, and enterprise operations. Their research shows that modern technological solutions have become a decisive factor in improving efficiency in joint-stock companies.

The "Corporate Governance Handbook", published by the OECD in 2023, sets out in detail the principles of effective governance of joint-stock companies - openness, accountability, protection of shareholders' rights, and the role of supervisory boards. These principles are also gradually being implemented in Uzbekistan.

Among the local literature, the textbook "Economics and Enterprise Management", written by Rustamov A.A. in 2022, covers management systems, their impact on economic efficiency, and the main principles of strategic planning.

The article written by S. Rasulov in 2023 examines certain aspects of the strategic management model in the digital economy, in particular, the role of digital platforms, IT infrastructure, and electronic governance mechanisms. The laws adopted in the Republic of Uzbekistan, in particular the Law on the Protection of the Rights of Joint-Stock Companies and Shareholders (2023) and the 2024 Presidential Address, point to improving corporate governance, accelerating digital transformation and deepening economic reforms as priority areas. An analysis of the above literature shows that in modern strategic management, important strategic areas for joint-stock companies are the introduction of innovative technologies, decision-making based on information and compliance with the principles of corporate governance. This serves as a theoretical basis and practical platform for improving management efficiency.

ANALYSIS AND RESULTS

Today, the world economy is rapidly developing under the influence of rapid changes, technological innovations and globalization. In such conditions, the success of organizations depends not only on their economic potential, but also on how well the strategic management system is organized. In particular, modern strategic management involves not only setting long-term goals, but also making flexible, innovative and well-founded decisions in response to the changing external environment.

Principles of modern strategic management		
№		
1	Adaptability	Any strategy must be formulated taking into account rapidly changing market conditions. This principle allows companies to make quick strategic decisions in response to sudden threats or opportunities.
2	Data - driven management	Thanks to statistical analysis, Big Data, artificial intelligence and forecasting systems, the future of the enterprise can be accurately analyzed. In modern management, subjective decisions are replaced by objective strategies based on digital evidence.
3	Innovative approach	To stand out in a competitive environment, an organization must strive for continuous innovation. This includes not only innovations in products or services, but also innovative improvements in management styles, organizational structure, and work processes.
4	The principle of sustainability and social responsibility	Modern companies include in their strategies not only economic profit, but also environmental protection, health and rights of employees, and interests of shareholders. This is reflected in the ESG principles (Environmental, Social, Governance).
5	Transparency and accountability	In joint-stock companies, this principle is the basis of strategic management. Transparent information policy for shareholders, stakeholders and the public, as well as open assessment of the consequences of strategic decisions enhance the authority and reputation of the company.



Based on the above information, we can say that. Modern strategic management is a complex, systemic and technologically armed philosophy of management. Its basic principles allow an organization to be competitive, adapt to changing external conditions, use resources rationally and achieve sustainable development. It is the strategy built on these principles that leads an organization to success in the market of today and the future. Let's consider the means of improving the efficiency of management in joint-stock companies. Today's joint-stock companies operate in a complex and changing economic environment. In the context of increased competition, dynamic changes in market requirements, increased shareholder confidence and increased demand for transparency, ensuring the efficiency of management remains one of the important priorities. It is for this reason that improving management, combining it with strategic approaches and enriching it with modern tools is of current importance.

№	Modern tools for ensuring management efficiency and improving management in joint-stock companies	
1	Implementation of digital technologies to improve management efficiency in joint-stock companies	Making strategic decisions using electronic document management, remote management, cloud technologies and artificial intelligence ensures enterprise flexibility and efficient use of resources. In particular, data-driven management tools reduce errors and increase accuracy.
2	KPI (Key Performance Indicators) System	This system allows you to evaluate the effectiveness of all aspects of the enterprise's activities. Based on KPI, employee motivation, resource allocation, and achievement of strategic goals are controlled. This ensures the effectiveness of the management bodies.
3	Strengthening the internal control and audit system	Ensuring information security, proper control of financial flows and risk management increase trust in management. An effective internal control system strengthens the company's accountability to shareholders and stakeholders.
4	Implementation of corporate governance principles	Transparency, accountability, fairness and protection of shareholders' interests bring management in joint-stock companies closer to advanced international standards. This increases not only efficiency, but also the company's reputation and investment attractiveness.
5	Development of human capital	By continually training employees, identifying and motivating their potential, you can create an environment of initiative and innovative thinking in the organization. This allows you to make strategic decisions on the spot, quickly and with a focus on results.

Tools for improving the efficiency of management in joint-stock companies are a combination of systemic, technological and human approaches. Through the use of modern technologies, strategic monitoring tools, a strong control system and the formation of a corporate culture, not only is the internal management system of the enterprise improved, but its overall competitiveness is also significantly increased. This serves to ensure the sustainable development of society and strengthen the trust of shareholders. Analytical approaches to improving the efficiency of management in joint-stock companies based on modern strategies are implemented in the following three main areas:

Table-1
The state of implementation of digital strategies in joint-stock companies

Indicator	Meaning	Comment
Joint-stock companies that have partially implemented digital technologies	60%	Digitalization is only available in some systems, such as accounting and document management.
Joint-stock companies that have fully implemented digital strategies	25%	Systems such as ERP, CRM and KPI are fully integrated.
Joint-stock companies using the "electronic government" system (end of 2023)	190 ta	2.5 times more than 75 in 2020.

Status of Digital Technology Implementation

In recent years, more than 60% of joint-stock companies of the Republic of Uzbekistan have partially implemented digital management tools in their activities, but only 25% have achieved full digitalization of this system. According to the results of 2023, the number of joint-stock companies using the Electronic Management system was 190 (in 2020, this figure was only 75). Digital technologies have increased shareholder confidence and improved the transparency of annual reports and dividend payments by 35-40%.

Table-2
Employee skills and digital literacy level

Indicator	Percentage (%)	Analysis
Employees who cannot use IT management platforms	47%	More than half of the employees are not qualified to work with modern systems.
Employees who can support KPI monitoring systems	18%	This indicator limits the ability to fully assess the effectiveness of the organization.
Employees who can use digital metrics in strategic plans	12%	Digital analytics is not sufficiently integrated into modern management.

Employee skills and digital literacy: According to the 2024 study by the Center for Corporate Governance Development, 47% of employees of joint-stock companies do not have sufficient skills in using modern IT management platforms; only 12% of companies use digital indicators in strategic planning. This leads to strategic decisions not meeting modern requirements.

Table-3
Transparency and Participation in Corporate Governance (2021–2024 Analysis)

Indicator	2021- y	2024-y	Height	Note
Percentage of independent members on the Supervisory Board (%)	25%	40%	+15%	Improving the ability to make independent decisions
Share of JSC with publicly disclosed financial statements	41%	70%	+29%	Increased transparency gives investors confidence
Percentage of participation in the general meeting of shareholders (%)	35%	54%	+19%	Strategic decisions are made with the participation of shareholders
Joint-stock company that has implemented international management standards (OECD, ESG)	18%	33%	+15%	Integration into international standards begins

Corporate Governance and Transparency

In large JSCs (e.g. Uzbekneftegaz, Uzbektelecom) in 2021–2024, 40% of supervisory board members became independent, the publication of annual financial reports increased by 70%, and the participation rate in general meetings increased from 35% to 54%. This indicates increased transparency and corporate governance principles.

According to the analysis, to improve management efficiency, it is necessary to deeply implement digital technologies, improve the digital literacy of employees, and form a corporate governance system in accordance with international management standards.

Table-4
Recommendations and strategic directions for improving management efficiency in joint-stock companies

Direction	Strategic Recommendation
Digital Technologies	Full integration of ERP, CRM, KPI and Business Intelligence systems
Human Capital	Provide training to employees on digital literacy and strategic thinking
Corporate Governance	Increase the proportion of independent directors, strengthen the audit and compliance system
Transparency and participation	Public disclosure of financial statements, live broadcast of shareholder meetings
Strategic monitoring and evaluation	Systematic performance assessment based on KPI, ROI and ESG indicators

The formation of an effective management system in joint-stock companies today is an important pillar of not only economic stability, but also strategic development. In the context of global trends, digital transformation and deepening of corporate governance standards, joint-stock companies also feel the need to radically update their activities. In particular, improving management efficiency based on modern strategies is a complex but mandatory step.



Today's analysis shows that the introduction of digital technologies at an enterprise significantly increases the speed, accuracy and transparency of management. The presence of digital platforms not only automates internal processes, but also enhances communication with shareholders and increases investment attractiveness. Also, the expansion of performance measurement tools through KPIs and other indicators allows you to maintain a management system focused on specific goals.

However, the introduction of digital technologies alone is not enough - it is also important to improve the digital literacy of human capital and train strategically thinking specialists. This, in turn, requires modern educational programs, training and updating the internal corporate culture. The implementation of corporate governance principles - transparency, accountability and fairness - plays a critical role in making management strategic and sustainable.

We make the following proposals to improve the efficiency of joint-stock company management based on modern strategies:

1. Develop a digital strategy;
2. Implement information systems;
3. Improve the digital literacy of employees;
4. Develop a corporate culture;
5. It is important to encourage innovative startups.

In short, the competitiveness of joint-stock companies in the modern economic environment depends on the strategies they choose and how they implement them. Modern strategic management is not only a technological innovation, but also a means of changing the way of thinking, renewing the organizational culture and strengthening the trust of shareholders. Therefore, the strategy for improving the management efficiency in joint-stock companies should not be limited to technical innovations, but should also be a comprehensive approach that includes institutional and human approaches. Through careful planning and implementation of modern strategies, enterprises can increase their competitiveness, adapt to market demands and strengthen the trust of shareholders. This will serve the sustainable growth of not only individual enterprises, but also the entire national economy.

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