ISSN NO: 2770-0003
Date of Publication: 06-05-2022

In Management of Enterprises in the Service Market: Methods of Evaluation of Efficiency of Services

Payazov Murod Maksudovich
Doctorate of the Ferghana Polytechnic Institute. Candidate of economic, dotsent. Uzbekistan. Fergana

Annotation: The methods used in evaluating services in this article. In evaluating services, we recommended evaluating service-oriented investments, i.e., scientifically substantiating the possibility of increasing the economic efficiency of an enterprise by separating services from the main type of activity and increasing the investment efficiency of services.

Key words: BSC, EVA, 4M, KPI, Six Cigm, MBO, TQM, services market, Innovation fund

1.Introduction

When it comes to service businesses, you get married. Whether it's the service itself, whether it's offering something to someone, or meeting someone's needs, or easing someone's burden. This sounds simple in itself, but is more complicated when viewed from the point of view. If you look closely, the whole world serves each other. Everyone likes qualified and top-notch service. If no enterprise, organization, institution is focused on serving its purpose. It would be expedient if the service was provided with money so that it would be beneficial and sustainable in the future. Because the lifeblood of society is money. But money does not flow to everyone in the same way. He is more likely to achieve results only if he has a higher mind, who has the right knowledge, who has the right self-assessment and self-control. If there is a higher consciousness that controls time and environment, not time or environment. The higher mind, on the other hand, will be able to follow the minds, humanity, novelty, and world like itself. One of the most important directions in which the mind thinks and spreads it all over the world is that any work, whether it is a product, whether it is tourism, whether it is medical care, is complemented by a qualified service no matter what kind of work it is. This means that services are at the forefront of society and state building, economy and social life. We aimed to conduct research on methods to assess management effectiveness in service enterprises.

2.Literature review

Theoretical foundations for evaluating the effectiveness of management activities have been studied by many scholars on the basis of those directly related to the field of services.

F. Taylor, one of the founders of scientific management, said: "The art of scientific management is not an invention, but an evolution. It is necessary to analyze and systematize any skilled and unskilled labor." requires management influence on planning, organization, leadership, and oversight in four key areas. F. Taylor's services promote the idea of management effectiveness — the absolute adherence to science-based standards, rules, and regulations. [6; 7].

The founder of modern management theory A. Fayol divided all management functions into general, specific features that apply to any field of activity and are directly related to the management of an industrial enterprise. [11] A. Foyol developed Taylor's ideas and proposed a formal description of management functions: planning, organizing, managing, coordinating, and controlling. Formed management principles in the performance of management functions.

The German sociologist M. to the theory of criteria-based management in management. Introduced by Weber [1; 2] In the theory of "ideal bureaucracy": - "Power is a necessary condition for the existence of the organization. Without this or that type of authority of an organization, there can be no management in achieving its goal. Powerless action will be chaotic.

American scientist P. Drucker, one of the founders of management theory of the twentieth century [3; 4; 10] in the theory of "goal-oriented management": management should begin with the development of goals, and only then move on to the formation of functions, the system of interactions and the management

ISSN NO: 2770-0003
Date of Publication: 06-05-2022

process. The basic principles of the method are to highlight that every leader, from the lowest level, should have clear goals that support the goals of the top leaders and strive to achieve the goals of the top leader. P. Drukker: “It’s dangerous to rely on your own opinions when assessing consumer needs. Your opinion may turn out to be wrong. You shouldn’t try to guess the right answer, you should always contact the direct customers you need and ask them clearly. It is necessary to continue the dialogue during the self-assessment”.

Its main content:

- setting strategic goals;
- Involve all employees in the process of developing plans and strategies;
- Evaluation of management effectiveness based on the final results.

American economists K.R. McConnell and S.L. “Economics studies the problems of efficient use or management of limited production resources to achieve the maximum satisfaction of human material needs,” Brew describes. It prioritizes management in meeting human material needs to the maximum. Focusing management on meeting human needs means that the economy is focused on human interests and that this cannot be achieved without effective governance.

"Yangi It is no longer possible to build a 'New Uzbekistan' with the old methods of governance. In other words, today's demand itself requires the introduction of modern methods of governance in every field."

Achieving high management efficiency in any management activity, the assessment of management effectiveness in the enterprise to record high results serves as a scientific basis for the implementation of the main objectives of management and ensuring its functional functions. A number of methods are used to determine the effectiveness of enterprise management. Here are some examples:

3.Research methodology.

With the methods of economic research, such as data collection, analysis, synthesis and logical thinking, the methods of evaluating services in terms of the role of the services market in the socio-economic life and economic development of the country are widely studied

4.Analisis ahd dissionn results.

- **Norton Kaplan (Balanced Scorecard System) BSC** is a model of a balanced scorecard system. Development of a set of analytical indicators with control (set) values that reflect the profitability of operations in the long and short term from a strategic point of view within the framework of the company's new vision as a complex system of relations. It allowed us to find a tool that would allow us to assess the impact of accumulated intellectual capital on business value, which is not reflected in the financial statements. The evaluation of a company’s performance was based on four balanced dimensions: finance, customer relations, internal business processes, and staff training and development. Through this model, you can participate not only in the analysis of financial results, but also in creating new opportunities for the participation of accumulated intellectual capital in business. This method can serve to regulate the acquisition of intangible assets for subsequent growth.

- Lawrence S. Maisel - a balanced scorecard model. The idea of the Meysel model is that, in general, improving enterprise efficiency depends not only on improving the efficiency of processes and systems, but also on the professionalism of employees. The components of the model serve to identify the following factors that affect performance: financial - profitability, growth in total value, earnings per share; customer service - service time and quality, service, price / cost; business processes - time, quality, productivity, costs; human resources - innovation, education and training, intellectual development.

- K. McNair, R. Lanch, K. Cross - In 1990, they introduced a model called the Pyramid of Efficiency. The pyramid consists of four levels and provides two-way movement. The manager's task is to gradually form the indicators that are transferred to the lower levels of the pyramid in the form of goals, and then direct the enterprise strategy at the highest level to the following performance. This model serves to ensure the efficiency of data circulation in the system. Because at the top of the pyramid, the data is processed at each level, and changes and additions are made to the highest level. At the highest level, data from below is summarized and evaluated and then passed on from top to bottom for completion.

ISSN NO: 2770-0003
Date of Publication: 06-05-2022

- **EVA (visual economic value added) or EVA® (EVA®-based management)** is a model that allows you to monitor and evaluate decisions by key and support staff. This model works on the following principle: Owners invest capital to make a profit; the company was created to generate additional revenue; the share value will increase due to the incentive of the enterprise. This method is based on a mathematical scoring system. In the components of the formula, the company's goal tree is created by highlighting net income after taxes and capital value. Based on this, tasks are distributed according to the plan. Based on this method, Stern Stewart & Co. annually publishes rankings of the companies with the largest added value.

- **The concept of 4M is the concept of "management system"** - German scientists Stuart i Stern developed the concept of ensuring the efficiency of the enterprise on the basis of the EVA model and EVA indicator. This concept consists of: (Measurement) - an indicator that determines the profitability of the enterprise; (Management system) - covers the entire range of management decisions, such as strategic planning of the system, capital allocation, purchase and sale of assets, goal setting; (Motivation) - connects the interests of managers and shareholders through a system of incentive wages; (Mindset) have introduced a management culture based on corporate culture.

- **KPI (key performance indicators)** - As for the practical application of KPI, this indicator is introduced in enterprises to facilitate the direct measurement of the performance of the whole company, individual departments and employees, as well as to achieve and motivate employees. Quantitative and qualitative indicators of results through this system; resources expended; to evaluate the performance of business processes with performance indicators, to what extent they correspond to the algorithm required for its implementation; indicators of the ratio obtained and the time spent to obtain it; resources spent; used to evaluate indicators such as the ratio of the result obtained to the value of resources.

- **MBO (Management by Objectives) - goal management,** developed by professors at Harvard Business School in the United States in the twentieth century Created in the 80s and 90s, ie on the basis of the "Methodology for predicting the results of their activities and ways to achieve them" system "was developed. In this case, the main goal is divided into several operational goals, and they in turn are divided into smaller goals, followed by actions (tasks) to achieve. Such a division should contribute to goal setting, but in practice this is not always the case. For example, in this case, the sub-goals are not very vague and specific, because there are too many planning subjects, the tasks are specified, and the sub-goals are general. It is important to note that in the implementation of each goal, special attention is paid to ensuring high quality of service in small areas. But even this method could not reveal the exact parameters of the services.

- **Dr. Mikel Harry's Motorola Six Cigm Recerch Institute method**, a production management concept developed by Motorola in 1986 and popularized in the mid-1990s when Jack Welch adopted it as a core strategy at General Electris. The essence of the concept is related to the need to improve the quality of the results of each process, minimize operational shortcomings and statistical deviations. The concept uses quality management methods, including statistical methods, requires the use of measurable objectives and results, and includes the creation of special working groups in the enterprise that implement projects to address problems and improve processes. It also outlines the following key principles: sincere interest in the customer; data and fact-based management; process orientation, process management and process improvement; proactive (proactive) management; cross-border cooperation (transparency of internal corporate barriers); striving for perfection and giving in to failure. DMAIC (define, measure, analyze, improve, control) is often used in the implementation of process improvement projects: the following sequence of steps is used: defining project goals and customer requirements (internal and external); process measurement to determine current performance; analyze and identify the root causes of deficiencies; improving the process of reducing defects; to control the subsequent course of the process. puts the customer first and helps them find the best solutions based on facts and information. In general, the whole idea of 6 Sigma is to maximize the quality of organizational work. While prioritizing customer service reveals the core nature of the services sector, it does not complement the full range of functional functions of the services sector.

- **Ishikawa diagram or "Fishbone Diagram",** Cause and Effect Diagram or root cause analysis diagram is one of the main tools to measure, evaluate, control and improve the quality of production processes. The usual application of this method is to draw a diagram on the board by the team leader first to identify the main problems and ask for help from a group of employees to identify the root causes. Each

ISSN NO: 2770-0003
Date of Publication: 06-05-2022

problem is written with at least 3 and at most 6 basic factors, which are described in detail in the diagram shown in the basic schematic. The group will make suggestions until all cause-and-effect diagrams are complete. Once the discussion is complete, the root cause of the problem is resolved. Insufficient data have been provided to apply this diagram to the services sector. In this diagram, the problem will have to be found by the team itself.

- Lean manufacturing (lean production) - low-cost production. According to the concept of economical production, all the activities of the enterprise are divided into processes that add value to the consumer and processes, as well as operations and processes that do not add value to the consumer. The goal of “rapid production” is to routinely reduce processes and activities that do not add value. "Just-in-Time" (visual Just-in-Time, JIT, exact-time) involves production and delivery without losses in the implementation of the concept. Production without losses includes: losses due to overproduction; loss of time due to unnecessary transportation; losses due to unnecessary processing steps; losses due to excessive inventory; losses due to unnecessary actions; losses due to the production of defective products; unfulfilled creative potential of employees; This method also allows, to a certain extent, to reduce non-profit services in the enterprise on the basis of savings.

- TQM (Total Quality Management) -quality management system. It is an organization-oriented management approach as a system, with a focus on teams, processes, statistics, continuous improvement, and the production of products and services that fully meet or exceed customer needs. The basic principle is that the level of quality is determined by the customer. Any efforts in the organization are decided based on the customer’s opinion.

5.Conclus and suggestions.

It is necessary for our activity to evaluate the optimal assessment of various services, its interpretation, interpret the methods of improving management efficiency and adapt the main criteria from them to our work. However, it should be borne in mind that in any activity, the movement of entities involved in the management structure depends on scientific and motivational management and, of course, its proper organization and directed investment.

In the research work, we examined the investment provision of service sector entities in the form of a model. The main players of the services market include:

1. Individuals and legal entities providing services;
2. Government agencies and other organizations involved in the implementation of public policy in the field of services;
3. Research and higher education institutions, manufacturing and other organizations that create, introduce and use services;
4. Centers for innovative ideas, developments and technologies;
5. Property owners offering intellectual property to the Services;
6. Investors making investments in services.
7. Proponents of their final and final products in the services market.
8. Entities of private services operating on the basis of public-private partnership.

The public services market determines the institutional conditions for innovative development.

It should be noted that the three-tier model represents the relationship between "investors innovative fund - the subjects of the services market." However, this model can also describe the situation with “investors - service sector start-up projects”, ie the role of the innovation fund is played by the service sector entity, which implements its portfolio of start-up projects. It is advisable to establish these corporate innovation funds. With these activities funded and supported by the state, the services market entities will take the lead in every area.

Package of investors $K = \{1,2,...,k\}$ let's define it like this, $k \geq 1$. While a group of services market entities $N = \{1,2,...,n\}$ let's define it like this $n \geq 1$. j - investor $C_j \geq 0$ costs (the contribution paid by the investor or the assistance offered to the innovation fund) will be. from these investments $D_j \geq 0$ earns income $j \in K$.

ISSN NO: 2770-0003
Date of Publication: 06-05-2022

An innovative fund for the services market does not have its own personal devices, but it is from investors (founders) $C = \sum_{j \in K} C_j$ takes money and $D = \sum_{j \in K} D_j$ returns it to them.

The Innovation Fund will invest in the start-up project of the services market entity and an innovative fund in it i to an innovative business entity $c_i \geq 0$ allocates money and from him $d_i \geq 0, i \in N$ income (return investment) takes.

The total value of the Innovation fund as part of investing in the services market $c = \sum_{i \in N} c_i$ consists of, and the total income of the innovation fund from start-up projects of the services market entities $d = \sum_{i \in N} d_i$ consists of.

The services market entity to its start-up projects at its own expense $y_i \geq 0$ makes investments (If an entity invests in start-up projects of other entities, it should be considered as both an investor and a service market entity at the same time) $i \in N$, i subject in innovation activity, h_i the financial results that follow the start-up project project costs c_i and y_i as well as the type of services market entities $r_i \in \Omega_i$(parameter that represents all the important features of the service market entity that affect the results of the start-up project) depending on $h_i = v_i(c_i, y_i, r_i), \quad i \in N$.

Thus, the objectives of the i services market entity are described as follows:

$$f_i(c_i, d_i, y_i, r_i) = v_i(c_i, y_i, r_i) - y_i - d_i, \quad i \in N \qquad (1)$$

The objective function of the Innovation fund is as follows (here and in some of the following places the variables written in bold indicate the vector):

$$F(\mathbf{c, d, C, D}) = \sum_{j \in K} C_j - \sum_{j \in K} D_j - \sum_{i \in N} c_i + \sum_{i \in N} d_i \qquad (2)$$

j If the target function of the investor is as follows:

$$\Phi_j(c_j, d_j) = D_j - C_j \ , \ j \in K \qquad (3)$$

Services market entities, Individual possible conditions for innovative funds and investors, (in this case - non-negative conditions of success) to view as follows:

$$f_i(c_i, d_i, y_i, r_i) \geq 0 \ , \ i \in N \qquad (4)$$

$$F(\mathbf{c, d, C, D}) \geq 0 \qquad (5)$$

$$\Phi_j(c_j, d_j) \geq 0 \quad j \in K \qquad (6)$$

Figure 1 shows a set of financing mechanisms used at different levels of the hierarchy of the model "investors - innovation fund - market participants in services."

Thus, the above are listed six main mechanisms for financing the innovative development of service market entities, namely: independent financing mechanisms $(\eta(\cdot))$; investment distribution mechanisms $(w(\cdot))$; investment return mechanisms $(\pi(\cdot), \ p(\cdot))$; mixed financing mechanisms $(\mu(\cdot))$; cost allocation mechanisms $(q(\cdot))$; income distribution mechanisms $(g(\cdot))$.

Searching for all six mechanisms at once is a complex process, and such a task is rarely set. Usually a certain part of the mechanisms will be predetermined and one (rarely several) mechanisms (s) will need to be developed and improved.

ISSN NO: 2770-0003
Date of Publication: 06-05-2022

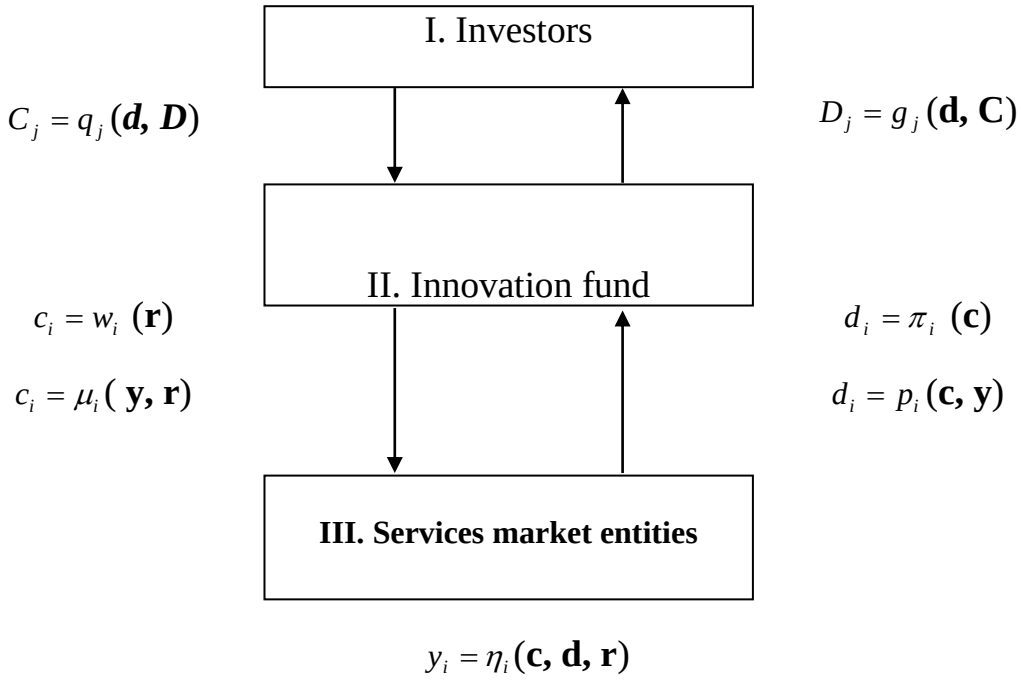

Figure 1. Mechanisms for investing in start-up projects of service market entities

The method of posing a problem aimed at synthesizing the funding mechanism mentioned above does not cover all the cases encountered in practice. First, the assumption that participants are aware of all parameters is rare in practice because participants do not have complete information about all the parameters that are important in practice. Second, funding mechanisms are often "flexible" or variable, meaning they depend on a number of parameters.

Therefore, first of all, when the volume of investments made by the innovation fund is known, the services market entities should consider the decision on the amount of investments to be made at their own expense. Then, after resolving this issue, it is possible to consider the decision of the Innovation Fund on how to finance the services market entities. It is then possible to explore decision-making mechanisms by investors.

The above describes three main categories of financing mechanisms - independent financing mechanisms (decision-making on investment in services by investment market entities), resource allocation mechanisms (fund decision-making), cost and income distribution mechanisms (by investors). decision making). The implementation of these mechanisms will allow the commercialization of the service sector and promising services as an innovative activity from the main type of activity, which will ensure the efficiency of services by creating effective types of innovative services

Literatura/Reference.

1. Вебер М. Избранные произведения / Пер. с нем.; Составление, общ. ред., послесл. Ю.Н. Давыдова; Предисл. П.П. Гайденко; Комментарии А.Ф. Филиппова. – М.: Прогресс, 1990. – 808 с.
2. Вебер М. Экономика и общество / Пер. с нем. под науч. ред. Л.Г. Ионина. – М.: ГУ-ВШЭ, 2010. – 380 с.
3. Друкер П. Посткапиталистическое общество. Новая постиндустриальная волна на Западе / Пер. с англ. – М.: Academia, 1999. – 288 с.
4. Друкер П. Практика менеджмента / Пер. с англ. – М.: Вильямс, 2007. – 398с.
5. М.М.Паязов. Научные подходы в сфер услуг: алгоритм управления внедрения НИР// Ж:Gospodarka I innowacje. 2022. Том 21. -С.131-135.[Электрон ресурс] - Режим доступа: http://www.gospodarkainnowacje.pl/index.php/poland/article/view/95

ISSN NO: 2770-0003
Date of Publication: 06-05-2022

6. Тейлор Ф. Научная организация труда / Пер. с англ. А.И. Зак, Б.Я. Зак.; Предисловие П.М. Керженцева. – М.: Транспечать, 1925. – 276 с.
7. Тейлор Ф. Принципы научного менеджмента / Пер. с англ. – М.: Контроллинг, 1991. – 104 с.
8. Drucker, P. (1977). People and Performance: The Best of Peter Drucker on Management. New York: Harper & Row. 317 p.
9. Файоль А. Общее и промышленное управление // Управление – это наука и искусство / А. Файоль, Г. Эмерсон, Ф. Тейлор, Г. Форд. Москва : Республика, 1992. С. 349.
10. M.Payazov. Modernization of services on the railways.// Scientific progress.-2022. [Электрон ресурс] - Режим доступа: https://cyberleninka.ru/article/n/modernization-of-services-on-the-railways. (дата обращения 27.02.2022)
11. M.Payazov. View of MODERNIZATION OF SERVICES ON THE RAILWAYS// Galaxy International Interdisciplinary Research Journal.-2022. [Электрон ресурс] - Режим доступа: https://internationaljournals.co.in/index.php/giirj/article/view/1279. (дата обращения 27.02.2022)
12. М.Паязов "Инновационная политика как основная задача современной экономики// Актуальная наука. -2019. [Электрон ресурс] - Режим доступа:
13. https://www.actual-cience.com/_files/ugd/c22b2f_f65d49bd129a465cb1c0f059ec526c74.pdf
14. Г.Хонкелдиева. "Приоритетные направления развития региональной инновационной экономики республики Узбекистан". Актуальные проблемы социально-гуманитарных наук: сборник научных трудов по материалам Международной научно-практической конференции 30 ноября 2017. [Электрон ресурс] - Режим доступа: https://apni.ru/media/Sb_k-4-30.11.17.pdf#page=125
15. Payazov, M.M., Rakhimov, Yu.Yu. (2019). Applying biomimetic approach in architecture, Zhurnal «Dostizhenija nauki i obrazovanija" №8[9], pp. 15-16.
16. Achilov, A. N., Payazov, M. M., Akbarov, Z. N., & Madaminov, O. B. (2020). Issues to improving the social situation of the population of the republic of Uzbekistan and the qualitative organization of municipal services. ISJ Theoretical & Applied Science, 05 (85), 708-713. Soi: http://s-o-i.org/1.1/TAS-05-85-128 Doi: https://dx.doi.org/10.15863/TAS.2020.05.85.128