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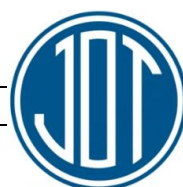
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Tashkent State Transport University had the opportunity to publish the scientific-technical and scientific innovation publication “Journal of Transport” based on the Certificate No. 1150 of the Information and Mass Communications Agency under the Administration of the President of the Republic of Uzbekistan. Articles in the journal are published in Uzbek, Russian and English languages.

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Processes of strategic planning of enterprise activity in the market of passenger transport services

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Abstract: This article highlights that the development of public transport currently increases the level of mobility of the population in the city and directly affects macroeconomic indicators. In addition, during the research, planning processes consisting of 9 main stages of strategic planning of the activities of public transport enterprises were proposed. Also, a block diagram of strategic planning of the company's activities is proposed and divided into 4 blocks: "Analysis block", "Choosing an alternative strategy option", "Strategy improvement" and "Strategy effectiveness assessment".

Keywords: public transport, strategic planning, services market, financial stability.

Yo'lovchi tashish xizmatlari bozorida korxonalar faoliyatini strategik rejalashtirishni jarayonlari

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Annotatsiya: Ushbu maqolada hozirgi kunda jamoat transportini rivojlantirish shahardagi aholi harakatchanlik darajasini oshirishi va bevosita makroiqtisodiy ko'rsatkichlarga ta'sir etishi yoritilgan. Qolaversa tadqiqot davomida jamoat transporti korxonalar faoliyatini strategik rejalashtirishni asosiy 9 bosqichdan iborat bo'lgan rejalashtirish jarayonlari taklif etilgan. Shuningdek korxonalar faoliyatini strategik rejalashtirishning blok-sxemasini taklif etilgan bo'lib 4ta "Tahlil bloki", "Muqobil strategiya variantini tanlash", "Strategiyani oshirish" va "Strategiyani samaradorligi baholash" bloklariga ajratib berilgan.

Kalit so'zlar: jamoat transporti, strategik rejalashtirish, xizmatlar bozori, moliyaviy barqarorlik.

1. Kirish

Bugungi kunda shahar jamoat transporti tizimining samarali ishlashini ta'minlashning qiyinligi shundan iboratki, bir tomondan, uning yetkazib beruvchilar va boshqaruv mexanizmi bilan o'zaro aloqasi bozor munosabatlari asosida amalga oshirilishi tufayli yuqori operatsion xarajatlar bilan tavsiflanadi va boshqa tomondan, investitsiyalar va transport xarajatlari nisbatan past darajadagi tariflar aholini ijtimoiy himoya qilish masalalari bilan bevosita bog'liq.

Ayni paytda O'zbekistonda jamoat transportini rivojlantirishga qaratilgan qator islohotlar amalga oshirilmoqda. Xususan, chiptalarni sotishning avtomatlashtirilgan tizimi, qulay va ma'lumot beruvchi to'xtash joylari, integratsiyalashgan tarif rejalarini joriy etish kabi islohotlar aholining jamoat transportidan foydalanishda duch keladigan ko'plab muammolarining oldini olishga xizmat qilmoqda. Bundan tashqari, transport bozori sub'ektlari o'rtasidagi raqobatning kuchayishi ulardan uzoq muddatga mo'ljallangan strategik rajalarni ishlan chiqishni talab qiladi.


Shahar ichida yo'lovchi tashish jarayonida raqobatning kuchayishi, korxonalar moliyaviy imkoniyatlarini cheklanganligi kabi omillar salbiy ta'siri ostida xizmat ko'rsatayotgan korxonani tashqi muhit ta'sirini sezilarli

darajada ortishiga olib keladi. Tashqi muhit ta'siri, ichki muhitdagi murakkab jarayon korxonalar rahbariyatidan ko'plab muammolarni hal etishni talab etadi. Ushbu muammolarni majmuaviy hal qilishda albatta korxonani strategik boshqaruv bosh bo'g'ini sifatida strategik rejalashtirish asos bo'lib hisoblanadi, chunki u qaror qabul qilish hamda xizmatlarni amalga oshirish uchun resurslarning taqsimlanishini asoslab beradigan kompleks tizim bo'lib hisoblanadi.

Yo'lovchi tashish faoliyati bilan shug'ullanuvchi korxonalar faoliyati murakkab munosabatlardan iborat yaxlit tizim hisoblanishi inobatga olsak, muammolarni hal qilish qaratilgan korxonalar faoliyatini strategik rejalashtirish ma'lum bir yondashuvlarga asoslangan ketma ketlikda amalga oshirishni talab etadi.

2. Metodologiya

Strategik rejalashtirish nazariyasida ko'plab turli yondashuvlar va tushunchalarni, shuningdek, strategik rejalashtirishni amalga oshirish bosqichlari mavjud. Strategik rejalashtirish nazariy jihatdan xilma-xillik va farqlarga qaramay, strategik rejalashtirish bosqichlari bir-biriga ma'no jihatidan juda yaqin bo'lganligi sababli, strategik rejalashtirish jarayonini bosqichlarni

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umumiy lashtirish orqali korxonaga xususiyatlaridan kelib chiqib, strategik rejalashtirish jarayoni strategik rejalashtirish algoritmi sxemasi tuzish imkoniyatini yaratadi.

Galina Timokhina va Natalia Ivashkova ilmiy ishlarida shaxsiy avtomobillardan foydalanish bo'yicha Moskva shahridagi jamoat transportining raqobatbardoshligiga asosiy ta'sir etuvchi omillarini, shu jumladan mamalakatdagi iqtisodiy jarayonlar ta'sirini hisobga olgan holda yondashuvlarini shakllantirishgan [1]. Shaxsiy avtomobil egalari yettita klasteri aniqlashgan va jamoat transporti xizmatlari uchun maqsadli segment sifatida ikkita yirik klasteri tanlab olishgan.

Irina Yatskiv va Evelina Budilovichlar tadqiqotlarida Riga jamoat transporti tizimining turli darajasini aniqlashdagi rolini ko'rib chiqadi, bu esa o'z navbatida miqyos, aglomeratsiya effektlari iqtisodini yaratishga yordam beradi. Mualliflar uzoq masofali sayohatlarni ko'rib chiqadilar va Riga shahri va Latviya mintaqalari va Boltiqbo'yi davlatlarining asosiy yo'nalishlari o'rtasidagi qulaylik va aloqalarni baholaydilar. U butun shahar transport tizimini, mintaqaviy va xalqaro tarmoqni, shuningdek, harakatlanish zanjiridagi shaharlararo terminalni o'z ichiga oladi [2].

Irina Makarova va Anton Pashkevichlar "Ratsional boshqaruv orqali jamoat transporti tizimining barqarorligini ta'minlash" nomli maqolasida menejment tizimini joriy etish orqali shahar jamoat transporti tizimining barqarorligini yaxshilash imkoniyatlarini o'rganish ko'rsatilgan. Taklif etilgan usul sinovi Naberejnye Chelni misolida o'tkazildi [3]. Tizimning kontseptual modeli hamda uning dasturiy modullarining o'zaro ta'sir sxemasi ko'rsatildi. Tizim samaradorligini baholash uchun kompozit indikator taklif qilindi. Ma'lumotlarning axborot-mantiqiy modeli hamda shahar jamoat transporti yo'nalishi bo'yicha ilmiy asoslangan qarorlar qabul qilish jarayoni tasvirlangan. Marshrutlashning bunday yondashuvi shahar yo'llarida transport oqimlari to'g'risida haqiqiy ma'lumotni talab qiladi va shu bilan birga aholining harakatchanligi indeksini saqlab, atrof-muhitga salbiy ta'sirni minimallashtirishni hisobga olgan.

Strategik rejalashtirish sohasidagi olimlarning ilmiy materiallarini o'rganish va tahlil qilish natijasiga asoslanib, strategik rejalashtirishni asosiy bosqichlari quyidagi bosqichlardan iborat bo'lishi maqsadga muvofiq deb hisoblaymiz (1- jadval).

1-jadval

Strategik rejalashtirishni asosiy bosqichlari

1- bosqich	Tashqi muhit tahlili	1. Iqtisodiy, siyosiy, ijtimoiy-madaniy va texnologik tendensiyalarni tahlil qilish; 2. Raqobatchilarni o'rganish va raqobat muhitini baholash; 3. Bozor konyukturasini taxlil qilish.
2- bosqich	Ichki muhit tahlili	1. Ichki resurslarni, vakolatlarni va kuchli va zaif tomonlarini baholash; 2. Korporativ madaniyat va tashkiliy tuzilmani tahlil qilish;

		3. Mavjud aktivlar va imkoniyatlarni tahlil qilish.
3- bosqich	Missiya, maqsadlar va qadriyatlarini shakllantirish	1. Tashkilotning asosiy missiyasini aniqlash; 2. Aniq va o'lchanadigan maqsadlarni belgilash; 3. Asosiy qadriyatlar va tamoyillarni aniqlash
4- bosqich	Strategiya shakllantirish	1. Strategik muqobil variantlari ishlab chiqish va optimal strategiyani tanlash; 2. Strategiyani amalga oshirish bo'yicha harakatlar rejasini ishlab chiqish. 3. Strategiyani amalga oshirish rejasini ishlab chiqish.
5- bosqich	Aniq maqsad va rejalarni ishlab chiqish	1. Maqsadga erishish uchun amalga oshiriladigan rejani bosqichlarini ketma-ketligini belgilash; 2. Tezkor va taktik rejalarni shakllantirish; 3. Rejalarning bajarilishini baholash uchun asosiy samaradorlik ko'rsatkichlarini (KPI) belgilash.
6- bosqich	Strategiya amalga oshirish	1. Loyihalarni amalga tadbir etish; 2. Mas'uliyatlarni belgilash va resurslarni taqsimlash; 3. Xodimlarning loyihani amalga oshirishga jalb etish 4. Monitoring va nazorat:
7- bosqich	Monitoring va nazorat	1. Strategiyani amalga oshirishning doimiy monitoring qilish; 2. Natijalarni belgilangan KPI bilan taqqoslash; 3. Agar kerak bo'lsa, rejalarni tuzatishlar kiritish.
8- bosqich	Baholash	1. Natijalarni qo'yilgan maqsadlarga muvofiqligini baholash; 2. Strategiyani samaradorligini baholash.
9- bosqich	Strategiya o'zgartirishlar kiritish	1. Tashqi va ichki muhitni qayta tahlil qilish; 2. Aniqlangan muammolar va yangi imkoniyatlar asosida zaruriyat mavjud bo'lsa strategiyaga o'zgartirishlar kiritish..

Keltirilgan bosqichlar va ularda amalga oshiriladigan ishlarni ketma-ketligi uzviy ta'minlangan holda, strategik



rejalashtirishni soddalashtirish maqsadida barcha bosqichlarni umumiy bloklarga joylashtirish orqali, strategik rejalashtirish jarayoni aks ettiruvchi blok-sxemani shakllantirish maqsadga muvofiqdir. Chunki, rejalashtirish jarayonlarning tasvirlashni osonlashtirish bilan birga, strategiya elementlarining bir-biri bilan o'zaro ta'sirini tushunishni, rejalashtirish va boshqarish jarayoni ishtirokchilari o'rtasidagi aloqani, munosabatlarni, ustuvor yo'nalishlarni ajratib ko'rsatish uchun zarur bo'lgan harakatlar ketma-ketligini, ichki va tashqi omillarni, resurslarni, xavflarni va imkoniyatlarni tahlil qilishni, bu strategiyani amalga oshirilishini kuzatish va kerak bo'lganda tuzatishlar kiritishni osonlashtiradi.

Strategik rejalashtirishni barcha bosqichlarini 4ta, "Tahlil bloki", "Muqobil strategiya variantini tanlash", "Strategiyani oshirish" va "Strategiyani samaradorligi baholash" bloklarni birlashtirish lozim (1-rasm). Umuman olganda korxonada faoliyatini strategik rejalashtirish jarayonida eng umumiy shaklda uchta bosqichni ajratish mumkin :

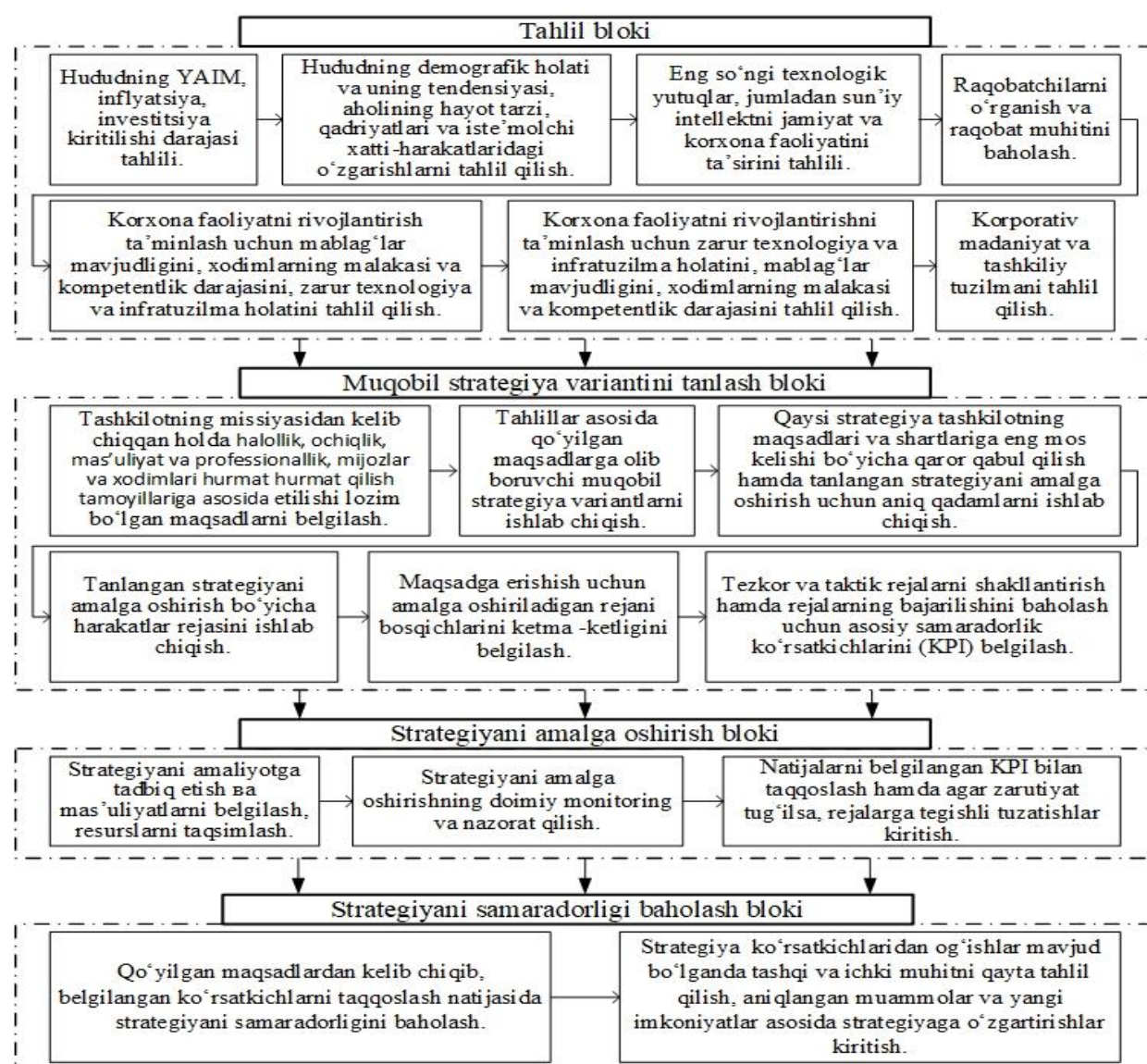
1) korxonani rivojlantirishning ichki va tashqi muhitlarini tahlil qilish;

2) strategik rivojlanish maqsadlari va ularni amalga oshirish mexanizmini asoslash;

3) strategik rivojlantirish kontseptsiyasi, dasturlar, rejalar va loyihalar ko'rinishida ko'zlangan maqsadlarga erishish uchun boshqaruv qarorlarini tayyorlash va qabul qilish.

3. Natijalar

Korxonani rivojlantirish strategiyasi iqtisodiy rivojlantirishning uzoq muddatli vazifalarini amalga oshirishga qaratilgan chora-tadbirlar tizimi sifatida qaralsa, korxonada rivojlantirish yo'nalishlarni belgilab olish zarur. Chunki, korxonani iqtisodiy o'sish barqarorligi, birinchi navbatda yo'lovchilarga ko'rsatilayotgan xizmatlar darajasiga bog'liqdir. Shu bilan birga, xizmat darajasini oshirish atrof-muhitga salbiy ta'sir ko'rsatmasligi ham zarur.



1-rasm. Korxonada faoliyatini strategik rejalashtirishning blok-sxemasi (muallif ishlanmasi)



Jamoat transportini strategik rivojlantirishda o'z oldiga qo'ygan maqsad va missiyasidan kelib chiqqan holda korxonada kadrlar, ishlab chiqarish salohiyatini oshirishga, korxonada infratuzilmasini takomillashtirishga hamda ekologik muammolarni hal qilishga qaratilgan strategik vazifalarni belgilab olishi kerak. Ushbu strategik vazifalar yo'lovchilarga yuqori xizmat ko'rsatish, xavfsizlik va qulaylikni ta'minlash, shuningdek, transportni ekologik jihatdan barqaror va resurslardan samaraliroq foydalanish imkonini beradi.

4. Xulosa

Natijalarini miqdoriy va sifat jihatidan baholash va monitoring qilish korxonada turgan muammolarni hal qilishga qaratilgan maqsadlarni shakllantirish, ularni boshqarish va o'rnatilgan rivojlanish parametrlariga erishishni o'z ichiga olishi kerak.

Strategik rejalashtirish asosiy bosqichlari va Korxonada faoliyatini strategik rejalashtirishning blok-sxemasida jamoat transportida yo'lovchi tashishni tashkil etuvchi korxonada faoliyatini rivojlantirishning bozor konyukturasiga moslashuvchan strategik rejasi tuzilmasi tarkibiy qismlari shakllantirildi. Bu esa, o'z navbatida o'zgaruvchan va kuchli raqobatli bozor sharoitida, o'z vaqtida oqilona boshqaruv qarorlarni qabul qilish orqali korxonaning moliyaviy barqarorligini oshirishga yordam beradi.

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