

# Importance of Peculiarities of Services in Management of Enterprises

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**Abstract-** The article discusses the importance of determining the object of management, taking into account their features when making decisions. In this regard, special attention is paid to the characteristics of services that distinguish them from goods, which should be taken into account when determining the management strategy of the enterprise. Taking into account the tendency of development of services in meeting the needs of enterprises and individuals, the article shows their features in various fields, and also recommended taking into account certain features of services that are not always taken into account in the theory and practice of making management decisions, in particular, the formation of an innovative economy.

**Key words:** Service, services, features of services, the impact of differences on marketing and management, intellectual services, innovative economics, development of enterprise management.

## I. INTRODUCTION

Marketing managers, having understood the needs of potential customers and market features, start developing a client-oriented strategy. The effectiveness of management decisions largely depends on how much the characteristic features of the object of management are taken into account, in our case, these are services. As F. Kotler, G. Armstrong, V. Wong and J. Sonders wrote in their textbook: “Marketing management is the art and science of choosing the right target markets and forming profitable relations with them” we agree, and we will use when building our judgments.

The goal of the marketing manager is to find, attract, retain and create target customers by building, securing and promoting customer value. In this case, it is necessary to take into account the peculiarities of services that are provided by all enterprises to one degree or another.

The tasks solved in marketing and service management are much broader than the tasks of traditional marketing and product management, since in any service company very close cooperation is needed between marketers and managers responsible for operations with personnel.

## II. MATERIALS AND METHODS

The theoretical and methodological basis of the study was the works of domestic scientists and specialists on the problems of managing service enterprises, materials of the State Statistics Committee of Uzbekistan, materials and publications of periodicals, monographic research, mass media and Internet resources, reporting by service enterprises. In the course of studying this question, a monographic method, a comparative, logical, systemic and situational analysis, methods of summarizing the results, as well as a modeling method were used.

## III. LITERATURE REVIEW

Management is a deliberate, purposeful impact on the part of subjects, organs on people and economic objects, carried out with the aim of directing their actions and obtaining the desired results [5].

The management of a service sector enterprise is a conscious, constant impact of management entities on objects and processes, as well as on the participation of people in them, with the aim of choosing the direction of activity of a service sector enterprise and obtaining desired results. The objectives of management are to increase profits and the level of profitability, strengthen the competitive position in the market, create

competitive advantages, adapt an enterprise to changing external conditions, as well as realize the interests of owners, employees and consumers of enterprise services.

Effective management of service enterprises implies the need to take into account the peculiarity of the service field of activity. Features associated with the subject of activity of these enterprises, namely the service provided.

The concept of “service” is considered by domestic and foreign authors in three directions: from the perspective of the industry, where specialization is taken into account; from the position of the service itself, where its properties are taken into account, taking into account the specifics of a particular service; as an alternative to the product as a material good.

An analysis of the literature revealed that most authors distinguish the specific features of services [6, 7], which consist in the intangible nature of services, the inseparability of consumption and production of a service, the variability of its qualities, inability to store and dependence on the service provider.

The service in the general sense is a commodity, because it has its value and value, but at the same time it has significant differences from the product.

A product manufacturer does not create a product for a specific user, even if it is a premium product. The service is created for a specific user, it is characterized by individuality and personal character. So R. A. Fatkhutdinov notes that the product and service have minor differences. The service itself can be considered as a specific “product” [8]. M. Kleinaltkamp argues that there is not so much difference between goods and services. A service as a product of labor has a use value, and this determines its commodity character, which is expressed in the ability to be realized by consumers as a kind of product [9]. S. P. Burlakov, I. E. Il'enkova, A. E. Skvortsov adhere to another point of view and consider it not quite correct to combine the concept of service with the concept of production [10].

Although the effective organization of all processes in the company is still extremely important, today it no longer guarantees success. Employees of the service company should not only perform their duties well, they should also focus on meeting the needs of consumers. The service should meet the specific needs of customers as fully as possible, have a realistic price, be offered through convenient distribution channels and actively move ahead. Today, many companies entering the services market position their services in such a way as to attract the attention of specific market segments, pursuing appropriate information and pricing and service policies.

In his textbook “Fundamentals of Marketing”, Philip Kotler, taking into account these features, identifies five categories of marketing proposals [3, p.406].

- “Clean” tangible goods (for example, soap or salt).
- Touchable goods with related services (for example, cars or computers).
- A hybrid (for example, a restaurant) that combines approximately equally the characteristics of goods and services.
- The service, the provision of which involves the use of certain physical objects and the provision of additional services (for example, airfare).
- “Clean” service (for example, care for young children or psychotherapy).

In table 1 we list nine major differences, which are based on the approach of K. Lavlok [4, p.42-43], which will help to distinguish between tasks related to marketing and service management. Moreover, the traditional literature basically defines four differences between goods and services, these are intangibility, non-persistence, production and consumption are carried out simultaneously, the quality is variable. In our opinion, there are besides the differences between goods and services and generalizations that are not equally applicable to all types of services.

Table -1: The impact of the distinction between goods and services on marketing and management

How services differ from goods	How does this affect marketing management practices
1	2
Buyers do not become owners of services	Selling a service is more like renting something, rather than a real sale. It is necessary to find the optimal amount of "rent". The criteria for assessing the leased object by the consumer differ from the criteria in force when choosing an object for purchase.
Services intangible	It is necessary to consider how to increase the tangibility of services.

	<p>It is necessary to describe each stage of the service provision process and manage each of them.</p>
<p>Greater consumer involvement in the production process</p>	<p>Consumer behavior and experience can contribute to or impede the speed and efficiency of the maintenance process.</p> <p>Sometimes it is necessary to manage consumers, considering them temporary employees of the company.</p> <p>Consideration should be given to using self-care.</p> <p>The location and opening hours of service organizations should be convenient for consumers.</p> <p>The interior of the company providing services and should be attractive and convenient for consumers.</p>
<p>Company employees and other consumers are sometimes considered an integral part of the service.</p>	<p>It is necessary to control the behavior of employees and consumers, as they affect the level of satisfaction of other consumers.</p> <p>It is necessary to hire employees who possess both technical skills; skills and communication skills with people (or able to acquire them in the process of learning); it is necessary to maintain their high motivation to work.</p> <p>It is often unwise to serve representatives of different market segments at the same time and on the same territory</p>
<p>The inability to ensure consistent quality of resources used and the results obtained</p>	<p>It is more difficult to carry out quality control, especially “systematic”.</p> <p>Predictable results can be achieved by standardizing services.</p> <p>Variability can be reduced by replacing employees with automated systems.</p>
<p>It is difficult for consumers to assess the quality of many services.</p>	<p>It is necessary to create an atmosphere of trust between the service company and the client.</p> <p>Constantly raising the level of consumer awareness, you can help them make the right choice.</p>
<p>Inability to create stocks</p>	<p>Once a service is provided, it cannot usually be stored, so service firms must develop effective demand management strategies.</p> <p>It is necessary to manage production capacities, achieving their maximum compliance with the forecasted fluctuations in demand.</p> <p>Often, the profit of service companies with limited production capacity depends directly on their ability to offer the right services at the right time and at the right price.</p>
<p>The time factor is more important.</p>	<p>It is necessary to remember about time constraints and consumer priorities.</p> <p>It should be understood that the significant time spent on getting a service is perceived negatively by consumers.</p> <p>Competition based on faster service should be considered; try to keep the waiting period to a minimum; increase the working day of the company (the time during which services are rendered); think about the possibility of service under the scheme 24/7. (24 hours a day, seven days a week)</p>
<p>The service delivery system can use both electronic and physical channels.</p>	<p>It is necessary to consider the possibility of delivering any information elements of the service electronically.</p> <p>You need to think about the possibilities of simultaneously providing services around the world.</p> <p>If services are provided through physical channels, it is necessary to make the most efficient use of the employees of the company and its intermediaries.</p>

Although the service process often includes material elements - for example, after removing a hotel room, the lodger sleeps on the bed; in the gym the client uses various equipment; during the repair of damaged equipment, replacement of its separate parts is carried out, - the provision of the service itself is intangible.

The benefits of services are based on the nature of their delivery, which places different demands on the organization of marketing activities as compared to marketing in the manufacturing sector. It is enough to mention, for example, the necessity of obligatory use of "material" evidence, reflecting the level of competence of the service company and demonstrating the advantages that the client receives from these services.

In our opinion, taking into account the features of services is very important to ensure the successful implementation of the tasks set in the Action Strategy for the Development of the Republic of Uzbekistan for the period 2017-2021 [1]. Moreover, our republic is at the stage of forming an innovative economy, the main requirements of which were reflected in the Message of the President to the Parliament of the Republic of Uzbekistan [2].

In our opinion, some features of services should be considered from the point of view of innovation, since, if earlier, the use of intellectual property was not paid due attention. In this regard, in our opinion, in the conditions of providing educational services, some of their features are transformed. For example, educational services, as we see it, allow increasing the IQ of any nation, and here you should approach IQ not as an indicator of intelligence, but as an indicator reflecting the possibilities of using mental resources. In this regard, educational services allow you to form a person-personality, the source of his life activity. That is, the previously noted features of the services, such as non-persistence and non-transferability, are not entirely valid. Since knowledge is accumulated, preserved, can be passed from generation to generation through genes. Even the fact that intellectual production takes the lion's share in the export of Israel confirms our hypothesis.

For the construction and successful implementation of an innovative economy, it is necessary to have a staff of creative thinkers, creatively suited to solving problems, including enterprise management. This requires a revision of educational programs and standards, the most important teaching methodology. In our opinion, one should move away from the traditional system of teaching methods "C" and "C", that is, sit and listen, and move on to the method "D" and "D", that is, think and do. Only under such conditions can we properly prepare our future managers and marketers who are capable of solving the problems of forming an innovative economy.

In our opinion, it is necessary to consider the following factors that have a significant impact on the management of service enterprises:

- high dynamics of the service sector, associated not only with an increase in the volume of services provided in terms of value, but also in the constant variability of the services themselves;
- a short production cycle of this field of activity, which makes this direction of the economy attractive for business;
- a large number of micro and small enterprises in the field (about 70%);
- local character, territorial segmentation;
- individuality, the absence of intermediaries in the provision of services;
- variability and non-standard product;
- uncertainty of the result;
- high personnel requirements;
- difficulties in determining the quality of services and their standardization;
- special attention to the organization of the service process;
- close connection with material production, since manufacturing enterprises currently not only produce material goods, but also provide a wide range of services, for example, in delivery, commissioning, installation, service, information support;
- close connection between marketing and the process of rendering services;
- the dependence of the growth in demand for services on real incomes of the population;
- dependence on the location of the enterprise.

The management of a service enterprise should be strategic and tactical. Strategic management allows the company to conduct effective operations for a long time on the market by ensuring competitive advantages. Currently, the mandatory task of a strategic focus is to increase the level of competitiveness of an enterprise and the services it provides. Tactical enterprise management involves the detailed development and implementation of specific activities for the implementation of selected strategies, which includes resolving issues related to identifying specific executors of an established program of actions, deadlines and responsible ones.

It should be noted that the enterprise service strategic management must be carried out from two positions. First, the development of strategies should be constant, regular, based on the interaction of the subsystems of management, analysis and planning, as well as the implementation of the strategy. Secondly, real-time strategic management, taking into account the specific features of the activity of a particular enterprise in a specific territorial market.

The management of the enterprise in the service sector, taking into account prospects, should be carried out on the basis of flexible emergency solutions, since constant changes in the external environment require an immediate adequate response, taking into account the objectives of the enterprise and the available resources. In

order for an enterprise to survive and conduct effective activity, there is no other way than a way of constantly refining strategies and efficiently using limited resources at a specific point in time.

The competitiveness management should be based on a strategic approach that is implemented through the management mechanism. The organizational and economic mechanism of management is a system of interrelated elements that provide the necessary end result in the form of achieving management objectives.

In the theory of control systems, the organizational and economic mechanism includes the substantive and economic aspects of its structure and functions. The economic component creates the conditions for the implementation of the program and the formation of economic relations between the participants in the implementation of the program to improve the management system based on economic instruments and methods. The organizational mechanism of the system determines the composition of the system component relations classified by the nature and content, determined by the structure of management relations. The sequence of ordered links, coordinated in relation to the goals of the system and the structure of the decision-making process, determines the organizational management mechanism .

Thus, the economic element in the management mechanism is responsible for the content of the developed management program, and the organizational element describes the functioning of the elements of the mechanism.

The organizational and economic mechanism for managing a service enterprise in the general sense is the organizational and economic forms of relations between management entities (managers, managers, owners) that arise when improving management objects (enterprises, divisions, personnel, services), as well as economic methods and tools that are used.

In the economic literature is not presented a single approach to the definition of the mechanism of enterprise management services. It should be noted that the task of each business entity is to create an individual management mechanism that provides the final result.

Obligatory elements of any organizational and economic mechanism are the subjects of management, the organizational forms of their relationship, the objects of management, economic methods, management results, a description of management conditions.

In our opinion, the mechanism of management and implementation of the strategy to ensure the competitiveness of service enterprises should include the following structural elements:

- subjects of management;
- management objectives of the subjects of management: the goal is the desired result of activity achieved within a certain time interval and obtained;
- management factors (elements of the object of management and their relationship, which are influenced in the interests of achieving goals);
- organizational structure of management;
- management resources (material, financial and other resources, the use of which implements the chosen management method and ensures that the goal is achieved);
- methods of influencing factors (directions, tools) .

The organizational and economic mechanism of strategic management of the enterprise in the service sector is effectively implemented in management technology. In this case, we consider technology in a narrow sense as a set of organizational measures, operations and techniques aimed at providing any type of services with a nominal quality and optimal costs, due to the current level of technology and features of the market development of specific services of a particular region.

Enterprise management in a difficult external environment is not a static process, but a constantly changing, creative one that requires constant coordination. When choosing a management technology, a business management entity makes decisions about the types and functions of management, depending on the goals, available resources, time, and personal vision of the problem.

The content of the stages of management technology varies in content, but it must necessarily take into account the characteristics of the territorial market in which the company operates, the particular areas of activity (the provision of a particular type of service) and the resources available.

#### **IV. CONCLUSIONS**

It should be noted that when improving the organizational and economic mechanism of management of service enterprises, it is necessary to solve the problem of its adaptability. The adaptability of the organizational-

economic mechanism is understood as a purposeful change of its parameters, structure and properties to the changes that are taking place, i.e. the reorientation of the system to the solution of changing tasks. An adaptive control mechanism implies the need to respond quickly and cost-effectively to changes in the external environment and internal capabilities of the enterprise. Adaptability of the organizational and economic mechanism of an enterprise is proposed to be ensured by constantly improving the competitiveness of services provided, management technology, improving the organizational management structure, as well as timely receipt and analysis of information about the external environment.

The modern market of services makes a whole set of specific requirements for the enterprise management system. The main requirement is the effective functioning of the enterprise in the conditions of active actions on the part of both the internal and external competitive environment. In this regard, the improvement of the organizational mechanism of enterprise management is an indispensable condition for ensuring effective detail of enterprises in the services sector.

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