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THE ESSENCE OF THE OPTIMAL COST STRATEGY 500
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THE ESSENCE OF THE OPTIMAL COST STRATEGY

Sodikov Mirakhror Abbas ugli

Doctoral Candidate, Tashkent State University of Economics

Email: sodikov.mirakhror@gmail.com

ORCID: 0009-0001-3444-1993

Abstract. This article highlights the role and significance of the optimal cost strategy in ensuring the sustainable development and competitiveness of enterprises. The optimal cost strategy is an economic approach aimed at the rational use of resources, the reduction of inefficient expenditures, the optimization of production processes, and the improvement of cost structures through innovative solutions. The article analyzes cost analysis methods, the factors that shape costs at an optimal level, opportunities for the economical use of resources, and the impact of costs on product quality and competitiveness. In conclusion, it is noted that the optimal cost strategy serves enterprises not merely as a tool for reducing expenditures, but as an important strategic factor for strengthening their market position, increasing profitability, and achieving sustainable economic growth.

Key words: optimal costs, strategy, cost management, enterprise strategy, financial stability, production costs, economic analysis, savings, efficient use of resources.

Annotatsiya. Ushbu maqolada korxonalar barqaror rivojlanishi va raqobatbardoshligini ta'minlashda optimal xarajatlar strategiyasining roli hamda ahamiyati yoritilgan. Optimal xarajatlar strategiyasi resurslardan oqilona foydalanish, samarasiz xarajatlarni kamaytirish, ishlab chiqarish jarayonlarini optimallashtirish va innovatsion yechimlar orqali xarajatlar tuzilmasini takomillashtirishga qaratilgan iqtisodiy yondashuv hisoblanadi. Maqolada xarajatlarni tahlil qilish usullari, xarajatlarning optimal darajada shakllanishiga ta'sir etuvchi omillar, resurslardan tejamkor foydalanish imkoniyatlari hamda xarajatlarning mahsulot sifati va raqobatbardoshlikka ta'siri tahlil qilingan. Xulosa qismida optimal xarajatlar strategiyasi korxonalar uchun nafaqat xarajatlarni kamaytirish vositasi, balki ularning bozor mavqeini mustahkamlash, rentabellikni oshirish va barqaror iqtisodiy o'sishga erishishda muhim strategik omil ekanligi ta'kidlangan.

Kalit so'zlar: optimal xarajatlar, strategiya, xarajatlarni boshqarish, korxonalar strategiyasi, moliyaviy barqarorlik, ishlab chiqarish xarajatlari, iqtisodiy tahlil, tejamkorlik, resurslardan samarali foydalanish.

Аннотация. В данной статье рассматривается роль и значение стратегии оптимальных издержек в обеспечении устойчивого развития и конкурентоспособности предприятий. Стратегия оптимальных издержек представляет собой экономический подход, направленный на рациональное использование ресурсов, сокращение неэффективных затрат, оптимизацию производственных процессов и совершенствование структуры издержек посредством внедрения инновационных решений. В статье анализируются методы анализа затрат, факторы формирования оптимального уровня издержек, возможности экономного использования ресурсов, а также влияние издержек на качество продукции и конкурентоспособность. В заключении отмечается, что стратегия оптимальных издержек выступает не только инструментом снижения расходов предприятий, но и важным стратегическим фактором укрепления их рыночных позиций, повышения рентабельности и обеспечения устойчивого экономического роста.

Ключевые слова: оптимальные издержки, стратегия, управление затратами, стратегия предприятия, финансовая устойчивость, производственные издержки, экономический анализ, экономия, эффективное использование ресурсов.



INTRODUCTION

Today, effective management and the rational use of resources are essential to the successful operation of any company or organization. These issues are of particular importance in the field of cost management. One specific approach aimed at reducing expenditures and improving economic efficiency is the “optimal cost strategy.”

Through this strategy, an organization achieves a high level of operational optimization, reduces costs, and enhances its competitiveness. Cost optimization not only yields short-term results but also serves as the foundation for long-term sustainable development.

REVIEW OF LITERATURE ON THE SUBJECT

The Republic of Uzbekistan has accumulated considerable experience in the field of strategic development planning, which is regarded as a key instrument of the country’s sustainable growth.

With regard to strategic planning, it should be noted that in recent years Uzbekistan has repeatedly defined strategic goals and objectives for economic development. The adopted Strategy “Uzbekistan—2030” emphasizes that its primary goal is to fulfill the will and aspiration of the people to build a free, prosperous, and strong New Uzbekistan; to create all conditions for the full realization of each citizen’s potential; to raise a healthy, educated, and spiritually mature generation; to form a powerful economy that has become an important link in global production; and to ensure justice, the rule of law, security, and stability.”¹

With the development of innovation and modern technologies, new methods and strategies for expense management are being introduced. The optimal cost strategy provides companies with the opportunity not only to ensure financial stability but also to improve the efficiency of their operational activities. This, in turn, contributes to strengthening the organization’s market position.

In practice, implementing a strategy is in many cases associated with carrying out complex, long-term plans. From a philosophical standpoint, a strategy defines the future direction of every organization; however, it requires constant change, renewal, and development across various dimensions.

A strategy typically encompasses a set of detailed plans spanning several years. In other words, the philosophy of strategy lies in shaping an organization’s actions over an extended period and evaluating its results at different stages. This requires deep strategic thinking and a strong sense of purpose. In practice, the soundness of the chosen directions and decisions is often confirmed only over time.

An important place in the philosophy of strategy is occupied by the balance between various processes and contradictions. A strategy is not realized in a single form or direction—it encompasses a complex of interrelated processes driven by internal and external factors that influence the achievement of the organization’s goals. In other words, the complexity of strategy lies in the fact that it is connected with the long-term consequences of decisions made and their implementation at different stages of the company’s development.

A strategy should reflect the following ideas:

People strive to make the most of life’s opportunities. It is precisely the pursuit of personal gain that motivates people to work, fosters growth and self-improvement, serves as the driving force of development, and ultimately determines the well-being of society as a whole.

The nature of interests is determined by personal views related to taste, culture, values, and other factors. In making choices, no grounds are permissible other than respect for moral and social norms—whether they concern important or minor decisions, “genuine” or “false” needs.

It is through free and competitive exchange that people and organizations interacting with one another achieve their goals. When exchange is free, it takes place only when both parties benefit; and when it is competitive, the risk of producers abusing their market position is minimized.

The mechanisms of a market economy are grounded in the principle of personal freedom, and in particular in the principle of consumer preference. The moral foundation of this system lies in the fact that people bear responsibility for their actions and independently determine what is good and what is bad for them.

The application of this business philosophy presupposes two areas of work for an enterprise:

The first area involves the ongoing and systematic analysis of the needs and requirements of key customer groups, as well as the development of an effective product and service concept that will enable the company to serve its chosen customer segments better than its competitors, thereby securing a lasting competitive advantage.

The second area — demonstrating the unique characteristics of the product, while simultaneously reducing the costs of informing potential buyers and acquiring new customers.

¹ Decree of the President of the Republic of Uzbekistan, dated 11.09.2023, No. UP-158 On the Strategy “Uzbekistan—2030”



According to Kh. Asatullayev, B. Tursunov, and A. Mamanazarov, making adjustments to an enterprise's strategy is a normal and entirely natural process. Sometimes it becomes necessary to change the strategy, as only in rare cases does an enterprise's strategy withstand the test of time.

The key questions of enterprise strategy are formulated as follows: "How do we envision our enterprise, what do we want to do, and what do we intend to achieve?", "Who are we, what do we do, and where are we headed?"²

According to G. L. Bakiyev, every firm or company must have an individual working style that takes into account prevailing conditions, capabilities, goals, and resource bases.³

All enterprises, when developing their long-term strategies, must take the above-mentioned strategic plans into account. This, in turn, enables forecasting in the context of rapidly changing market conditions. A company's competitive strategy encompasses the business approaches and initiatives used to attract customers, compete effectively, and manage its market position.

In addition, all employees of the company must apply their abilities—intellect, innovative drive, and initiative—to propose effective ways of reducing costs. Particular attention should be paid to the set of factors known as the "cost structure." This factor has a significant impact on the company's expenditures.

In order for a company to manage its value chain more cost-efficiently than its competitors, managers must undertake coordinated, unified, and continuous work to identify cost-reduction opportunities in every part of that value chain.⁴

The goal is quite straightforward: to conduct business honestly and fairly relative to competitors, to achieve a competitive advantage in the market, and to build a loyal base of repeat customers.

"M. Porter substantiated the principles of creating competitive advantages in business activity. They are formed at each stage through the creation of one's own value. This primarily involves a comparative analysis conducted by comparing the consumer attributes generated at various stages of a product's production, marketing, and sales against the costs incurred in creating those values."⁵

According to N. K. Yuldashev, "a company's competitive strategy is the totality of business approaches and initiatives aimed at attracting customers and competing to strengthen the company's market position."⁶

RESEARCH METHODOLOGY

In the course of the research, the methods of economic analysis, statistical grouping, systems analysis, and comparative analysis, along with other methods, were employed.

ANALYSIS AND RESULTS

To better understand the essence of the optimal cost strategy, it is important to examine how a company's competitive strategy is formed and how it influences the company's behavior in the market. In modern economic conditions, the market environment is constantly changing due to technological progress, globalization, shifts in consumer preferences, and increasing competition among firms. As a result, companies must develop flexible and adaptive strategies that allow them to respond effectively to these changes. A competitive strategy usually includes both offensive and defensive actions that enable a company to strengthen its market position and protect itself from competitive threats. These actions may involve pricing adjustments, product innovation, marketing initiatives, or improvements in operational efficiency.

In general, a competitive strategy combines short-term tactical decisions and long-term strategic planning. Short-term tactical actions allow firms to respond quickly to emerging challenges and opportunities in the market. For example, a company may temporarily reduce prices, introduce promotional campaigns, or modify its product features to respond to competitive pressure. Long-term strategic actions, on the other hand, are aimed at strengthening the company's sustainable competitive advantage. These actions may include investments in technology, development of innovative products, improvement of production processes, and the formation of a strong brand image. Through the integration of these short-term and long-term approaches, companies are able to maintain their competitiveness and secure a stable market position over time.

One of the most widely discussed competitive strategies is the cost leadership strategy. This strategy focuses on achieving the lowest possible production and distribution costs within the industry. By minimizing costs in areas such as procurement, manufacturing, logistics, and marketing, companies are able to offer products or services at lower prices than their competitors. Lower prices attract a larger number of consumers,

2 Kh. Asatullayev, B. Tursunov, A. Mamanazarov. Enterprise Development Strategy. (Lecture notes). – Tashkent: 2019, 29 pp.

3 Bakiyev G.L. Marketing. – Moscow: Ekonomika, 2005, p. 114.

4 https://openu.kz/storage/lessons/2386/osnovy-strategicheskogo-menedzhmenta-poiski-konkurentnogo-preimuschestva_11_lecture.pdf

5 Strategic Management / Edited by Petrov A. N. — St. Petersburg: Piter, 2005. —70 pp.: ill. — (Series "University Textbook").

6 Yo'ldoshev N.Q. Strategik menejment. Darslik. – T.: «IQTISODIYOT», 2019. – 67 b.



particularly in markets where demand is highly sensitive to price changes. In order to successfully implement a cost leadership strategy, companies must emphasize operational efficiency, economies of scale, effective supply chain management, and continuous cost control. Firms that manage to achieve cost leadership often gain a significant competitive advantage because they can either maintain lower prices than competitors or achieve higher profit margins at comparable prices.

Another important approach is the broad differentiation strategy. Unlike cost leadership, this strategy aims to create products or services with unique characteristics that clearly distinguish them from those offered by competitors. Differentiation can be achieved through various factors, including superior product quality, advanced technology, innovative design, brand reputation, or exceptional customer service. When consumers perceive a product as unique or superior, they are often willing to pay a higher price for it. As a result, differentiation strategies not only help companies attract more buyers but also strengthen brand loyalty and customer retention. Successful differentiation requires continuous innovation, strong marketing capabilities, and a deep understanding of consumer needs and preferences.

The best-cost strategy, often referred to as the optimal cost strategy, represents a combination of cost leadership and differentiation strategies. The main objective of this strategy is to provide customers with greater value for their money by offering products that combine relatively low costs with desirable product features. In other words, firms implementing the best-cost strategy seek to achieve a balance between affordability and product uniqueness. This approach is particularly effective in markets where consumers expect both reasonable prices and high product quality. By maintaining efficient production processes while simultaneously investing in product improvements and innovation, companies can create a strong competitive position. The optimal cost strategy enables firms to appeal to a broader customer base, especially those who are looking for good quality products at moderate prices.

In addition to these general strategies, firms may also adopt focused strategies that target specific segments of the market. The focused low-cost strategy aims to serve a narrow group of buyers by offering the lowest possible prices within that segment. Companies using this strategy concentrate their resources on a particular market niche, allowing them to operate more efficiently and better understand the needs of their target customers. This approach is particularly common among small and medium-sized enterprises that may lack the resources to compete across the entire market but can successfully dominate a specific niche.

The focused differentiation strategy, in contrast, seeks to provide highly specialized products or services tailored to the unique preferences of a particular market segment. By concentrating on a narrow group of customers, companies can develop products that closely match the tastes, expectations, and requirements of that segment. As a result, firms are able to build strong customer loyalty and maintain stable demand within their chosen niche.

The effectiveness of these strategies also depends on the company's position in the competitive structure of the market. Market leaders hold the largest share of the market and often influence industry trends, pricing policies, and technological developments. Market challengers typically occupy the second or third positions and actively compete with leaders in an attempt to expand their market share. Market followers, on the other hand, usually adopt more cautious strategies aimed at maintaining their existing positions without provoking aggressive competition. Finally, niche specialists focus on serving small and often overlooked market segments, where they can operate with relatively limited competition.

CONCLUSIONS AND SUGGESTIONS

The cost optimization strategy requires a company to simultaneously possess the experience and capabilities necessary to reduce costs and differentiate its products. It represents the company's path from a differentiation strategy toward price reduction. The objective of the cost optimization strategy is to offer consumers a product with high consumer value that meets their expectations in terms of core attributes while costing less than anticipated.

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EI.Pochta: sq143235@gmail.com

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