

CLASSIFICATION OF ENTERPRISE BUSINESS MODELS AND THEIR EVOLUTION

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Annotation: The article theoretically explores the types of business models based on business criteria, the necessity of transitioning from a "production-oriented" business model to a "customer-oriented" business model, characteristics of business models, and the issues of transforming initial data into economic outcomes.

Keywords: business, enterprise, market, business model, customer, management, resource, capability, innovation, competition, cost, value, profit.

Introduction. In the market conditions, the enterprise is always in search: compares its place, its uniqueness, its possibilities to achieve its goals. In other words, in search of its own unique business model. Therefore, the studied topic is considered dolzarib.

Analysis of the literature on the topic: In the studied literature, issues such as the theoretical and methodological foundations of the formation of the business model of the enterprise, which is the main platform for the selection, testing and formation of competent use competencies in enterprises, are highlighted [1,2,3,4,5].

Research methodology. Economic analysis, comparative analysis and synthesis, induction and deduction, systematic analysis, scientific abstraction and other methods were widely used in the research process.

Analysis and results.

Based on the stage of the enterprise's life cycle, its activity goals are determined, which determine the formation of various types of business models.

For example, at the initial stage, the enterprise focuses its activities on the efficient use of resources, thereby forming a resource business model. Studies have shown that, depending on the goals of the enterprise, there can be various types of business models that are proposed to be classified according to business criteria: the direction of business development, functional affiliation, as well as the degree of openness of the business model (Figure 1).

A characteristic feature of the last decade has been the increased active interest in new technologies, including in the management of enterprises. Business owners, in conditions of strict state regulation of industrial enterprises, realized the need for qualitatively different management, while all enterprises used the "production" business model.

The "production" model involves the production of products, and then the search for ways to

sell them. Acting according to the traditional model, the company is always trying to find ways to sell its products.

At the same time, when using the "Production" business model, the following problems arise in the production process:

The production of goods that are not yet in demand on the market is associated with the emergence of costs - you have to pay for the services and goods of suppliers (components, raw materials, electricity, etc.) or interest on bank loans.

The need to store and transport goods and the costs incurred for them.

The need to conduct special advertising and marketing activities to encourage the customer to purchase this particular product (the customer may not need this product).

Customer satisfaction remains at a very low level, because he is forced to buy what the market is currently ready to offer him.

The transition to market conditions has put forward, first of all, the three main factors of business success ("quality", "price", "time") and has led to new methodological and technical management, which allows you to achieve competitive advantages in the industry, namely product quality, enterprise costs, speed and quality of business processes approaches.

The realities of modern business are such that the effective operation of an enterprise involves the transition to a fundamentally new - "customer-oriented" business model, in which the product is produced according to the wishes of the consumer.

This approach to organizing the activities of an enterprise provides a number of advantages:

- There will be no problems with selling goods: the goods that the customer and the market demand are produced. The costs associated with production, overproduction and storage are reduced.
- Customer requirements are met more accurately.
- There is an improvement in the flow of financial resources.

The use of the "customer-oriented" business model is directly related to the ability of production to flexibly respond to the changing needs of consumers, which leads to the emergence of new trends in the industry and new technologies in production.

The environment in which enterprises operate has changed radically. The issues of increasing the efficiency of enterprises come to the fore. This task is complex and complex, and it cannot be solved without forming an effective business model.

Based on this, enterprises must have the means to convert initial data into economic results. (Figure 2).

A business model converts innovation into economic value. It clearly defines the place of the enterprise in the value chain and describes in detail how it will make money. A business model

is built taking into account various components of a business, which are: entrepreneurship, strategy, economics, finance, operations, competitive strategies, marketing, sustainable growth strategies. In other words, a business model describes how a business behaves and how it supports itself in the value chain, that is, how to create profit.

Taking this into account, when creating its business model, an enterprise should take into account all its possible components and determine the relationships between them.

Conclusions and suggestions

- Depending on the goals of the enterprise, there can be different types of business models, which are classified according to the following criteria: depending on the direction of business development, according to functional affiliation, and also depending on the degree of openness of the business.
- The evolution of enterprise business models began in the 20th century and continues with the development of the economy as a whole, as well as the development of a separate enterprise.
- A business model is built taking into account various components of a business, which include: entrepreneurship, strategy, economics, finance, operations, competitive strategies, marketing, sustainable development strategies.
- To build business models, a generalized functional scheme of the enterprise is used, which reflects the nature of the enterprise's work in any field of activity, based on which it is possible to describe the management registers of the enterprise's activities using a universal set (goals, strategies, products, functions, organizational units, etc.).
- Components of any business model of an enterprise are management registers. Each individual business model of the enterprise is built taking into account separate business areas, functions, processes, materials, budgets, documents.
- The need to move from a "production" business model to a "customer" business model is justified and recommended.

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