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STRATEGIES FOR INCREASING MANAGEMENT EFFICIENCY IN THE CONSTRUCTION INDUSTRY

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Abstract. This article analyzes the issues of improving management efficiency in the construction sector based on an integrated approach. The study highlights the importance of modern management methods, strategic planning, effective use of resources, the introduction of information technologies (ERP, CRM, HRM), and the development of personnel potential. On the example of the activities of TREST JSC, strategies for implementing mechanisms, monitoring and evaluation systems, and ways to increase efficiency through KPI indicators based on the GANT chart are shown. It is also substantiated that improving management efficiency based on financial forecasts increases the competitiveness and investment attractiveness of the enterprise.

Keywords: construction management, strategic planning, GANT chart, project management, resource management, information technologies, ERP system, monitoring and control, KPI, financial efficiency, personnel potential, digitalization.

INTRODUCTION

At present, one of the pressing issues in all sectors of the economy, in particular in the construction sector, is the formation of an effective management system and its continuous improvement. Construction is a strategically important part of the economy, playing an important role in the formation of the country's infrastructure, attracting investments, providing employment, and developing social and industrial sectors. Therefore, the organization of an effective management system in the construction sector, planning, monitoring and increasing efficiency of projects are of priority in the context of modern economic relations.

"Trest 12" JSC is a leading organization operating in the field of construction and technology. Since its inception, the company has paid great attention to providing high-quality services, implementing an innovative approach and introducing modern technologies into its activities. Its main tasks and goals are aimed at ensuring financial stability, increasing labor productivity, creating competitive services, constantly increasing production indicators and regularly updating the necessary equipment fleet. The company also strives to develop new types of services, expand its customer base, maintain a high level of quality of services provided, and strictly adhere to safety and labor protection rules during work.

KEY RESEARCH

When defining project phases, their sequence and interdependence should be taken into account. Some phases can be implemented in parallel, while others must wait for the completion of previous phases. For example, in a project to implement a new information system, the following phases should be completed sequentially: first, determining system requirements, then selecting and purchasing a system, then installing and testing the system, and finally training employees. The GANT chart shows specific start and end dates for each phase, which helps

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project participants plan their tasks and allows the project manager to see the big picture (Table 1).

Table 1
Development of a new strategy based on the GANT method[1]

Strategic task	Project stages	Start	End	Responsible
Improvement of the management system	Assessment of the current state	01.02.2026	28.02.2026	HR director
Improvement of the management system	Development of a new organizational structure	01.03.2026	31.03.2026	HR director
Implementation of information technologies	Selection of an ERP system	01.02.2026	15.03.2026	IT department
Implementation of information technologies	Implementation of an ERP system	16.03.2026	30.06.2026	IT department
Improvement of staff capacity	Identification of training needs	01.02.2026	28.02.2026	HR department
Improvement of staff capacity	Development of training programs	01.03.2026	31.03.2026	HR department

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Determining the responsible parties and deadlines for each stage is an important element of the strategy being developed using the GANT method. A clear distribution of responsibilities ensures the timely and high-quality implementation of each stage. The heads of the relevant departments of the enterprise or experienced specialists can be appointed as responsible parties. For example, the HR director may be responsible for the management system improvement project, the head of the IT department for the information technology implementation project, and the finance director for the financial performance improvement project. In addition, it is advisable to appoint a project manager for each project, who will perform the tasks of monitoring the project implementation, timely identification and elimination of problems, as well as ensuring communication between project participants. When setting deadlines, the capabilities of the enterprise, the complexity of the project and external factors should be taken into account. The deadlines should be realistic and achievable, but at the same time it is important to be somewhat "ambitious" to accelerate the implementation of the strategy. For each stage, not only the completion date, but also intermediate checkpoints should be set. These checkpoints allow you to monitor the project execution and take corrective measures if necessary. The GANT chart visually depicts the project stages, which allows you to get a clear idea of their duration, interdependence and parallelism. Such visualization makes it easier to control the project execution and increases efficiency.

When developing a strategy to improve the management efficiency of TREST JSC, it is important to correctly select the main priorities. Since the ability of the enterprise to

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simultaneously implement all the goals it wants to achieve is limited, it is necessary to identify the most important and urgent tasks. When determining priorities, it is advisable to use several criteria: first, the impact on the strategic goals of the enterprise (which tasks will contribute most to achieving the long-term goals of the enterprise); second, financial efficiency (which tasks will provide the enterprise with the highest financial results); third, feasibility (which tasks can be performed within the available resources and time); fourth, the scope of influence (which tasks will have a positive impact on more departments and business processes of the enterprise). The main priorities for the enterprise may be: first, optimization of the management system (acceleration of the decision-making process, clear distribution of responsibilities); second, the introduction of information technologies (ERP system, real-time monitoring); thirdly, increasing the potential of employees (training, improving the motivation system); fourthly, improving financial indicators (cost optimization, increasing income). These priorities should be highlighted in the GANT chart and the main part of the enterprise's resources should be directed to them.

Effective allocation of resources is a key factor in the successful implementation of prioritized tasks. In resource allocation, it is necessary to focus on strategically important tasks, while ensuring current activities. In the allocation of financial resources, a clear budget should be set for each project and control not to exceed its limits. In the allocation of human resources, the qualifications, experience and interests of employees should be taken into account, as well as ensuring that employees are not overloaded. In the allocation of technological resources, the maximum use of existing technologies and the possibility of introducing new technologies should be considered.

When allocating resources based on the GANT chart, it is recommended to adhere to the following principles: first, clearly define the necessary resources for each project stage (human, financial, technological); second, check the availability of resources and identify resource conflicts (for example, the same specialists are simultaneously busy with different projects); third, resolve resource conflicts (change project deadlines, attract additional resources or redistribute tasks); fourth, constantly monitor the distribution of resources and make adjustments if necessary. Through this approach, TREST JSC can use its resources as efficiently as possible and achieve its strategic goals.

For the successful implementation of the strategy to improve management efficiency, it is important to introduce an effective monitoring and evaluation system. This system allows you to identify problems that arise during the implementation of the strategy in a timely manner, make necessary adjustments and evaluate the results achieved. The monitoring system developed for TREST JSC should include the following components: first, a system of performance indicators (KPI), through which the results of strategy implementation can be measured; second, a data collection and analysis mechanism, this mechanism allows collecting and analyzing the necessary data for monitoring KPI indicators; third, a reporting system, through which the monitoring results are communicated to stakeholders.

To measure and compare the results, a system of performance indicators should be developed for TREST JSC. These indicators can be systematized and divided into three groups: financial indicators, process indicators and personnel indicators. A specific formula, target value and measurement frequency should be determined for assessing each indicator. For example, for the decision-making time indicator, the formula may be "average time spent on making a decision", the target value may be "reduction by 30%", and the measurement frequency may be "monthly". Target values for indicators should be set based on the SMART principle: Specific, Measurable, Achievable, Relevant, and Time-bound.

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Continuous monitoring and rapid correction mechanisms allow for effective control of strategy implementation. For continuous monitoring, it is recommended to create a "dashboard" in TREST JSC. This panel displays all important indicators in real time, which allows management to quickly obtain information about the state of the enterprise's activities. In addition, regular (weekly or monthly) status reports should be prepared for each project, indicating the project status, results achieved, problems encountered and next steps. Based on these reports, management makes appropriate decisions and takes necessary corrective measures.

Rapid correction mechanisms may include the following components: first, problem identification and resolution protocols, which clearly indicate what actions should be taken when problems arise; second, an escalation mechanism, which determines the procedure for raising problems to the level of senior management if they are not resolved; third, a change management process, which indicates the procedure for making necessary changes to the strategy. Quick adjustment mechanisms allow the enterprise to quickly adapt to changes in the external and internal environment and timely eliminate deviations in the implementation of the strategy.

One of the decisive factors in increasing management efficiency is the involvement of employees and developing their potential. The personnel development strategy for TREST JSC can be implemented in the following areas. The first area is the introduction of training and knowledge-building programs. These programs allow employees to improve their professional skills, acquire new knowledge and skills. The following training programs may be relevant for the enterprise: management and leadership training (for management staff), project management training (for project managers), negotiation and customer service training (for sales staff), and modern technology training (for technical staff).

When developing training programs, the needs of employees and the goals of the enterprise should be taken into account. To identify the training needs of employees, the enterprise should regularly assess employees and determine their level of qualification. In addition, employees can also indicate the areas in which they are interested and would like to learn. Training programs can be conducted in various formats: traditional classroom training, webinars, online courses, practical training, experience exchange sessions. To increase the effectiveness of training, it is recommended to use interactive teaching methods (case studies, role-playing games, practical exercises). Improving the incentive and motivation model is the second important area of

\u200b\u200bemployee engagement. A comprehensive motivation system should be developed for TREST JSC, which will increase the enthusiasm of employees to achieve the goals of the enterprise. The motivation system should include elements of material and non-material incentives. As a material incentive, a result-based reward system can be introduced in the enterprise, specific KPI indicators can be set for each employee, and the amount of the reward can be determined based on them. In addition, the introduction of special awards for innovative ideas and proposals, ensuring the participation of employees in the profits of the enterprise, also increases motivation.

Non-material incentives also play an important role in increasing employee motivation. In this direction, TREST JSC can take the following measures: creating career development opportunities (clearly defining growth paths within the enterprise, identifying and developing talented employees); recognizing employee achievements (introducing nominations such as employee of the month, best project, public recognition of achieved results); ensuring employee participation in the decision-making process (introducing a system of employee suggestions, taking into account employee opinions when making important decisions); creating a favorable working environment (flexible work schedule, the possibility of remote work, a comfortable workplace); developing corporate culture (organizing corporate events, teamwork, forming corporate values). Through such a comprehensive approach, TREST JSC can effectively attract employees and fully utilize their potential.

Information technologies are playing an increasingly important role in the activities of modern enterprises. For TREST JSC, the introduction of digital management platforms allows to significantly increase management efficiency. The most relevant platforms are:

• ERP (Enterprise Resource Planning) systems - allow to manage all resources of the enterprise (financial, material, human)

• CRM (Customer Relationship Management) systems - for effective management of relationships with customers

• HRM (Human Resource Management) systems - for automation of personnel management processes

• Project management systems - for planning, control and monitoring of projects

By implementing these platforms, TREST JSC can achieve the following results: firstly, the process of data collection and analysis is accelerated; secondly, the information necessary for decision-making is provided in real time; thirdly, the efficiency of communication between departments increases; fourthly, the document flow is simplified and paperless technologies are switched over.

When choosing management platforms, TREST JSC should pay attention to the following criteria: first, the system's suitability for the needs of the enterprise (the system should cover all business processes of the enterprise); second, scalability (the system should be able to develop along with the growth of the enterprise); third, the ability to integrate with other systems (the system should be able to exchange information with other software available in the enterprise); fourth, ease of use (the system should be understandable and convenient for employees); fifth, the ability to provide technical support and development (the system should be constantly supported and updated by the supplier).

Real-time monitoring allows for rapid control of all aspects of the enterprise's activities. For TREST JSC, real-time monitoring can be carried out in the following areas: first, monitoring of financial indicators (income, expenses, profit, cash flows); secondly, monitoring of production indicators (production volume, quality indicators, equipment load); thirdly, monitoring of project implementation (implementation of project stages, use of resources, adherence to deadlines); fourthly, monitoring of employee activity (arrival at work, task completion, KPI indicators). These indicators are reflected in real time on special dashboards, which allows management to receive timely information about the state of the enterprise's activities and, if necessary, make quick decisions. To implement information technologies and use them effectively, TREST JSC must carry out the following stages: firstly, develop an information technology strategy for the enterprise (which systems will be implemented, in what sequence, what goals are pursued); secondly, create a technological infrastructure (server, network, storage systems); thirdly, select and implement software (based on the criteria listed above); fourthly, train employees (in working with new systems); fifthly, migrate data to a new system; Sixth, regular updating and improvement of systems. By consistently implementing these steps, TREST JSC can make the most effective use of information technologies and increase management efficiency.

A 1-year project schedule for TREST JSC was developed based on the GANT method to implement strategic proposals to improve management efficiency. This schedule allows for consistent and systematic implementation of the strategy. The project schedule covers 4 main areas: improving the management system, introducing information technologies, increasing staff

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capacity, and improving financial performance. Specific stages, deadlines, and responsibilities are set for each area.

Table 2

Implementation plan using the GANT method[2]

Project Stages	Start Date	End Date	Duration (weeks)	Responsible
1. Improvement of the Management System	01.02.2026	30.06.2026	22	
1.1 Analysis of the current system	01.02.2026	28.02.2026	4	HR Director
1.2 Development of a new organizational structure	01.03.2026	31.03.2026	4	HR Director
1.3 Implementation of new management processes	01.04.2026	31.05.2026	8	CEO
1.4 Evaluation of results	01.06.2026	30.06.2026	4	HR Director
2. Implementation of Information Technologies	01.02.2026	31.08.2026	30	
2.1 Selection of an ERP system	01.02.2026	15.03.2026	6	IT Department
2.2 Implementation of the ERP system	16.03.2026	30.06.2026	15	IT Department
2.3 Employee training	01.07.2026	31.07.2026	4	HR Department
2.4 Evaluation of results	01.08.2026	31.08.2026	4	IT Department

The project schedule takes into account the sequence and interdependence of stages. Some stages are implemented in parallel, for example, projects to improve the management system and implement information technologies will begin at the same time. This approach allows you to accelerate project implementation and use resources more efficiently. At the same time, some stages must wait for the completion of previous stages, for example, the ERP system implementation stage will begin after the system selection stage is completed. These dependencies are clearly shown in the GANT chart.

The project schedule also includes checkpoints. Checkpoints are important time points in the project implementation, at which the project status is assessed and further actions are determined. The following checkpoints are set for TREST JSC: first, upon completion of the analysis of the current system (28.02.2026) - at this checkpoint, the current state and development directions of the enterprise are determined; secondly, when the new organizational structure is approved (31.03.2026) - at this point, the new organizational structure and management processes of the enterprise are approved; thirdly, when the ERP system is selected (15.03.2026) - at this point, the most suitable information system for the enterprise is determined; fourthly, when the ERP system is implemented (30.06.2026) - at this point, the information system is fully launched; fifthly, when employees are trained (31.07.2026) - at this point, all employees are trained in

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working with the new systems; sixthly, when the results are evaluated (31.12.2026) - at this point, the project is finalized and further actions are determined.

As a result of the implementation of the strategy for increasing management efficiency of TREST JSC, the enterprise is expected to achieve a number of significant economic and organizational results. First of all, the financial performance of the enterprise will improve. In particular, due to increased operational efficiency, the operating profit margin may increase by 8-10%, due to the effective use of resources, operating costs may decrease by 15-20%, and due to increased competitiveness in the market, sales volumes may increase by 10-15%. These changes will increase the overall profitability of the enterprise and enhance its attractiveness for investors. As a result of the implementation of the strategy to increase management efficiency, the financial indicators of TREST JSC for 2026-2027 are showing a steady growth trend. The company's revenues, expenses and profits are expected to grow steadily over the two-year forecast period, which indicates its stable financial potential.

Table 3

Company's financial performance and forecast for 2023-2027 [3]

Ko'rsatkichlar	**2023**	**2024**	**2025**	**2026**	**2027**
Sof daromad	600 000 000	660 000 000	730 000 000	800 000 000	880 000 000
Mahsulot xarajatlari	519 000 000	574 000 000	635 000 000	696 000 000	766 000 000
Yalpi foyda	81 000 000	86 000 000	95 000 000	104 000 000	114 000 000
Davr xarajatlari	74 050 000	81 000 000	89 000 000	98 000 000	107 000 000
Sof foyda	17 807 500	17 850 000	20 400 000	22 100 000	24 650 000

Net income is projected to increase from 600 million soums in 2023 to 880 million soums by 2027, representing a growth of 46.7%. This growth averages around 10% per year, which is an average figure for the Uzbek economy. Product costs are also growing proportionally, expected to reach 766 million soums by 2027, from 519 million soums in 2023.

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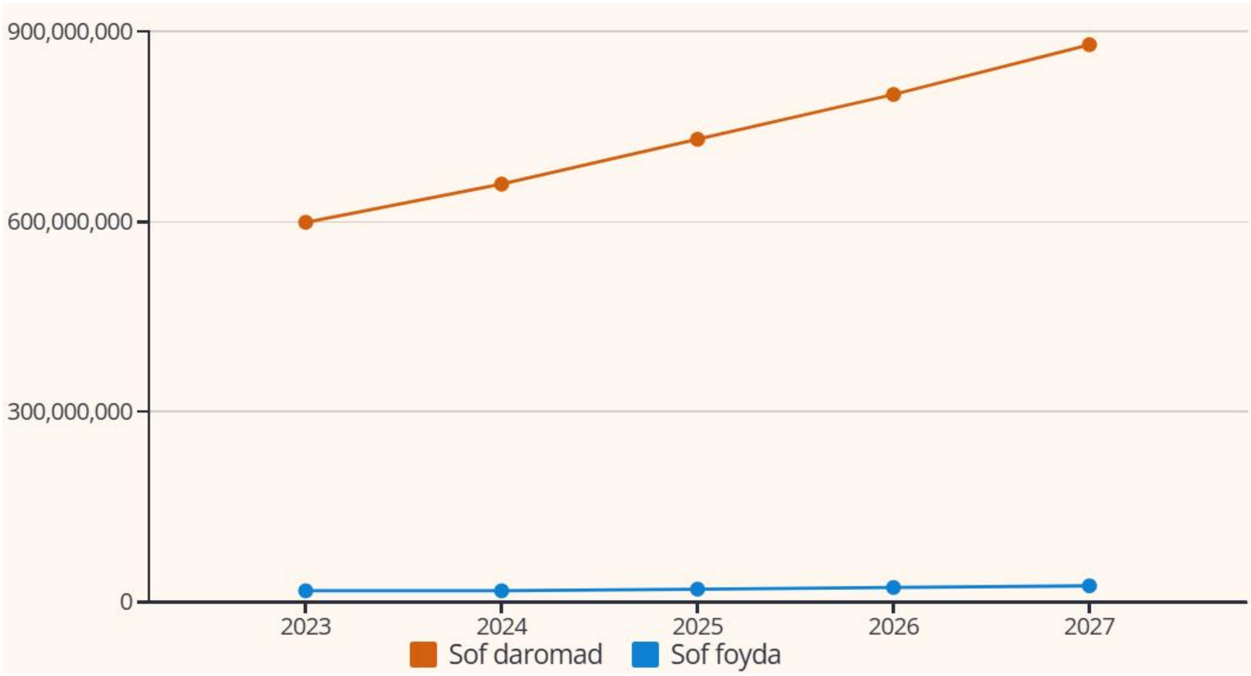

Figure 1. Gross profit indicators [4]

Gross profit indicators also show positive dynamics, expected to increase from 81 million soums in 2023 to 114 million soums by 2027. This growth is 40.7%. Operating expenses are projected to increase from 74 million soums to 107 million soums, which represents an increase of 44.5%. The main part of the expenses is administrative expenses, which are expected to increase from 55 million soums in 2023 to 80 million soums by 2027.

To analyze the financial performance of the company, it is important to calculate profitability indicators. Below is an analysis of the main profitability indicators for 2023-2027.

Gross profit margin is forecast to decline from 13.5% in 2023 to 12.9% by 2027. This slight decrease is due to a relatively faster growth in production costs.

Operating profit margin is expected to decline from 3.5% in 2023 to 3.3% by 2027. This indicator is also stable and characterized by small changes.

The ratio of operating profit to total gross profit is expected to decline from 25.9% in 2023 to 25.4% by 2027. This indicator shows the efficiency of operating costs.

Net profit margin indicators were also analyzed. The net profit margin in 2023 was 2.97%, and is projected to decline to 2.80% by 2027. However, net profit is expected to increase from 17.8 million soums in 2023 to 24.6 million soums by 2027, representing an increase of 38.4%.

The company's income tax burden is expected to remain at 15% for 2023-2027. This figure is calculated in accordance with the tax legislation of the Republic of Uzbekistan.

The company's steady growth in net profit increases its investment attractiveness. Net profit growth from 2023 to 2027 is expected to be 38.4%, representing an average annual growth of 8.5%.

The ratio of period expenses to net income was 12.3% in 2023, and is expected to decline to 12.2% by 2027. The stability of this indicator indicates that the company's cost control is effective.

CONCLUSIONS AND RECOMMENDATIONS

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Based on the financial forecasts, it can be concluded that the company is on the path of sustainable development. All key indicators have an upward trend, which ensures the financial stability of the company. However, the slight downward trend in profitability indicators indicates the need for the company's management to take additional measures to optimize costs and increase profits.

Recommendation for investors: the company's stable growth indicators indicate that it is an attractive object for long-term investments. In particular, a significant increase in net profit is expected in 2025-2027, which may increase the profitability of investments.

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