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CREATION OF A COMMUNICATION POLICY BY THE HOLDING COMPANY

Abstract: This article discusses the creation of a communication policy by a holding.

Key words: communication policy, holding, company, brand awareness, reputation improvement

Creation of a communication policy by the holding company

Creating a communication policy involves a number of steps:

Analysis of the situation. You need to analyze your company, industry, competitors, target audience and their needs in order to understand which communication channels and messages will be most effective. Setting goals. What goals do you want to achieve with your communications policy? Increase brand awareness, increase sales, improve reputation, attract new customers? Strategy Development. Based on the analysis of the situation and the definition of goals, it is necessary to develop a communication strategy, determine communication channels, ways of interacting with the target audience, and forms of messages. Content creation. It is necessary to develop content for all selected communication channels. Content should be interesting, informative and relevant to the target audience.

Efficiency mark. It is necessary to constantly monitor the results of the communication policy and adjust it, if necessary. You need to determine which channels and messages are most effective and which are not. In general, creating a communication policy is a long and complex process, but it is necessary in order to effectively interact with customers and improve brand

reputation. The current state of management systems in large holdings does not always meet the requirements of economic realities. At many enterprises, production and sales volumes are increasing, and the management of business processes is closed on a centralized decision-making system. The complexity of building a management system in a holding is determined, first of all, by its nature, since a holding is not just a total set of all its constituent enterprises, but a complex organizational and economic formation, the effectiveness of which generally depends on the internal consistency of all actions.

The complexity of building a management system in a holding is determined, first of all, by its nature, since a holding is not just a total set of all its constituent enterprises, but a complex organizational and economic formation, the effectiveness of which generally depends on the internal consistency of all actions. It should be noted that the management system in the holding cannot function only at the level of separate enterprises that are part of the group of companies. In addition, if all business units meet or even exceed their economic goals, this situation does not mean at all that this is beneficial to the holding as a whole. It should be noted that the organizational and economic features of holdings are due to the fact that the holding is a group of companies united by financial ties. Consequently, the specifics of managing such economic entities should take into account the distributed nature of their internal activities. On the other hand, the organizational and managerial specificity of holdings is predetermined by the fact that the management system, ultimately, should be centralized and be an effective tool for managing the holding as a whole. The main difficulty is the definition and fixation of the requirements of the holding and business units and the mutual coordination of these requirements in accordance with the goals that the holding faces in the strategic perspective of its development. Since the existing basic models of organizing a management system in practice in their pure form cannot always be applied to a particular holding, various progressive methods and models associated with this process

are used to obtain more effective results. One of them is the organization of a management system based on the financial structure of the holding.

Technological aspect - in the case of the territorial distribution of the holding's enterprises, the procedure for the integrative construction of a management system and the introduction of software tools for automating management, financial, and personnel processes becomes more complicated. These aspects simultaneously determine the need for a distributed system of management and coordination of the work of the business units of the holding.

As a result, there is an increase in the complexity of information consolidation in the management system, which is especially true for financial management of various areas, units, divisions, financial responsibility centers, and projects within the holding. Financial management in a holding is usually organized on the basis of budgeting. Information in the holding's financial management system Ultimately, within a diversified holding, business units differ not only in their internal structure and business processes, but also in planned, accounting and reporting indicators. Also, there is a difficulty in evaluating operations with different approaches to analytical detailing and grouping of indicators. In addition, the scale of the holding has a direct impact on the construction of the management system in the holding. The larger the activities of the holding, the more difficult it is to objectively assess the real state of affairs. The more diverse the spheres of interests of the holding, the more blurred and non-transparent management and financial activities.

Stages of building a management system in a holding Building a management system in a holding includes five stages: Setting the strategic goals and objectives of the holding. Definition of the concept of the control system. Methodological development, setting medium-term goals and objectives for the development of the holding as a whole. Direct implementation of the management system. Implementation of the planned goals and objectives. The first two stages, in fact, are the result of a decision on the need for economic

development of the holding. Given the specifics of the holding's activities, it should be noted that these stages are fully implemented by the supreme governing body, or the managing body.

Methodological development includes the development of the main provisions on the management system, the documentary consolidation of medium-term goals and tasks that are mandatory for all companies included in the holding. The introduction of a management system is its inclusion in the system of activities of the holding as a whole and the enterprises that are part of the holding, depending on the chosen concept of the management system. The implementation of the planned goals and objectives implies the direct implementation of relevant activities and the achievement of specified benchmarks, and not the formal regulation of goals and objectives at the holding's enterprises. At each of these stages, the holding faces specific threats that can significantly reduce the effectiveness of the management system within the group of companies. At the first two stages, there is one serious threat: the lack of awareness of the need to determine the strategic goals and objectives of the holding's management and an ill-considered choice of the management system concept. Threats to the management system in holdings.

As part of the methodological development of provisions on the management system, the following threats can be identified. Threats to the holding's management system

Threat	Description
Departure of the holding's management from procedures related to the development of methodological principles for the implementation of the management system, as well as their refusal to participate in the development of plans, goals and objectives for the development for the medium term.	If the leaders of the holding lack understanding of the need to define strategic goals and objectives, then any further work in this direction will be pointless. It is necessary to be result-oriented and interact with the main users of management information, which are the holding's management.

As part of the implementation of the planned goals and objectives, it is necessary to prevent such threats as, for example, the lack of interconnection between financial planning and production, as well as non-compliance with regulated procedures within individual enterprises of the holding. In general, for the successful construction of a management system in a holding, it is required that, within the framework of the holding structure, all managers at any level are clearly aware of what they control within the framework of the existing management system.

It is also necessary to evaluate the performance of all managers who are responsible for the preparation and execution of plans at the level of individual enterprises.

The elements of the organizational structure are separate business units, whose employees, including managers, specialists and employees, as well as all services and links of the management apparatus, perform certain functional duties within the framework of their powers within each enterprise that is part of the holding structure.

Management in the holding is carried out by a set of divisions, each of which is specialized in the performance of specific types of work (functions) necessary for decision-making in the linear management system. Heads of departments report to the top line manager - the founder and owner of the holding.

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