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## Improving Strategic Planning In Textile Enterprises

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### ABSTRACT

This article examines the development of measures to improve strategic planning in the development of development strategies aimed at ensuring market resilience in textile enterprises.

### KEYWORDS

Strategy, development, strategic planning, enterprise.

### INTRODUCTION

Today, in a changing market economy, both internal and external factors have a significant impact on increasing the economic efficiency and competitiveness of manufacturing enterprises. The financial situation of many manufacturing enterprises in the country is unstable, which in turn has a negative impact on the economic situation in the country. Therefore, an objective assessment of the effectiveness of enterprise management through a comprehensive study is one of the important factors in further improving the economic situation in the country. The third

direction of the "Action Strategy for the five priority areas of further development of the Republic of Uzbekistan in 2017-2021" set by President Sh. Mirziyoyev is called "Strategic directions for increasing the competitiveness of the national economy through modernization" [1]. Therefore, the use of modern management methods in ensuring the innovative development of textile enterprises, which are one of the mainstays of the economy of the republic, is becoming increasingly important.

Strategic planning provides the basis for management decisions and the performance of enterprise tasks. The dynamic strategic planning process is the foundation on which all management tasks are built. Without taking advantage of strategic planning, businesses and individual employees will lose a clear way of assessing the goals and directions of their implementation.

The strategic planning process lays the foundation for enterprise management. Designing these rules to reflect the reality of the situation in our country, it should be noted that strategic planning is becoming increasingly important for textile enterprises, which are in fierce competition both among themselves and with foreign corporations.

#### ANALYSIS OF THE RELEVANT LITERATURE

Strategic planning is the most important component of enterprise management, in which case the successful operation of the enterprise in a market economy is almost impossible. In today's rapidly changing economic situation, it is impossible to achieve positive results without planning your actions and predicting the consequences. The concept of "strategy" entered the theory of strategic management in the 50s of the twentieth century, when the problem of immediate response to changes in the external environment was important. Initially, the term "strategy" was used only in the military field and was defined as "the art of deploying troops to battle" [1]. The first works on strategic planning were published in 1964-1965 [2; 3].

An analysis of the results of A.Chandler's research shows that already in 1961 his author

was well acquainted with the concept of strategic planning and in particular, with examples of strategic plans [3]. The systematic approach and system analysis that emerged in the 1970s provided a solid scientific basis for project management to the concept of a program-targeted approach to management and strategic planning. This has allowed a number of scientists to develop a systematic approach to the organization and implementation of strategic planning processes in companies of different scales in solving problems in the field of socio-economic development of cities, regions, as well as state and public activities [4].

The concept of strategic planning, as mentioned above, is not a rigid theoretical structure. Over the past half-century since its inception, new management concepts, management methods, and perspectives on organizational management have been emerged. The term strategic planning has been defined by various local and foreign scholars.

V.A. Barinov and V.L.Kharchenko described it as "setting a strategic goal based on the forecast of development opportunities of the enterprise and changes in the external environment, as well as the development of a program of actions to achieve this goal" [5].

Yu.T.Shestopal and V.Dorofeev "Achieving high rates of economic growth on the basis of long-term development, gradual improvement of various production and technical factors and organizational and management structures in order to ensure high quality of personnel and standards. Life of their employees." described as [6].

Isaev R.A. The study of the development of textile clusters in the Republic of Uzbekistan focuses on strategic management [7].

Research by the author has shown that there are now objective conditions for reconsidering the concept of strategic planning.

## RESEARCH METHODOLOGY

The research methodology is a dialectical method and methods such as selective observation, comparison, and expert evaluation were used in the research process.

## ANALYSIS AND RESULTS

In the research, the author has shown that there are now objective conditions for reconsidering the concept of strategic planning. In this research, key aspects of the modern approach to the concept of strategic planning were explored. Their description is given below.

1. Planning and implementation options. The purpose of strategic planning is to identify and evaluate business development opportunities, set strategic goals and develop measures to implement them.
2. Strategic thinking and creativity. Strategic thinking is the destiny of not only top managers and in many cases, managers, but also the destiny of the subject's professionals [7]. The textile enterprise should have permanent teams that develop new ideas, assess the current situation and innovate. It is necessary to organize the activities of such groups in the framework of the strategic planning process, ie to involve them in the development and implementation of development strategies. Employees need

to see that their ideas are understood, put into a pragmatic form and consistently materialized.

3. Strategic logic. It is often observed that leaders discuss strategy (strategic plan) and sometimes take conflicting, mutually exclusive views. As a result, it is not always possible to reconcile the conflicting views of owners and managers on the development strategy of a textile enterprise. In our view, property owners and executive managers will need to develop a set of principles that define strategic logic - the development process, content, concept, and forms of implementing a development strategy.
4. Creating synergistic effects. The strategic plan should provide for the creation and implementation of a set of important results for the textile enterprise. The point is that the plan should not be radically new, but should focus on the gradual formation of a qualitatively new state of the enterprise. In other words, we need to cite a sequence of steps that will allow us to create synergistic effects for the development of the textile industry.
5. Project portfolio. The organizational mechanism for the implementation of the strategy (strategic plan) consists of project management, each of which is aimed at achieving a clear strategic goal and has a planned synergistic effect. Entering a new market, introducing a new product, acquiring a subsidiary, developing a new management structure, and similar activities are planned and implemented in the form of investment or organizational projects. In general, the project portfolio ensures the

implementation of all strategic goals set out in the strategic plan.

6. Project approach to the organization of the strategic planning process. The project management methodology helps to overcome a number of serious shortcomings associated with the organization of strategic planning, such as repetition, regularity, redundancy, formality and so on.
7. Decentralization and leadership involvement. Only employees whose planning process is decentralized and who do not have an authoritarian leadership style can be unique, enterprising, and responsible in a free creative environment. In other words, the strategic plan being developed should be the responsibility not only of senior management and owner representatives, but also of mid- and lower-level managers and leading professionals. Responsibility and initiative are manifested to a large extent when managers are given not only the opportunity to participate, but also independence and authority at the level of demand. Decentralization of the strategic planning process initially means the development of a common behavioral line - the concept of development and corporate strategy.
8. Strict relationship with quick planning. It only makes sense to develop a strategy or strategic plan only when they are linked to operational plans and budgets. The strategic planning process can only be effective if all operational plans, projects and programs are based on a strategy or strategic plan, i.e. the end of the strategic planning cycle is marked by the beginning of the operational planning cycle and the

implementation of the operational plan is evaluated in terms of strategic goals and objectives.

9. Strategic control. An important aspect of a modern approach to strategic planning is to understand how to control the execution of a strategic plan. Strategic control is the control over changes in key parameters, on the basis of which hypotheses are formed, strategic alternatives are selected, goals and objectives are identified, and a development strategy is formed.

Strategic control, unlike daily operational controls, allows for feedback on external and internal factors affecting the business as a whole, rather than on the current parameters of the enterprise in terms of revenue, net profit, number of customers, and so on.

Developing the definition given in the research process, the author proposes a block diagram of the systematic implementation of strategic planning. As shown in Figure 1, the organization of the implementation of strategic planning functions in the management of textile enterprises can be constructed in the form of a logical sequence of implementation of the eight main stages of the strategic planning process.

The author's block diagram differs from the traditional presentation of the organization of strategic planning of the development of the textile enterprise, as it provides the following new opportunities: timely adaptation of the textile enterprise to the dynamically evolving market requirements; qualitative relationship of strategic, tactical and daily planning; substantiate the necessary planning horizons; identification of relevant information flows

between planning and other functions of the management of the textile enterprise; determination of approved functional strategies and deadlines for implementation of key executors; modeling of optimal schedules for the timely provision of the financial and economic activities of the textile enterprise with the necessary resources; making management decisions in the process of implementing general and functional strategies.

Due to the dynamics and complexity of the external and internal environment of the textile enterprise, it is proposed to rely on systematic and integrated approaches, as well as the following improved principles of strategic planning to achieve completeness and efficiency of strategic planning stages: realism, longevity, quality and quantity, interaction, scientific, reflective, limited rationality, self-determination, resource reserve, diversification, flexibility.

Based on the need to apply the above principles, the author emphasizes the importance of using well-known methods of strategic management, systematizing them into the following groups: methods of developing the mission, vision, strategic goals and objectives of sustainable development of the textile enterprise; methods of strategic analysis of the external and internal environment of the textile enterprise; methods of developing a strategy for the development of the textile enterprise; methods of forming strategic, tactical and day-to-day planning relationships; methods of the mechanism of implementation of the strategy of development of the textile enterprises; methods of organizing strategic control over the implementation of the strategy of the textile enterprise and methods of forming an integrated information system for strategic planning.

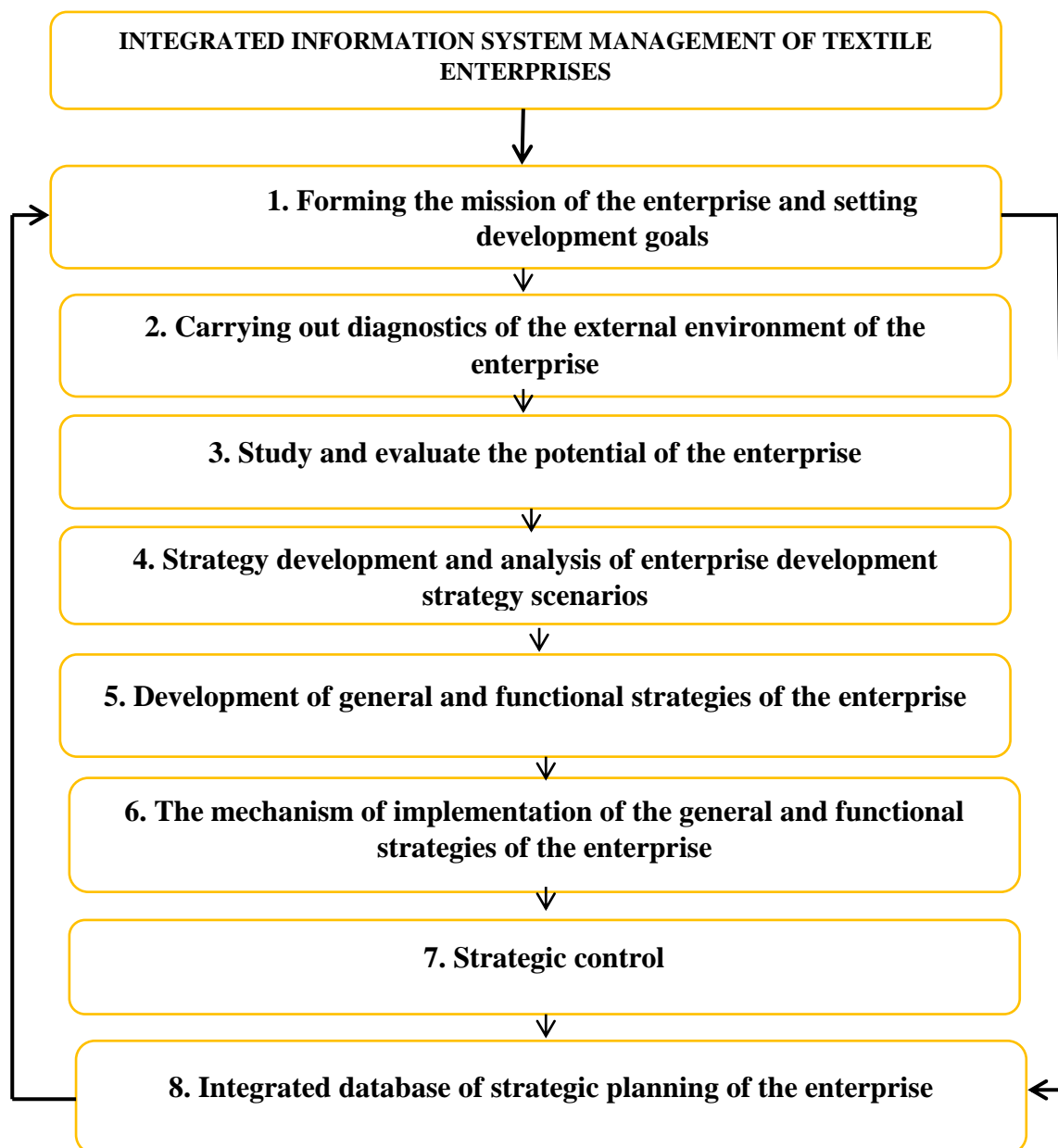


Figure 1 - Organization of the implementation of strategic planning in the textile enterprise  
(author's development)

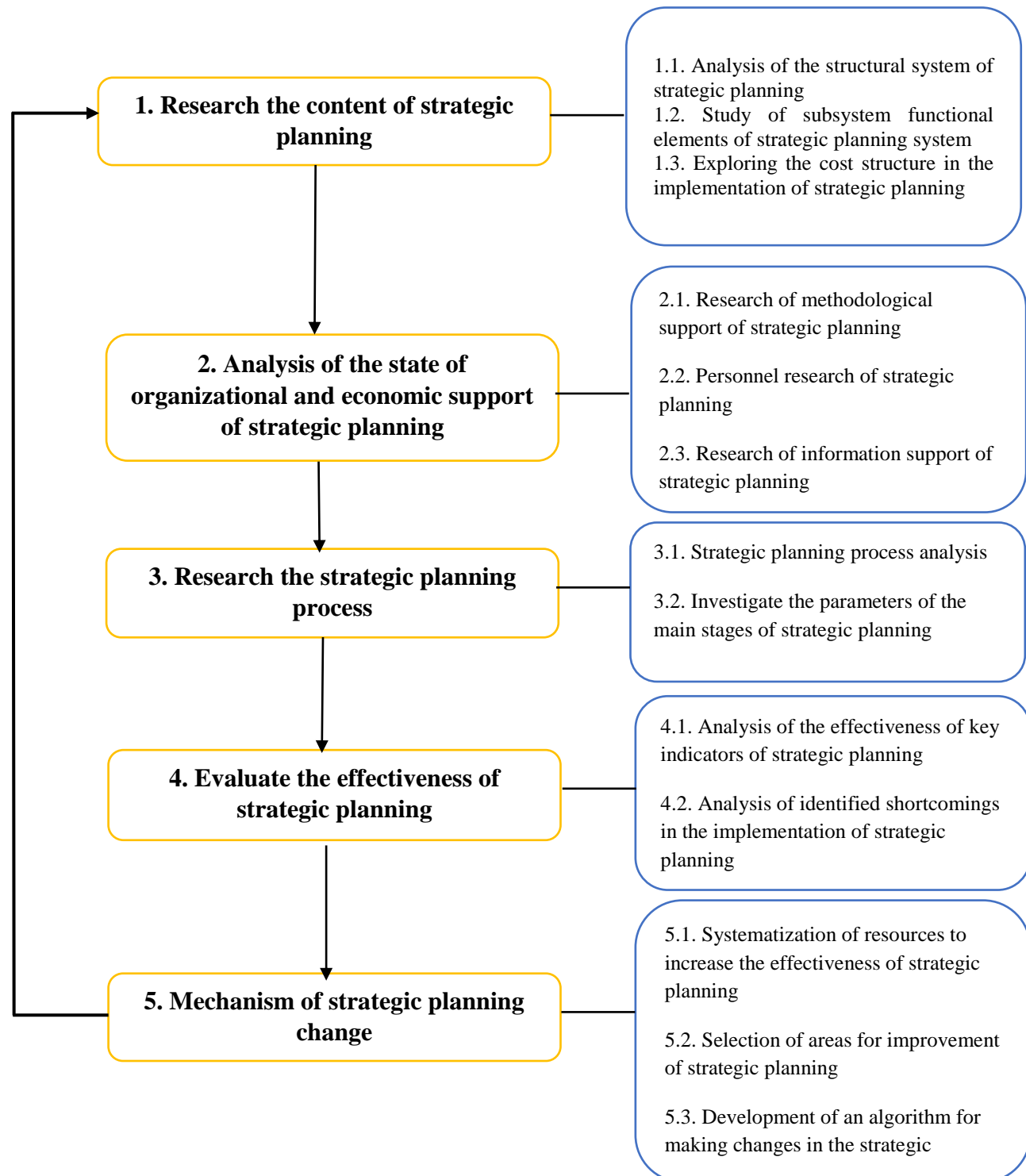
In the block diagram of the organization of the order of systematic implementation of strategic planning functions, a special place is given to the use of forecasting and system modeling methods, as well as program-goal and goal-oriented methods of strategic management.

The main characteristic of strategic planning in market conditions is its effectiveness, and its effective indicator is the achievement of the set goal. The study of the state of the planning process in textile enterprises revealed that strategic planning may be ineffective for a number of reasons, including: lack of strategic planning practice, inefficient use of resources, low priority of functional strategies, inconsistency of views on key issues, high frequency of changes in adopted strategies, etc.

One of the reasons for this situation is the lack of timely assessment of the potential and effectiveness of this strategic planning. In this regard, there is an objective need to develop a methodological guide to assess the effectiveness of strategic planning in the textile industry.

The author proposes a methodology for evaluating and improving strategic planning, which is shown schematically in Figure 2.







## Figure 2. Methodology for evaluating and improving strategic planning

As shown in Figure 2, the methodology includes five organizational-economic blocks, each of which includes a set of analytical procedures. Analytical calculations allowed to determine a set of indicators: a coefficient describing the organization of strategic planning and operating costs; strategic planning efficiency ratio; a coefficient characterizing the adaptation of strategic planning to changes in the external environment; a coefficient characterizing the flexibility of strategic planning to changes in the internal environment; a coefficient characterizing the ability of strategic planning to achieve strategic goals; a coefficient characterizing the degree of automation of the strategic planning task; a coefficient that characterizes the level of motivation of strategic planning managers and specialists, reflects the main aspects of strategic planning activities and, in general, provides an assessment of its effectiveness.

A distinctive feature and distinctive feature of the methodology developed to assess the effectiveness of strategic planning in a textile enterprise is that the complexity and consistency of the analysis in the context of the main stages of strategic planning is aimed at identifying resources and directions for improving strategic planning.

### CONCLUSIONS AND SUGGESTIONS

Based on the results of the study, in improving strategic planning in the textile industry, it is necessary to pay attention to the following:

- Strategic planning should be aimed at finding development opportunities;
- The main idea of strategic planning should be not only to develop a strategy or strategic plan that describes the future activities of the enterprise, but also to identify, work and evaluate all available opportunities for the development of the enterprise and plan their implementation;
- The textile enterprise should have permanent teams that develop new ideas, assess the current situation and innovate;
- Property owners and executive managers should develop a set of principles that define strategic logic - the process of development, content, concept and forms of implementation of development strategies;
- The strategic plan should provide for the creation and implementation of a set of important results for the textile enterprise;

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