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**THE IMPORTANCE OF STRATEGIC PLANNING IN THE  
MANAGEMENT ACTIVITIES OF ENTERPRISES**

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**Ibragimov Isroil Usmanovich**

*Head of the Department of Management, PhD  
Namangan Institute of Engineering Technology,  
[isroil@gmail.com](mailto:isroil@gmail.com)*

**Abstract:** The article develops proposals for analyzing the activities of industrial enterprises in the Namangan region from a scientific and practical point of view, forming a management and planning strategy. The processes of strategy formation and implementation, strategic planning of its main stages, specific aspects of strategy formation and recommendations for its improvement are proposed.

**Key words:** industry, strategic planning, management, consideration of internal and external factors, systems approach, strategic change management, successful development, formation and implementation of strategy.

**Introduction.** As stated in the New Development Strategy of Uzbekistan for 2022-2026, "Liberalization of foreign trade, tax and financial policies to reform the national economy, support entrepreneurship and ensure the inviolability of private property, the organization of deep processing of agricultural products and effective measures have been taken to ensure the rapid development of the regions".<sup>7</sup>

While strategic planning is both a science and an art, it is generally believed that in order for the planning process to be effective on a consistent basis the managers of the company must collect, screen and analyze information about the company's business environment, identify and evaluate the strengths and weaknesses of the company and develop a clear mission for the company and a set of achievable goals and objectives that then become the basis for tactical and operational plans. Strategic planning is an important and essential process for every company regardless of the size of its business and the time and other resources that the company has available to invest in the developing, documenting, implementing and monitoring a strategic plan. The business environment and relevant technologies are constantly changing and new risks and uncertainties will surface on a regular basis.

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<sup>7</sup> New Development Strategy of Uzbekistan for 2022-2026

**Main part.** It is difficult to generalize about the development of plans across functional areas. Within each functional area, the importance of key variables varies across business situations.

Strategic planning helps a business answer the following four basic questions:

- Where are we?
- Where do we want to go?
- How can we reach our target destination?
- How can we monitor and evaluate our success?

Answers to the above questions make up the strategic planning process. The answer to the question “where are we?” enables a status analysis involving a comprehensive review and evaluation of the internal and external environment, in which the business operates.

The answer to the question “what do we want to achieve?” lays down: the strategic objectives, which represent the conceptual results towards which efforts and actions will be designed, as well as the goals, which represent measurable results required to be achieved so that the objectives can be attained, in the light of the mission, which is a brief expression of the reason for being of the business; the vision, which is a conceptual, realistic, and brief expression of the desired future; and the basic principles that guide the operations of the business.



**Figure 1. Strategic development and managing strategic change**

**Results and discussion.** Practical assistance is provided in the process of exporting products produced by local small businesses, finding foreign buyers and carrying out export operations. From January 2020, the department has organized a magazine of advertising and information under the name “Exporters of Namangan region”, which publishes information about the products and enterprises of all types of export-oriented enterprises in the region in 2 languages. distributed to

embassies and missions of states. In the export geography of Namangan region can be seen such countries as Kyrgyzstan, Kazakhstan, Turkey, Russia, Turkmenistan, Tajikistan, Ukraine, Moldova.

Assumptions are critical in formulating a successful strategy. In other words, the success of strategic plans depends largely on the actualization of assumptions made during the planning process.

#### Information on the survey conducted among business entities

No	Name of districts	Reja	In fact	The difference	Done
1	Namangan city	190	203	13	107
2	Mingbuloq	64	66	2	103
3	Kosonsoy	60	57	-3	95
4	Namangan	88	85	-3	97
5	Norin	60	63	3	105
6	Pop	88	89	1	101
7	Turakurgan	84	83	-1	99
8	Home	86	87	1	101
9	Uchkurgan	50	52	2	104
10	Chartoq	70	69	-1	99
11	Chust	90	92	2	102
12	Yangikurgan	60	58	-2	97
	<b>All</b>	<b>990</b>	<b>1004</b>	<b>14</b>	<b>101.4</b>

Source: "Author's development based on the data of the Namangan regional department of the Chamber of Commerce and Industry of Uzbekistan.

Assumptions imply the external factors that are not under the direct control of the business preparing the strategic plan, but that can affect the progress and success of the strategic plan. After reviewing sociocultural factors, technological factors, political environmental, legal conditions, macro-economic factors, and variables originating from international system in the environmental analysis, the tendencies of related parties such as competitors, customers, and suppliers must reflect onto the systematic of strategic planning as assumptions.

In order to promote various ideas during this section, seminars, panels or brainstorming meetings must be organized with experts, both within and outside the organization.

The need for a systematic method of strategic planning is, as many sources exhort managers to 'think strategically' and this is most frequently done conceptually rather than showing how to use the tools for strategic planning. Accordingly, this systematic methodology is brought out in order to assemble the disconnected and disorderly ideas, processes, and techniques (written on strategy and business development) under the same roof, and be easily understood and applied.



**Conclusions.** A much more difficult challenge is to change the mindset of the people and to introduce the strategic management culture that goes with and we make the following suggestions and recommendations based on the results of the research:

1.However, do not conclude that you can learn the most important aspects of strategic planning by reading some of the following articles – many of them are by authors who write about certain aspects of strategic planning, but not all aspects, so be sure to review resources in other subtopics of this overall topic of strategic planning.

2.Every company, no matter how big or small, needs a strategic plan. It is a misconception that strategic plans are only for large public companies. The depth of the plan and its detail will vary based on the size and complexity of the company, but each business needs this valuable roadmap to grow and prosper.

3.A strong strategic plan **tells the company's story**. The strategic plan should speak to a varied audience. New managers find it helpful to learn about the company during their orientation period. Potential lenders and investors are impressed with a solid strategic plan with quantifiable and measurable goals. The financing decision becomes easier for lenders when criteria for success are spelled out.

4.The need for a systematic method of strategic planning is, as many sources exhort managers to 'think strategically' and this is most frequently done conceptually rather than showing how to use the tools for strategic planning. Accordingly, this systematic methodology is brought out in order to assemble the disconnected and disorderly ideas, processes, and techniques (written on strategy and business development) under the same roof, and be easily understood and applied.

5.The aim of systematic strategic planning (SSP) is to force a look into the future and, therefore, provides an opportunity; to influence the future, or assume a proactive posture; to provide better awareness of needs and environment; to help define and focus on the objectives of the organization; to provide a sense of direction, continuity, and effective leadership; and to plug everyone into the system and provides standards of accountability for people, programs, and allocated resources.

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