



**ISSUES OF INTRODUCING MODERN METHODOLOGY OF STRATEGIC
PLANNING IN THE MANAGEMENT OF INDUSTRIAL ENTERPRISES**

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Ibragimov Isroil Usmanovich

*Head of the Department of Management, PhD
Namangan Institute of Engineering Technology,*

Isroilov Khurshidbek Rustambek ugli

master's student

Namangan Institute of Engineering and Technology

isroil@gmail.com

Abstract: Resume

The purpose of the research is to analyze the activities of industrial enterprises in Namangan region from a scientific and practical point of view, to develop proposals for the formation and planning of management strategies. Strategic planning in management is the process of documenting and establishing a direction of your small business-by assessing. Strategy includes processes of formulation and implementation; strategic planning helps coordinate both. However, strategic planning is analytical in nature strategy formation itself involves synthesis [strategic thinking](#). As such, strategic planning occurs around the strategy formation activity.

Keywords

Strategic planning, management, small business, reviewing the internal and external factors, systematic approach, managing strategic change, successful development, formulation and implementation.

Introduction. The purpose of the research is to analyze the activities of industrial enterprises in Namangan region from a scientific and practical point of view, to develop proposals for the formation and planning of management strategies. A systematic method of strategic planning is anticipated to be easily understood and straightforward, based on fundamentals, and to be universally applicable for any type of business. Accordingly, this methodology is generated for the purpose of assembling the disconnected and disorderly ideas, processes, and techniques (written on strategy and business development) under the same roof, in order to develop a systematic methodology that is easily understandable and applicable.

Before beginning with strategic planning, businesses must have articulated their missions and visions, and identified their basic policies (see Figure 1). For this



reason, proper formulation of mission, vision, and basic policies will play a determining role for the success of a strategic plan.

Main part. Functional plans help in the implementation of strategic plans by organizing and activating specific subunits of the business (marketing, finance, production, etc.) to pursue the business strategy in daily activities. Greatest responsibilities are in the implementation or execution of a strategic plan. Thus, functional plans directly address such issues as the efficiency and effectiveness of production and marketing systems, the quality and extent of customer service, and the success of particular products in increasing their market share.

Shorter time horizon is critical in implementing a business strategy for two reasons. First, it focuses functional managers' attention on what needs to be done now to make the business strategy work. Second, the shorter time horizon allows functional managers to recognize current conditions and adjust to changing conditions in developing functional plans.

Functional plans are more specific than a business strategy to guide functional actions taken in key parts of the company to implement business strategy (see Figure). Business strategy provides general direction. Functional plans give specific guidance to managers responsible for accomplishing annual objectives to ensure that managers know how to meet annual objectives.

Specific functional plans improve the willingness of operating managers to implement strategic decisions, when those decisions represent major changes in the current strategy of the firm.

Functional plans are delegated by the business-level managers to principal subordinates charged with running the operating areas of the business. Operating managers similarly establish annual objectives and operating plans that help accomplish business objectives and strategies. The involvement of operating managers contributes to a successful implementation. Most critically, active involvement increases commitment to the strategies developed.

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.

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.

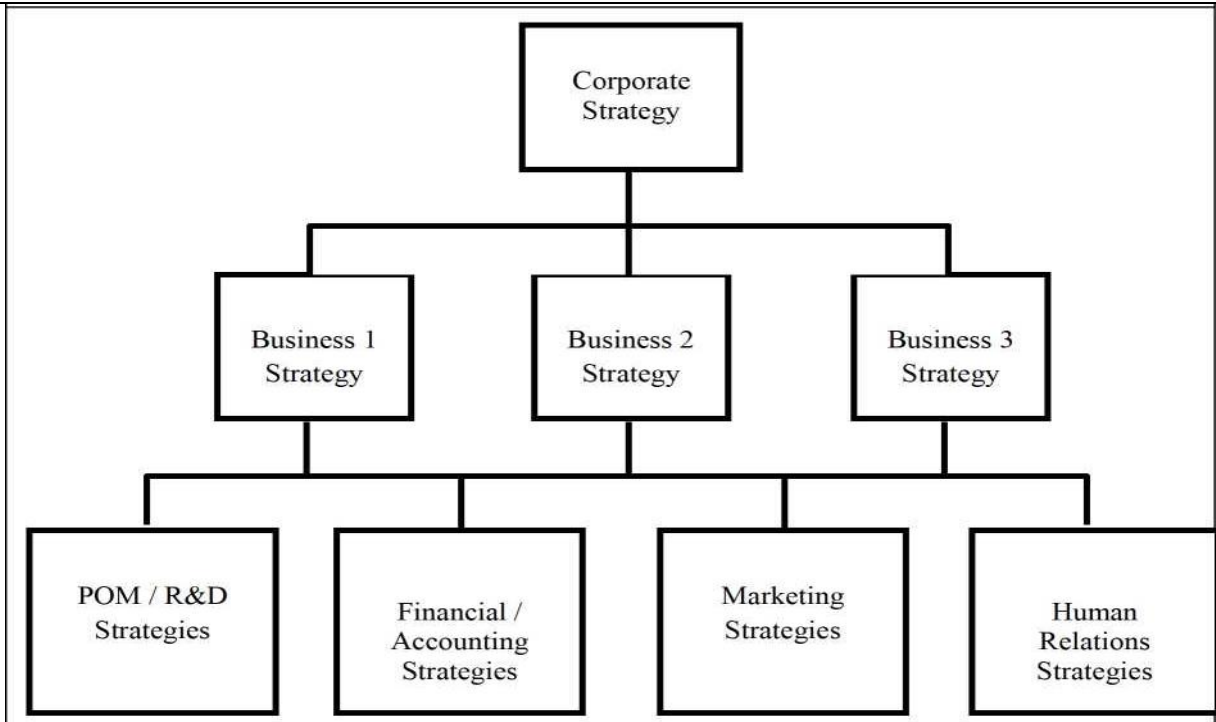


Figure 1. Levels of strategies

Systematic Strategic Planning or SSP is the pattern of procedures (see Figure) by which an organization defines its current status, opportunities, long-term goals, and the strategies for which to achieve them.

The aims of SSP are: 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.

The techniques to be used for strategic planning should not be perceived as a systematic procedure, and should be continuously repeatable and modifiable, depending on the characteristics of individual cases. Certain working forms (in the forms of key documents and output) are used in applying the techniques in each section or steps of the SSP pattern.

Systematic strategic planning—full version consists of a framework of phases through which each project passes, a pattern of sections for straight-forward planning, and the fundamentals involved in any strategic planning project.

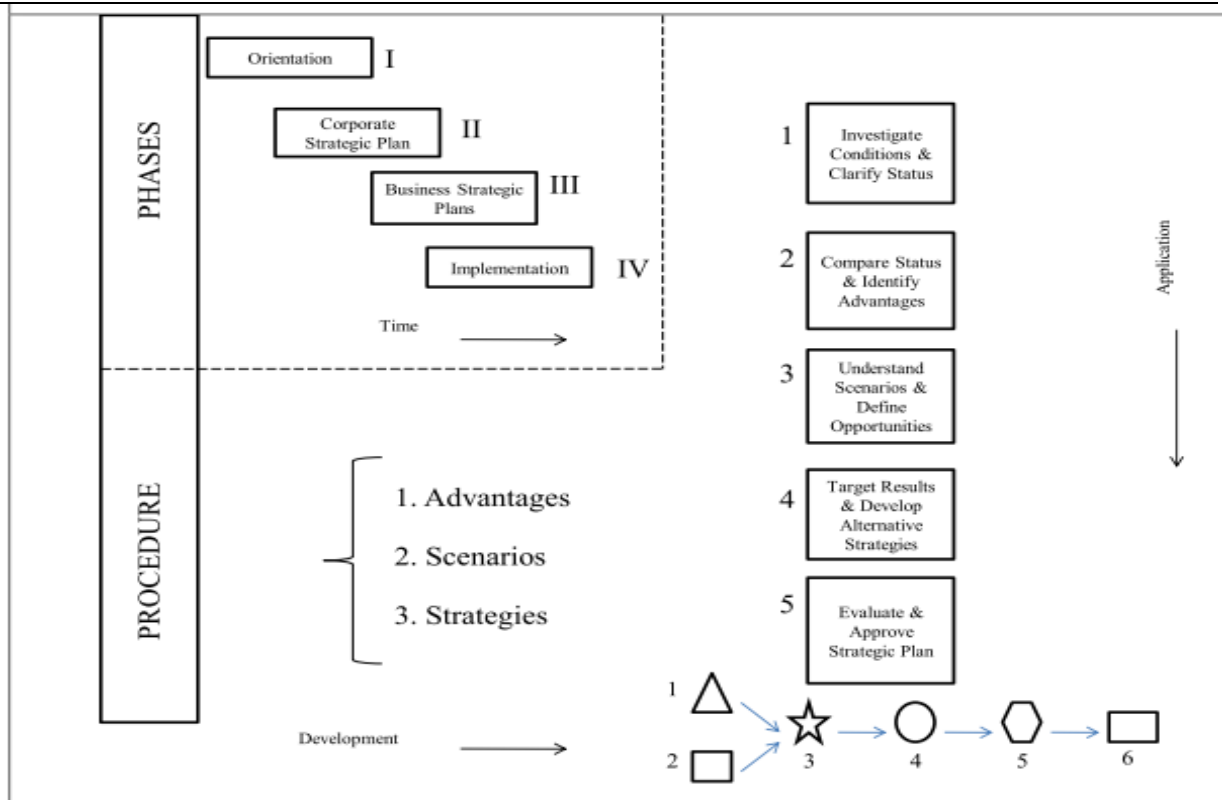


Figure 2. Strategic Planning - Reference table

Each strategic planning project has four phases. These are:

1. Orientation
2. Overall (corporate) strategic plan
3. Detailed (business) strategic plans
4. Implementation plan and control

In Phases II and III, the planning specialist follows a method of procedures to achieve alternative strategic plans.

Systematic Strategic Planning - Reference table

Monitoring is the regular follow-up and reporting of the progress towards goals specified in the strategic plan. Evaluation is the measurement of implementation results against strategic objective and goals and analysis of the consistency and relevance of these objective and goals. Performance measurement is the measurement of implementation results using performance indicators.

Results and discussion. According to the table, Namangan region produced 7174.3 billion soums of industrial products in 2021, which is 43.4 % more than in 2019, and shows the effective use of *growth strategies* and *diversification strategies*. Significant changes in dynamic growth were observed in the production of paper and paper products, basic pharmaceutical products and drugs, electrical equipment, transport sparks. However, the production and display of written

materials, the metallurgical industry, the production of computers, electronic and optical products, the production of vehicles, trailers and semi-trailers decreased in 2021 compared to the previous 2019. Due to interruptions in the supply process, production capacity has declined. A *reduction strategy* can be seen in these directions.

Table 1

Indicators of the volume of production of consumer goods by small businesses in Namangan region (billion sum)

№	Subjects	Food products				Non-food products			
		2019	2020	2021	The rate of change, the ratio of to 2019, in %	2019	2020	2021	The rate of change, the ratio of to 2019, in %
1	Microfırma and small businesses	881.6	970.2	1040.1	118.0	1808.7	1909.1	2103	116.3
2	Ordinary labor activity	203.5	236.9	254.2	124.9	275.7	279.0	281.3	102
3	Household	392.6	514.7	703.9	179.3	490.3	559.5	678.1	138.3

Source: Based on data from the regional statistics department, developed by the author.

The dynamics of production of consumer goods in the region has also grown. We continue our analysis using the table below.

According to the table above, the growth dynamics in household food and non-food products in 2021 can be seen to have increased by 79.3 % and 38.3 %, respectively, compared to the previous 2019. The production of consumer goods has also increased in micro and small enterprises , as well as in individual labor activity.

We also analyze the sales of industrial and consumer products produced by businesses using the data in the table below.

Table 2

Indicators of retail trade turnover of small businesses in Namangan region (billion sum)

№	Name of cities districts	2019	2020	2021	The rate of change, ratio of 2021 to 2019,
1	Namangan sh.	3125.8	4111.4	4815.5	154.1

2	Mingbuloq	185.3	194.7	216.3	116.7
3	Kosonsoy	534.1	596.1	654	122.4
4	Namangan	264.8	302.8	356.6	134.7
5	Norin	451.1	511.3	612	135.7
6	Pop	562.3	658.8	703.1	125
7	Turakurgan	451.3	501.7	678.8	150.4
8	Home	247.3	398.7	507.7	205.3
9	Uchkurgan	304.6	403.9	549	180.2
10	Chortok	267.2	361	499.3	186.9
11	Chust	356.2	385.1	415.1	116.5
12	Yangikurgan	476	521.6	604.9	127.1
	By region	7226	8947.5	10612.3	146.9

Source: Based on data from the regional statistics department, developed by the author.

According to the table above, the retail trade turnover of businesses in the region in 2021 compared to 2019 increased by 46.9 % or 3386.3 billion sum. At the same time, the increase in retail sales in Namangan, Namangan, Naryn, Turakurgan, Uychi, Uchkurgan and Chartak districts of the region contributed to the growth of gross retail sales in the region. Entrepreneurs in the region also provide various services to the population. We analyze the volume of services provided in recent years using the data in the table below.

According to the table above, in 2021, the indicators of industrial production, construction, employment, trade, transportation services by businesses in the region will increase compared to 2019. This shows that effective *product strategy (commodity-market, production), technology selection and development, resource strategy, innovation and marketing strategies* are used in these industries.

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.Strategic planning should be done when an organization is just getting started. (The strategic plan is usually part of an overall business plan, along with a marketing plan, financial plan and operational/management plan.)

2.Strategic planning should also be done in preparation for a new major venture, for example, developing a new department, division, major new product or line of products, etc.

3.Although there are separate sections listed below for many of the major activities in strategic planning (for example,



the sections “Developing a Mission”, “Developing a Vision”, etc.), this section “Various Overviews of Strategic Planning” also includes information about those activities as well. The reader might scan 8-10 of the articles to get a basic feel for strategic planning processes and the diversity of views on the processes.

4. 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.

5. A good strategic plan is Each department of the company should be included in strategic planning. Participation in the planning process builds a sense of inclusion and teamwork. One way to ensure the plan’s success is to have a large diverse group of people draft the plan. Many companies make the mistake of asking a small silloed group of people to develop the plan.

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