

## IMPROVING MECHANISMS FOR ASSESSMENT AND IMPLEMENTATION OF STRATEGIC PLANNING AT TEXTILE ENTERPRISES

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**Abidov Bobur Sobirovich**

*Independent researcher of the Tashkent Textile and Light Industry Institute*

ORCID 0009-0007-2309-8492

[babidov020@gmail.com](mailto:babidov020@gmail.com)

### Annotation

This article examines the issue of evaluating the effectiveness of strategic planning in the development of development strategies aimed at ensuring adaptability to market changes in textile enterprises and developing measures to improve its implementation mechanisms.

### Key words

strategic planning, efficiency, evaluation, strategy, development, implementation mechanism.

### INTRODUCTION

A fierce competition is taking place in the world market of textile products. Therefore, both internal and external factors have a significant impact on increasing the economic efficiency and competitiveness of production enterprises. The financial situation of many production enterprises in the Republic of Uzbekistan is not stable, which in turn has a negative impact on the country's economic situation. Therefore, an objective assessment of the efficiency of management in the strategic planning of the development of industrial enterprises through a comprehensive study is considered one of the important factors for the further improvement of the country's economic situation. Strategic planning creates a basis for making management decisions and implementing enterprise tasks. A dynamic strategic planning process is the foundation upon which all management tasks are built. Without using the advantages of strategic planning, companies and some employees will be deprived of a clear way to evaluate the goals and directions of their implementation.

Therefore, improving the strategic planning process by using modern management methods to ensure the innovative development of textile industry

enterprises, which is considered one of the mainstays of the economy of the Republic of Uzbekistan, is becoming urgent.

### **ANALYSIS OF THE RELEVANT LITERATURE**

Strategic planning is the most important component of enterprise management, and without it, the successful operation of the enterprise in the 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 20th 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 for battle" [1]. The first works on strategic planning were published in 1964-1965 [2;3]. The analysis of research results conducted by A.Chandler shows that already in 1961, its author was well acquainted with the concept of strategic planning and, in particular, with examples of strategic plans [3]. Project management has provided a solid scientific basis for the systems approach and systems analysis, the programmatic approach to management, and the concept of strategic planning that emerged in the 1970s. This allowed a number of scientists to develop a systematic approach to the organization and implementation of the strategic planning process in companies of various scales in solving problems in the field of socio-economic development of cities and regions, as well as state and community activities [4].

The concept of strategic planning, as mentioned above, is not a rigid theoretical structure. Over the past half century since its establishment, new management concepts, management methods, and views on managing the organization have emerged. Definitions of the term strategic planning have been given by various domestic and foreign scholars.

V.A.Barinov and V.L.Kharchenko defined it as "setting a strategic goal based on forecasting the company's development opportunities and changes in the external environment, as well as developing a program of actions to achieve this goal" [5].

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

Isaev R.A. while studying the development of textile clusters in the Republic of Uzbekistan, the main focus is on strategic management issues [7].

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

### **RESEARCH METHODOLOGY**

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

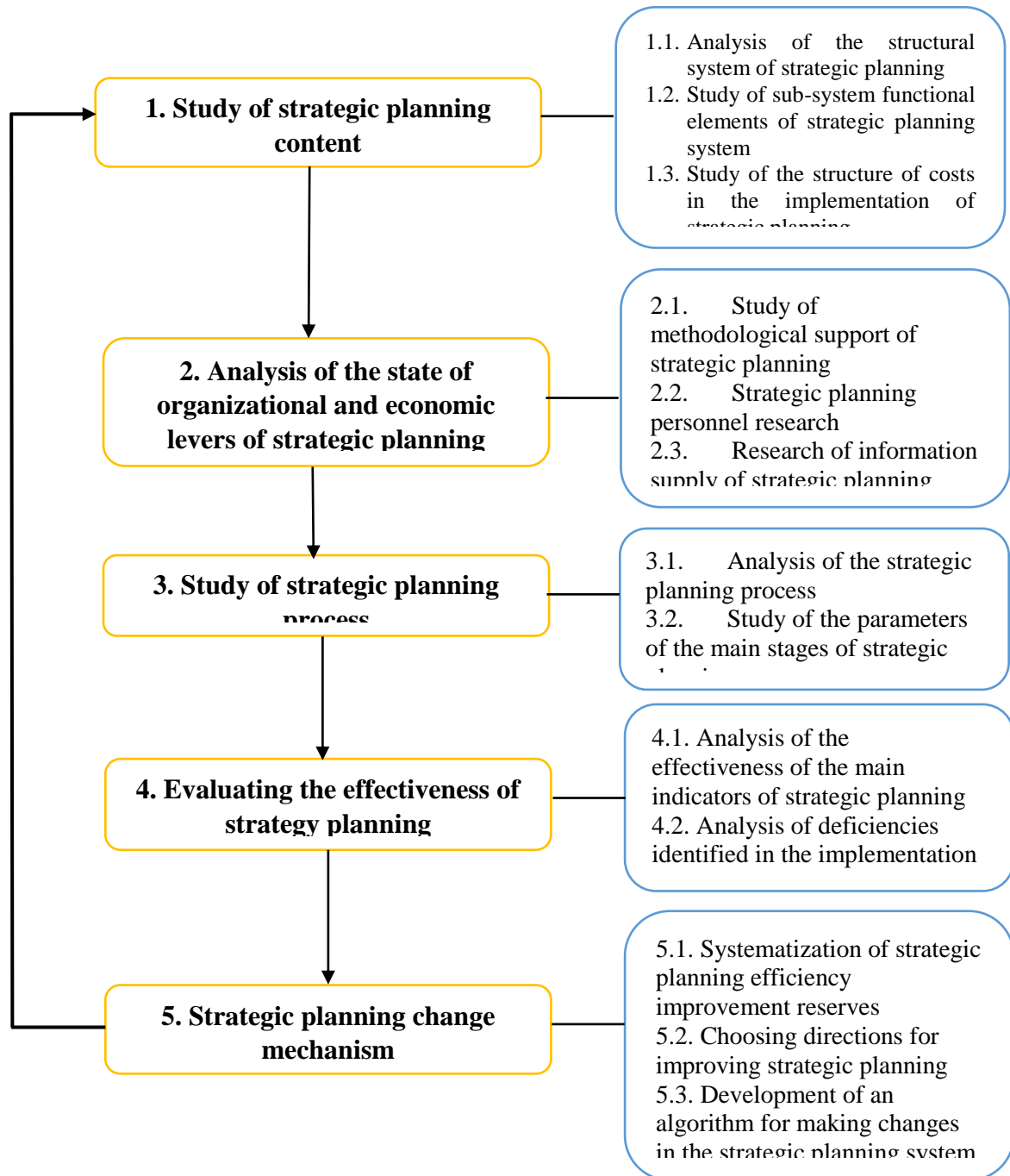
### **ANALYSIS AND RESULTS**

The concept of strategic planning, as mentioned above, is not a rigid theoretical structure. Over the past half century since its establishment, new management concepts, management methods, and views on managing the organization have emerged. Research conducted by the author has shown that there are objective conditions for revising the concept of strategic planning.

The main characteristic of strategic planning in market conditions is its effectiveness, and its effective indicator is the achievement of the set goal. When studying the status of the planning process in textile enterprises, strategic planning is based on a number of reasons, including: It was found that it can be ineffective due to the lack of strategic planning practice, inefficient use of resources, low priority of task strategies, inconsistency of ideas on solving the main problems, 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 strategic planning. In this regard, there is an objective need to develop a methodological guide for evaluating the effectiveness of strategic planning in a textile enterprise.

The author proposes a methodology for evaluating and improving strategic planning, which is shown schematically in Figure 1.



**Figure 1. Methodology for evaluation and improvement of strategic planning<sup>23</sup>**

As shown in Figure 1, the methodology includes five organizational-economic blocks, each of which includes a set of analytical procedures. Analytical

<sup>23</sup> Author development.

calculations made it possible to determine a set of indicators: the coefficient describing the costs of organizing and operating strategic planning; strategic planning efficiency ratio; coefficient describing the adaptation of strategic planning to changes in the external environment; coefficient describing the adaptability of strategic planning to changes in the internal environment; coefficient describing the ability of strategic planning to achieve strategic goals; coefficient describing the degree of automation of the strategic planning task; the coefficient describing the level of motivation of strategic planning managers and specialists, reflects the main aspects of strategic planning activities and provides an assessment of its effectiveness in general.

By improving the strategic planning process of textile enterprises based on modern approaches, it was developed by the author in order to evaluate the level of competitiveness of their management systems.

This club includes the following features:

1st step. Selection of competitiveness criteria and indicators of textile enterprise management system.

2nd step. Determining the degree of importance of each group of indicators to determine the overall camaraderie.

3rd step. Determination of the primary competitiveness index of a group of indicators describing the competitiveness of a selected individual management.

Step 4. Determination of the integral indicator of the competitiveness of the management structure of textile enterprises based on the improvement of strategic planning.

Step 5. Development of a scale for evaluating the level of competitiveness of management systems of textile enterprises.

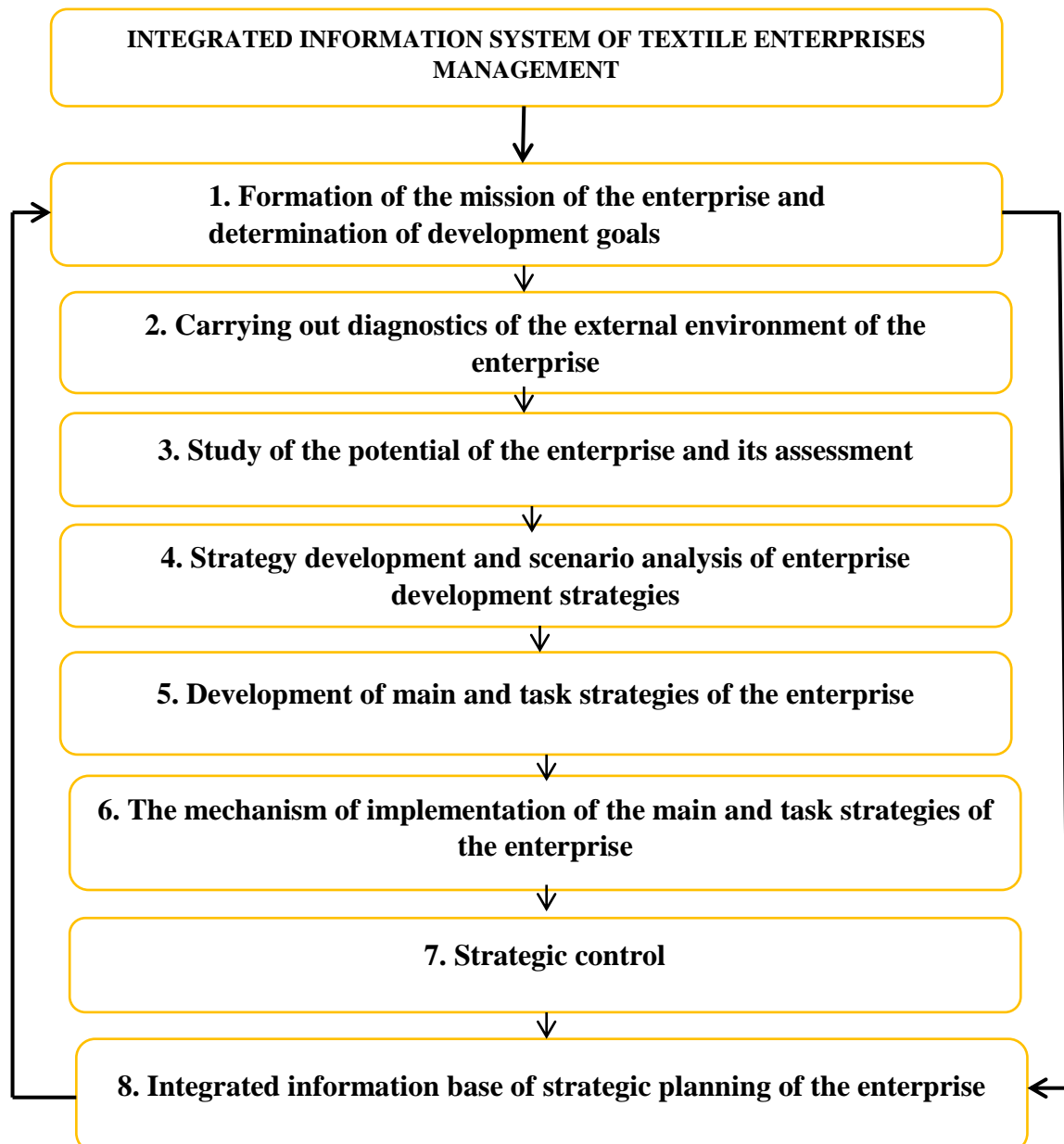
A unique feature of the methodology developed for evaluating the effectiveness of strategic planning in a textile enterprise and a different aspect from others is that the complexity and consistency of the analysis in the conditions of the main stages of strategic planning is aimed at identifying reserves and directions for improving strategic planning.

Also, in the research process, the author offers a block diagram of systematic implementation of strategic planning. As shown in Figure 2, the organization of the implementation of strategic planning functions in the management of textile enterprises can be built in the form of a logical sequence of execution 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 a textile enterprise, because it provides the following new opportunities: adapting the textile enterprise



to the dynamically developing market requirements in time; quality relations of strategic, tactical and daily planning; justification of necessary planning horizons; determine appropriate information flows between planning and other functions of textile enterprise management; setting deadlines for the implementation of approved task strategies and key performers; modeling of optimal graphs for timely provision of the financial and economic activities of the textile enterprise with the necessary resources; making management decisions during the implementation of main and task strategies.



## **Figure 2 - Organization of the implementation of strategic planning in a textile enterprise<sup>24</sup>**

Due to the dynamism and complexity of the external and internal environment of the textile enterprise, in order to achieve the completeness and effectiveness of the stages of strategic planning, it is proposed to rely on systematic and integrated approaches in the research work, as well as the following principles of improved strategic planning: realism, long-termism, qualitative and quantitative dimensionality, interaction, scientism, reflexivity, bounded rationality, self-determination, resource reserve, diversification, adaptability.

Relying on the need to apply the above principles, the author emphasizes the importance of using well-known methods of strategic management, their systematization is carried out according to the following groups: methods of developing the mission, vision, strategic goals and tasks 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 textile enterprise development strategy; methods of forming strategic, tactical and daily planning relationships; mechanism methods for implementing the development strategy of textile enterprises; methods of organizing strategic control over the implementation of the textile enterprise strategy and methods of forming an integrated information system for strategic planning.

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 in the block diagram of the order of systematic implementation of strategic planning functions.

### **CONCLUSIONS AND SUGGESTIONS**

Based on the results of the conducted research, it is necessary to pay attention to the following when improving strategic planning in textile enterprises:

- strategic planning should be aimed at finding development opportunities;
- the main idea of strategic planning is not only the development of a strategy or strategic plan describing the future activity of the enterprise, but the main idea and action should be focused on identifying, working and evaluating all available opportunities for the development of the enterprise and planning their implementation;
- the textile enterprise should have permanent groups that develop new ideas, assess the current situation and introduce innovations;

<sup>24</sup>Author development.

- property owners and executive managers should develop a set of principles defining the strategic logic - development process, content, concept and forms of development strategy implementation;
- the strategic plan should envisage the creation and implementation of a set of important results for the textile enterprise;
- the organizational mechanism of implementing the strategy (strategic plan) consists of managing projects, each of which is aimed at achieving a specific strategic goal and has a planned synergistic effect.

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