

Ways to Improve the Functional Strategy in Textile Industry Enterprises

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Abstract: 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.

Keywords: Strategy, development, strategic planning, enterprise.

1. 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.

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.

2. LITERATURE REVIEW

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". The first works on strategic planning were published in 1964- 1965. 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. 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 socioeconomic development of cities, regions, as well as state and public activities. 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". Yu.T.Shestopal and V.D.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.

3. DATA AND METHODOLOGY

Comparative analysis and synthesis, induction and deduction, systematic analysis, scientific abstraction, economic-mathematical modeling and other methods were widely used in the research process. The practical importance of the research is that as a result of studying and analyzing the elements of investment management from a scientific point of view, it increases the attractiveness of attracting investments.

Also, as a result of the research, a model of management of innovation-investment activity was developed in enterprises based on corporate management.

The practical implementation of the proposed model will help to increase the share of innovative products, to intensify scientific and research work, as well as to modernize the national economy.

Studying the problems of innovation and investment activity, its effectiveness, and the interdependence of economic and social effects have been studied in detail.

In recent years, comprehensive measures have been implemented in the republic to develop the textile, sewing-knitting, leather-shoe and fur sectors of the light industry, to expand the types and assortment of manufactured finished products, as well as to comprehensively support the investment and export activities of the enterprises of the sector.

The measures taken made it possible to create capacities for processing more than 80 percent of cotton fiber and more than 45 percent of yarn produced in the country, as well as to increase the export volume of finished products to 1.6 billion US dollars in 2018.

At the same time, increasing competition in world markets, development of innovative technologies, and reduction of production costs by foreign manufacturers require conducting research on the development of these areas.

Based on the above, it can be said that ensuring the stable development of light industry, diversifying and expanding the production of high-added-value textile and knitwear products that are competitive in foreign markets, and introducing innovative technologies to the industry are one of the urgent issues of our day. .

In addition, in recent years, ensuring the stable growth of cotton fiber processing in our country, modernization of operating light industrial enterprises, technical and technological re-equipment, attracting more foreign direct investments to the sector, increasing product export, as well as developing small business and private entrepreneurship, we can witness that effective measures have been taken to create a favorable business environment.

4. RESULT

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.

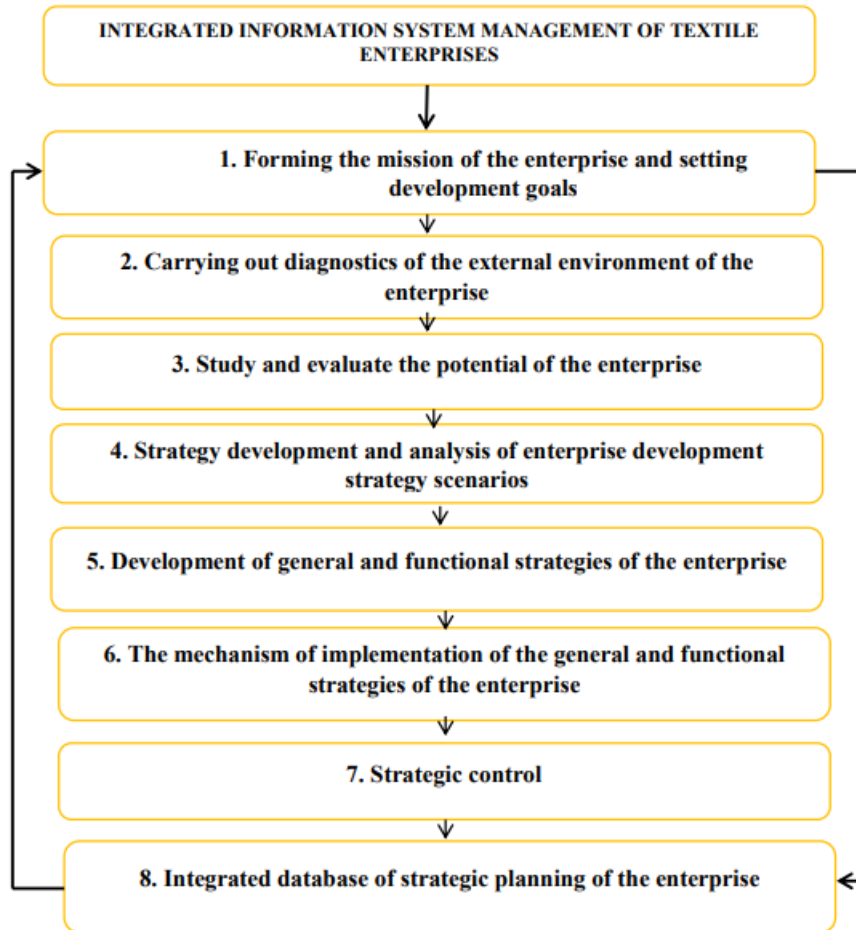


Figure 1 - Organization of the implementation of strategic planning in the textile enterprise

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.

5. CONCLUSION

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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