

**THE USE OF ANALYTICAL METHODS IN THE STRATEGIC PLANNING
PROCESS IN AN ENTERPRISE**

Lazokatkhon Rakhmatjonovna Chinberdieva
Lecturer at the Institute of Agriculture and
Agrotechnology of Andijan Region

Abstract: This article discusses the issues of strategic management, its effectiveness, management methods and organizational and economic mechanisms of management.

Keywords: strategic management, activity, activity sustainability, trend, management support, internal and organizational, innovation, integrated view, strategy, enterprise, enterprise.

Nowadays, strategic management is of great importance in the proper management of each industry. One of its main tasks is to implement the enterprise's development strategy. To develop a budget system at an enterprise, it is necessary to implement internal plans, namely a strategic plan, medium-term and tactical plans. Currently, the relevance of strategic management in the practice of enterprises is increasing. Of course, this process is associated with the expansion of their authority and increased responsibility for the economic condition of the enterprise. It should be noted that the strategy for managing and reforming state-owned enterprises in 2021-2025 has been identified by the state as one of the urgent issues.

The strategy defines the goals, objectives and priorities for the management and reform of state-owned enterprises and state unitary enterprises, taking into account advanced foreign experience, including the principles of corporate governance for enterprises with state participation of the Organization for Economic Cooperation and Development. The quality of modern management is the main factor determining the efficiency of enterprises. For this reason, attracting the most modern equipment and technologies to enterprises is considered one of the most important tasks today.

The long-term success of any enterprise depends on the developed strategy. If the enterprise does not have a development strategy, or if it is developed with one or another error, this will not allow the enterprise to take a stable and strong position in the market. Modern science and practice have extensive experience in strategic planning and management, but many strategies still cannot adapt to the changing conditions of the external and internal environment. This indicates that not all the problems of strategic management have yet been solved, which is primarily related to the development of mechanisms for the strategic stability of the enterprise's development.

Many foreign and domestic scientists have conducted their scientific research on the development of strategic management of enterprises. In particular, the works of foreign scientists R.S. Kaplan and D.P. Norton have widely considered the issues of increasing the efficiency of an enterprise and developing its economic activity in the strategic management system. The main views of these scientists are aimed at assessing the main characteristics of the strategic management system for an enterprise and an organization, its performance indicators. In the views of I. Ansoff, the study of the prospects of an enterprise in the strategic management system and the assessment of the factors affecting them play an important role. In

his opinion, it is necessary for an enterprise to always work with risk, to make forecasts for its long-term activities, and to use the extrapolation method.

The scientific views of I.O. Ulashev and Sh.A. Atamuradov cover issues such as the problems of the mechanism of enterprise management, proposals for their solution, management methods, the selection of the optimal option in management, and the assessment of management efficiency. G.Sh. Khonkeldiyeva's scientific research covers the areas of corporate management, assessment of organizational and economic indicators, stimulation, and improvement of efficiency [8]. Based on international experience, special attention is paid to the use of modern methods of corporate governance, the formation of national structures, and the improvement of economic indicators.

In order to consider the strategic management system in enterprises, we first need to understand the strategic plan. A strategic plan is a tool for implementing the concept of the organization's purposeful behavior, as well as its strategic complex. A strategic plan has a complex internal structure, reflects the multi-purpose nature of the enterprise's activities, and requires the formation of a system of plans and programs. In its structure, a strategic plan is a formalized planning document that represents the strategic complex of the enterprise, specified in separate planning tasks.

The necessary components of the strategic plan are subsidiary plans, programs, estimates, budgets. The means of implementing strategic plans and programs are current and operational plans. The medium-term planning system ensures the determination of the sequence of achieving strategic goals (stages of implementation of strategic plans), taking into account the development prospects of the market situation, the forecasted dynamics of consumer demand and the available resource capacity.

The goal of the Strategy is to reform the management system of state-owned enterprises, improve and commercialize their activities in a competitive market environment, and increase their efficiency in fulfilling the goals and objectives set by the state for each enterprise. To achieve this goal, the following are the main tasks of the Strategy:

- optimize the composition and structure of state-owned enterprises in the interests of ensuring stable conditions for economic growth;
- determine the criteria (basis) for the presence or retention of enterprises (shares in them) in state ownership;
- establish requirements for setting goals for state-owned enterprises;
- increase the efficiency of management of state-owned enterprises, including by setting long-term and short-term goals and objectives of management, increasing their competitiveness and investment attractiveness, the level of corporate governance and information transparency.

The strategy is based on the principles of clarity, transparency, ensuring a balance of interests, continuity of control and a project approach. The principle of clarity describes the formation and definition of goals for each state-owned enterprise, methods of achieving them, the procedure for making management decisions, reporting and other management mechanisms. The principle of transparency ensures the openness, availability and disclosure of information about state-owned enterprises and state bodies performing the function of owner (shareholder, participant, founder) in them on behalf of the state, the identification and accounting of information about enterprises, including through the implementation of international financial reporting standards.

The implementation of the goals of the enterprise's activities is achieved by satisfying the needs of its products, works and services and, on this basis, ensuring the social and economic interests

of the members of the labor collective and the interests of the owner of the enterprise's property. The concept of an enterprise is of great economic importance. In our opinion, an enterprise is an independent economic entity that has the right of legal personality, produces and sells products or exchanges products, performs works, provides services, carries out its activities in accordance with current legislation, in conditions of competition and equality of all forms of ownership, based on the use of property owned by it under the right of ownership or the right to fully manage the economy.

The specific aspects of sustainable development and management of enterprises in our republic are assessed on the basis of the widely used SWOT analysis.

SWOT analysis is a strategic planning method aimed at identifying the existing factors of the organization in its internal and external environments. They are divided into four categories: Strengths, Weaknesses, Opportunities and Threats.

As can be seen from the above table, in the management of enterprises, along with their strengths, there are also weaknesses. Therefore, management and heads of economic entities should pay special attention to the weaknesses, otherwise the expected economic efficiency will not be achieved. Ultimately, the activities of the enterprise may become not a factor of economic development, but its opposite.

In conclusion, it can be said that in order to achieve efficiency in managing an enterprise, it is first of all necessary to clearly define the goals of management, as well as the means and methods of achieving them. The production of high-quality and competitive products at the lowest cost ensures the highest profit, prevents crises, and is the main task of every enterprise. All management tasks should serve the implementation of this goal. The effectiveness of management is largely achieved through the interaction of the goals set for the enterprise and the tasks being performed.

References:

1. 12017-2021-yillarda O‘zbekiston respublikasini rivojlantirishning beshta ustuvor yo‘nalishi bo‘yicha harakatlar strategiyasi, O‘zbekiston Respublikasi Prezidentining 02.03.2020 yildagi PF-5953-son Farmoni
2. Ansoff I. Strategies for Diversification. Harvard Business Review, 1957, pp. 113-124.
3. Kaplan, R.S. and Norton, D.P. (1996) Strategic Learning: The Balanced Scorecard. Strategy & Leadership, 24, 18-24. <https://doi.org/10.1108/eb054566>
4. Инновационная глобализация и российская конкурентоспособность через призму «Алмаза» М. Портера
5. Muratov R.S., Djalolova I.A., Oripov.S.Sh. Korxonalar iqtisodiyoti. Darslik–Toshkent, 2014-35-b.
6. Ulashev I.O., Atamuradov Sh.A. Korxonalar iqtisodiyoti va menejmenti. O‘quv qo‘llanma. Toshkent-2013, 24-b.