

STRATEGIC MANAGEMENT AND PLANNING IN IT COMPANIES**(BY THE EXAMPLE OF THE TELECOMMUNICATION OPERATOR UZTELECOM)**

Azizbek Hasanov,

Independent Researcher, High School of Business and

Entrepreneurship under the Cabinet of Ministers of the Republic of Uzbekistan,

Republic of Uzbekistan, Tashkent

E-mail: ai.xasanov@gmail.com

ABSTRACT

The strategic direction of the organization's activity is critically analyzed. The strategic skills required by a leader working in a complex environment to achieve personal and organizational strategic goals. An assessment is made of the relationship between existing, required and future skills to achieve strategic goals. Opportunities to support leadership development are critically examined. A personal development plan is developed to develop leadership in a challenging environment, as well as a development plan implementation process capable of bringing about significant changes in leadership style. The impact of corporate obligations on the well-being of employees is assessed according to the strategic goals of the organization. The influence of corporate obligations to ensure the well-being of employees on the development of organizational values that realize strategic ambitions is determined.

Keywords: defining the mission and goals of the organization; analysis of the external environment; choice of strategy; strategy implementation; evaluation and control of implementation; SWOT table; mobile operator; team development; effectiveness of interaction; emotional intellect; time management; critical thinking.

What is strategic planning?

The company's forecasting process consists of several stages:

- Defining the mission and goals of the organization;
- Analysis of the external environment;
- Choice of strategy;
- Strategy implementation;
- Evaluation and control of implementation.

Let's take the company UZTELECOM as an example.

About the company UZTELECOM. Joint-stock company "Uzbektelecom" (trademark UZTELECOM) is the largest communications operator in Uzbekistan, covering with its network the entire territory of the Republic of Uzbekistan.

Using its telecommunications network, built on the basis of modern technologies, the company provides the following services:

- lease of channels to operators and providers of fixed and mobile communications,
- international and long-distance communications,
- provides all types of voice communication and data services,
- access to the Internet,
- video conferencing,
- mobile and landline communications in CDMA-450 and GSM standards,

- organizes channels for transmitting television and radio programs.

The company is also the largest provider of telecommunications services for government agencies and departments.

JSC Uzbektelecom constantly interacts with international communications organizations, participates in international telecommunications projects, and carries out bilateral cooperation with foreign operators and manufacturers of telecommunications equipment.

Let's start by defining the mission and goals of UZTELECOM. The company's mission is to express the philosophy and value of its existence:

facilitate, make effective and reliable communication between people. In other words, the company's mission is to create the most convenient and accessible telecommunications services for various spheres of society - from the population to business, from the state to society as a whole. For 30 years, UZTELECOM has been developing and using modern technologies and innovative developments in order to provide convenience for all users of communication services.

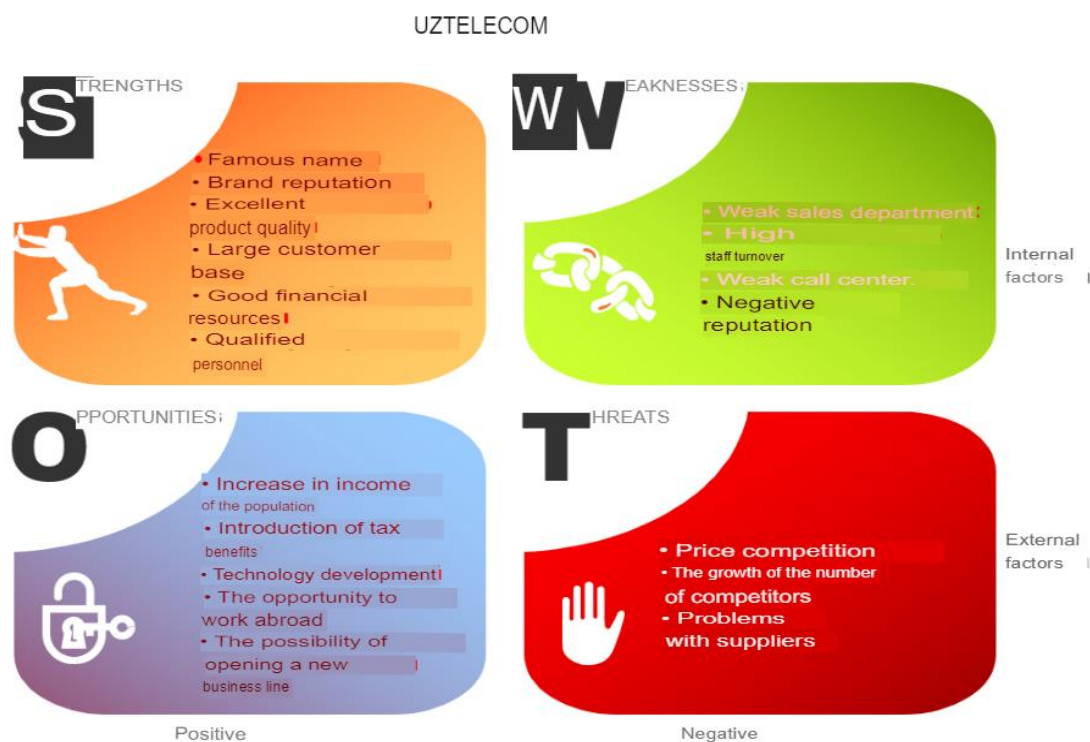
- Regular construction of new infrastructure and modernization of existing infrastructure based on a strategic plan, including fiber optic communication lines, base stations, new connection ports and data centers.
- Increasing the customer base through marketing research and PR campaigns to increase the number of subscribers.
- Providing high-quality communications for social facilities.
- Providing access to telecommunications services in remote regions.
- Providing special opportunities for youth and women.
- Implementation of a social program for the employment of persons with disabilities.

According to the mission and goals defined for UZTELECOM, development strategies are formulated and corporate policies are determined. The main component of strategic planning at UZTELECOM is conducting strategic analysis.

Of particular importance to any organization is the achievement of agreement among managers and executives regarding the fundamental visible goal that the company seeks to achieve in the long term. It is important that the vision statement answers the key question: "What do we want to become?"

UZTELECOM clearly defines its position in the telecommunications services market. To achieve its goals, the company can count on a permanent customer base, reliable equipment suppliers, highly qualified personnel and a strong marketing team, and is actively engaged in research and development.

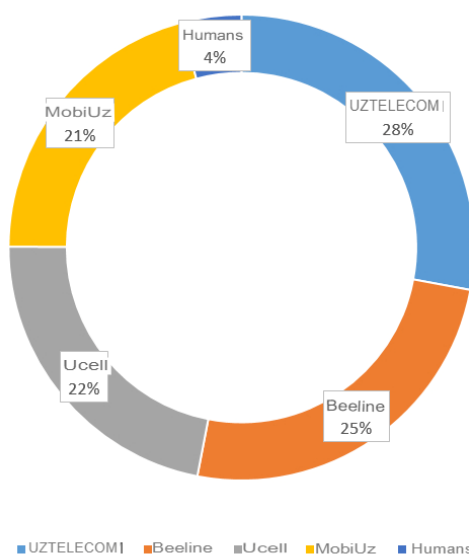
The following SWOT table presents the strengths, weaknesses, opportunities and threats faced by UZTELECOM.



UZTELECOM operates in three main areas: mobile communications, fixed-line Internet and telephony.

In the field of mobile communications in Uzbekistan, in addition to UZTELECOM, there are 4 more mobile operators: Beeline, Ucell, MobiUz and Humans. UZTELECOM's share in the telecommunications services market is 28%.

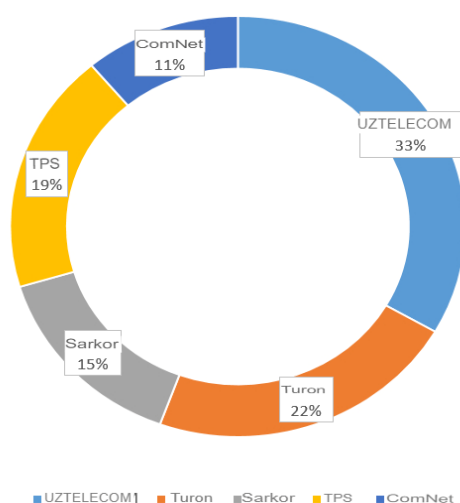
The number of subscribers of mobile operators in Uzbekistan



Open data and author's analysis.

Taking into account the above, UZTELECOM aims to expand its presence in the mobile communications market. For this purpose, the marketing department regularly develops more convenient and affordable tariffs, and also conducts promotions for subscribers, with the active use of cross-selling. For example, as part of the “More services - more benefits” and “More speed” promotions, both existing and new corporate subscribers receive a unique opportunity to use Internet access services at increased speed without increasing the subscription fee. For example, if a subscriber has subscribed to the U2B-6 tariff plan with an access speed of 100 Mbit/s, then as part of the promotion his speed will be increased to 300 Mbit/s without changing the subscription fee. In the field of fixed Internet in Uzbekistan, in addition to UZTELECOM, there are 4 more large Internet providers: Turon, Sarkor, TPS and ComNet.

The number of subscribers of Internet operators in Uzbekistan



Open data and author's analysis.

In the field of home telephony, UZTELECOM is the absolute leader. Despite the leading role of UZTELECOM in the telecommunications services market, the company plans to develop in the short and long term.

The implementation of the strategy at UZTELECOM is a key stage, since it is the successful implementation of this strategy that leads the enterprise to achieve its goals. The strategy is implemented by the company's top managers by developing programs, budgets and procedures that can be considered as medium- and short-term plans for implementing the strategy. To successfully implement the strategy, the following steps are taken:

- Strategy goals and plans are communicated to employees to ensure they understand what the organization is trying to achieve and involve them in implementing the strategy
- Management promptly ensures the receipt of all resources necessary for the implementation of the strategy, forms a plan for implementing the strategy in the form of target indicators
- In the process of implementing the strategy, each level of management solves its problems and performs the functions assigned to it.

Evaluation and control of results

The assessment of the chosen strategy in UZTELECOM is carried out both by the internal department for evaluating results and standardization, and by external outsourcing companies. Quarterly assessments are carried out in the following areas:

- Compliance of the chosen strategy with the state and requirements of the environment
- Compliance of the chosen strategy with the potential and capabilities of the company
- Acceptability of the risk inherent in the strategy.

The results of the implementation of the UZTELECOM strategy are also assessed using a feedback system: conducting surveys among subscribers and users of social networks. Such control of the organization's activities is necessary to adjust subsequent stages.

Due to uncertainty and inaccurate calculations, a strategic project can easily turn into a fool's errand. This cannot be allowed; expenses must lead to the planned results. But unlike normal production control practices, the focus should not be on budget control, but on cost recovery.

During the implementation of its activities, UZTELECOM evaluates the cost recovery during the life cycle of a new service at each control point. As long as the payback exceeds the control level, the project continues. Thus, as an example, the case of the campaign "Connect the Internet is profitable for business" is given. As part of the promotion, an entrepreneur can connect to tariff plans with a subscription fee of 300 thousand sums. The subscriber is provided with a modern Wi-Fi router, which becomes his property after 4 months. The promotion turned out to be very popular, and UZTELECOM decided to continue it for several periods.

The case with the "More minutes in roaming" promotion from UZTELECOM is also interesting. "More minutes in roaming" packages provide subscribers with the opportunity to make calls to their homeland, Uzbekistan, on favorable terms, while in the country where this service is available. Subscribers are given the opportunity to choose one of three packages with a validity period of 30 days: 20 minutes - 75 thousand sums, 50 minutes - 150 thousand sums and 100 minutes - 250 thousand sums. This action was also successful and was continued.

If the cost recovery falls below this level, UZTELECOM considers other options, including terminating the project. For example, in the case of the "Connect the Internet and get a router" promotion, in order to increase sales, it was decided to add an additional function: free Internet television and online cinema.

In order to develop leadership skills, you first need to make a plan. A plan is a comprehensive program that determines the actions of a specialist to develop his leadership skills. A leadership development plan will be useful to both management and managers or new leaders and employees of the company.

Managers should use the development plan to improve strategic thinking, decision-making and communication skills, and develop a leadership style that is consistent with the company's goals and values.

UZTELECOM has developed its own leadership development plan. Leaders use leadership development plans to help them improve their people management skills, motivate and engage their teams, and improve performance. New employees are also easily integrated into the company through a leadership development plan and develop the skills needed to successfully perform their responsibilities, such as time management, prioritization and goal setting.

UZTELECOM management adheres to 6 main qualities of effective leadership:

- inspire colleagues;
- team development;
- effectiveness of interaction;
- respect for others;
- personal development of employees;
- delegation of work.

Let's start with the first quality - to inspire colleagues. At UZTELECOM, it is customary to reward team members for their readiness to solve new problems. In particular, the KPI system works. At the end of each quarter, each employee receives monetary and moral incentives in case of successful work.

Team development. A good leader not only develops himself, but also takes the time to help others develop. The company periodically holds team building activities and master classes designed to unite the team and identify its effective qualities. It pays attention to what colleagues are interested in, uses mistakes as learning opportunities, and provides constructive criticism even when it is difficult.

Effectiveness of interaction. Communication is a key element of any successful team, and it is one of the main qualities of a good leader. During the coronavirus pandemic, UZTELECOM employees worked remotely, and they had to relearn interaction in its various manifestations. Telegram and other instant messengers, as well as integrations between these tools, have replaced or complemented many of the previously used channels of personal interaction.

As it turns out, there are many approaches to leadership styles. After all, every leader is unique and has certain leadership qualities. However, you should not experiment with methods and try something new every day.

According to the classification of leadership styles by German psychologist Kurt Lewin, there are three main leadership styles - authoritarian, liberal and democratic. In my work, I often used a liberal leadership style. Over time, I realized that a liberal style on the part of the manager increases the degree of employee job satisfaction. And this was a threat: team members began to mistake the manager's non-intervention for indifference, use time irrationally, etc. Self-motivation in this case was not enough to effectively perform the work.

I switched to a democratic leadership style. With this approach, team members began to experience a high degree of satisfaction from their work and increased productivity. However, this style was not very effective. This was especially acute in situations where decisions had to be made in a short time. In addition, with greater freedom of action, some employees began to waste time or even tried to take control into their own hands.

Then I switched to an authoritarian leadership style. My colleagues received only tough tasks and orders from me. But this also led to demoralization of employees, absenteeism and low staff turnover.

As a result, I came to the conclusion that the most correct solution is adaptation to the specific situation, requirements and conditions. I also came to the conclusion that in order to successfully complete a project, in addition to effective management, a project management tool is also necessary.

Indeed, for effective management it is necessary to competently manage all processes: set tasks and monitor the progress of their implementation, set deadlines, be able to manage resources and much more.

To do this, with the help of our company's web developers, we created an online project management tool. The simple interface and ease of use have helped us improve our work efficiency.

Managing a team in this tool is quite simple. Having set a task, the manager will know about the timing and progress of its implementation, the resources involved and the dependencies between tasks.

The manager will be aware of everything that is happening in the project thanks to real-time alerts. It also has the ability to view the history of changes and undo accidental actions.

In addition, all participants involved in the project can leave comments under tasks and attach files to them.

As a rule, for successful project management mixed styles are used, which contain features of management methods from various classifications. And to be a successful and effective leader, you need to be able to find a balance. It is this approach that increases management efficiency and the chances of successful completion of the project.

The well-being or well-being of employees is part of the overall corporate culture, without which no developed company can do today. Well-being is about creating conditions for satisfaction that enable an employee to thrive and reach his or her full potential for the benefit of themselves and the organization. At the same time, welfare issues must be addressed continuously, from the hiring process to the last day of work, and built in such a way that a balance is found between the needs of the employee and the needs of the company.

In a 2020 study by two Gallup employees, Tom Rath and Jim Carter, they identified five so-called core elements of human well-being:



1. Career;
2. Health;
3. Finance;
4. Social;
5. Community.

Dr. Martin Seligman, President of the American Psychological Association and an internationally renowned psychologist, developed his PERMA model in 2011. It is still actively

used as the basis for corporate welfare programs. Why such an abbreviation? Based on the first capital letters of the five components of well-being:

Positive emotions positive emotions, good impressions	Positive emotions positive emotions, good impressions
Engagement is involved in what you do every day.	Engagement is involved in what you do every day.
Relationships with others	Relationships with others
Meaning of purpose and well-being	Meaning of purpose and well-being
Completing the achievement	Completing the achievement

Why care about employee well-being? In my research, I found that 5 out of 10 of our employees have experienced burnout at work. Burnout isn't the only thing well-being focuses on, but it speaks volumes when it comes to numbers. Burnout leads to low engagement and productivity: 42% of employees, according to my analysis, left the company for these reasons.

⁴INDEED Career Development - <https://www.indeed.com/career-advice/career-development>

⁵IDEAS.TED.COM - <https://ideas.ted.com/3-science-based-strategies-to-increase-your-creativity/>

According to the US Psychological Association, mental health problems among workers worldwide will increase by a record 71.9% between 2011 and 2020. Every second, one in six working adults around the world experience a mental health problem at work.

If employees are tired, burned out, and ineffective at their jobs, the company loses profits. According to McKinsey, American companies lose up to \$200 billion a year by closing medical facilities to employees and finding new ones if the lack of well-being leads to voluntary turnover. 54% of UK staff's workdays are spent on physical and mental health issues each year.

The main activity of UZTELECOM is the provision of all types of telecommunications services to the population. UZTELECOM cares about its employees, which has a positive effect on profits and customer focus of the business. UZTELECOM creates favorable opportunities for women and youth. For example, more than 50% of women work in the company's Call Center. Telephone operators work in four shifts. One of the main requirements for work is politeness, delicacy in communication with clients, and attentiveness. The professional abilities of employees are supported by regular training. In 2022, telephone operators received 656 thousand 798 calls, and in the first half of 2023 - 99 thousand 768. The main criteria in the work are efficiency and quality.

What aspects of work are affected by employee well-being? From a business perspective, UZTELECOM understands that employee well-being affects:

- productivity;
- team spirit;
- reputation;
- customer focus.

Well-being increases productivity and efficiency. When employees feel good, they lead healthier lives and make better decisions. Employees feel more competent and valued when their needs are met on all levels, including physical, mental and financial.

UZTELECOM has a good reputation in the market as an employer that respects and supports work-life balance. Only qualified candidates are accepted into the company.

UZTELECOM believes that happy employees are the best brand ambassadors. If you treat them well, employees will be motivated to understand products and services and better meet customer needs.

The concept of well-being requires a systematic and step-by-step approach - and here a large role in ensuring it falls on the shoulders of managers. Unfortunately, or fortunately, it is impossible to implement only one aspect of well-being in a team, for example, give a discount on a visit to the gym and consider it done. Currently, the importance of an integrated approach will only increase - employees need to remember to move, take care of their emotional state and properly distribute finances.

Productivity is provided by interest, prospects, opportunities for professional growth (the presence of growth plans for employees in the company, the possibility of horizontal and vertical rotation), as well as the company's implementation of social guarantees in relation to employees. The feeling of social security contributes to the creation of a favorable psychological climate in the team, which, in turn, contributes to both the professional growth of employees and the fulfillment of the tasks assigned to the team. Encouraging initiatives also helps to unlock employee potential and reduces the risk of professional burnout.

REFERENCES

1. WIKIPEDIA - <https://ru.wikipedia.org/wiki/Uztelecom>
2. UZTELECOM - <https://uztelecom.uz/en/about-company/general-information-1>
3. UZTELECOM - <https://uztelecom.uz/ru/novosti/akcii/uztelecom-podgotovil-dlya-vashego-biznesa-unikalnye-vygodnye-predlozheniya>
4. UZTELECOM - <https://uztelecom.uz/ru/novosti/akcii/podklyuchite-internet-dlya-vashego-biznesa-vygodno>
5. UZTELECOM - <https://uztelecom.uz/ru/novosti/akcii/podklyuchi-internet-i-poluchi-wi-fi-router>
6. David, Fred R., 2011. Strategic management: concepts and cases. Library of Congress Cataloging-in-Publication Data.
7. Ansoff H.I., 2019. Implantation of strategic management - https://www.researchgate.net/publication/330051256_Implanting_Strategic_Management
8. Franken R.E., 1994. Human motivation. 3rd ed. Brooks/Cole Publishing Company.
9. M Lewin., 1996. Selected Essays - York: Manchester University Press.
10. INDEED Career Development - <https://www.indeed.com/career-advice/career-development>
11. IDEAS.TED.COM - <https://ideas.ted.com/3-science-based-strategies-to-increase-your-creativity/>
12. NCBI - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9701545/>