

## IMPROVING STRATEGIC PLANNING IN TEXTILE ENTERPRISES BASED ON INTERRELATIONSHIPS

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### ABSTRACT

This article explores the improvement of strategic planning in textile enterprises by focusing on effective interrelationships with resource suppliers. The aim is to reduce costs and ensure uninterrupted production. The study highlights the importance of organizing efficient supplier relationships as a foundation for enhancing strategic planning.

**Keywords:** Strategic planning, cost, interrelationship, textile enterprise, production organization.

## TO‘QIMACHILIK KORXONALARIDA O‘ZARO MUNOSABATLARNI HISOBGA OLISH ASOSIDA STRATEGIK REJALASHTIRISHNI TAKOMILLASHTIRISH

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### ANNOTATSIYA

Maqolada to‘qimachilik korxonalarida xarajatlarni kamaytirish va uzluksiz ishlab chiqarishni ta‘minlash maqsadida resurslar yetkazib beruvchilar bilan samarali o‘zaro munosabatlarni tashkil etish natijalariga tayanib, strategik rejalashtirishni takomillashtirish masalasi yoritilgan.

**Kalit so‘zlar:** strategik rejalashtirish, xarajat, o‘zaro munosabat, to‘qimachilik korxonasi, ishlab chiqarishni tashkil etish.

### INTRODUCTION

In today’s dynamic market economy, both internal and external factors significantly influence the economic efficiency and competitiveness of manufacturing enterprises. Many production enterprises in our republic face financial instability, which in turn negatively affects the country’s overall economic condition. Therefore, a comprehensive study and objective

assessment of enterprise management efficiency is considered one of the key factors in improving national economic performance.

In this context, the use of modern management methods is of particular relevance in ensuring the innovative development of textile industry enterprises, which are regarded as one of the core sectors of Uzbekistan's economy.

### LITERATURE REVIEW

As a managerial function, strategic planning serves as the foundation for all management functions and forms the basis of the functional structure of management systems. It also acts as a major tool in achieving organizational goals. Strategic planning encompasses processes and decisions through which strategies are developed to ensure the enterprise achieves its developmental objectives.

As an academic discipline and practical tool, strategic planning has been continuously refined. According to the works of Meiner (1965) and Tilles (1964), the initial research in this field emerged in the 1960s. Researchers mainly focused on the development of strategies as the core element of strategic planning. A major contribution was made by Chandler (1962), whose studies revealed that as early as 1961, he was already well-acquainted with the concept of strategic planning and specific strategic plan models.

In the 1970s, the emergence of systems thinking, system analysis, and program-targeted management approaches laid a solid scientific foundation for strategic planning and project management. This enabled a number of scholars (Ackoff, 1970; Branch M., 1962; Dam, 1969; King and Cleland, 1976; Lorange and Vancil, 1979; Steiner, 1979) to develop systematic approaches to organizing and implementing strategic planning processes in companies of various scales, addressing urban, regional, and national socio-economic development challenges.

Some researchers have described strategic planning as a process. For instance, Russian researcher Isaeva (2016) defined strategic planning as "a logical-analytical process of determining a firm's future position based on external conditions." Lyasko (2019) considered strategic planning from the perspective of selecting the main directions of enterprise activity and defined it as "the selection of key areas of production activity that ensure the achievement of a firm's long-term objectives under constantly changing conditions."

**Another Russian scholar, Kazakova (2018)**, regarded strategic planning as an integral part of the management process, defining it as "the process of managing the creation and maintenance of strategic alignment between the firm's goals, its potential, and marketing actions."

**Among foreign scholars, Meiner (1965) and Steiner (2012)** proposed broader approaches. They considered strategic planning as a comprehensive system for defining the objectives and tasks of the enterprise, determining the actions required to achieve them, and allocating the necessary resources. They defined it as "the process of setting long-term goals and objectives of a corporation, implementing actions, and allocating the resources necessary to achieve those goals."

Among national scholars, Isayev (2021) investigated the methodological approaches to improving the integrated system of quality management and strategic management. In this context, he studied the role of strategic planning in executing such systems effectively.

### RESEARCH METHODOLOGY

The research methodology is based on the dialectical method, and during the research process, techniques such as selective observation, comparative analysis, and expert evaluation were employed.

#### Analysis and Discussion of Results.

In the process of forming and implementing interrelationship strategies, it is common to categorize the factors that must be considered during strategic planning into two groups: exogenous and endogenous. Strategic planning enables the development of effective interrelationship strategies, which, by considering the economic interests of the involved parties, help strengthen competitive advantages and existing opportunities while minimizing the impact of potential threats in the production process.

Therefore, in our view, it is essential to consider the specific factors that shape interrelationship strategies in the context of the strategic planning of a textile enterprise's future development (see Table 1).

**Table 1 Combining factors hindering the development of the textile industry with forms of interrelationship strategies aimed at mitigating their negative impact**

Shape	Trading market restriction	High production costs	Activity overload	Technological backwardness	Dependence on suppliers	Insufficient own assets
<b>For competing businesses</b>						
At one or more stages of the production cycle	+	+	+	-	+	-
integration	+	+	-	-	+	+
Creating common products	+	-	-	+	-	+
<b>For non-competitive businesses</b>						
Merger of two companies from related industries	+	-	-	-	+	-
Inter-industry alliances	+	-	+	-	-	-
Transnational alliances	+	-	-	+	-	+



During the strategic planning process, interrelationships aimed at considering the economic interests of all stakeholders can be structured on three levels:

1. the creation of common organizational frameworks,
2. the implementation of specific cycles of production processes and operations, and
3. the formation of unified sales markets.

Currently, for most textile enterprises, the key factor in improving competitiveness is the application of business models based on cost-effective and energy-saving production technologies. Therefore, we argue that in order to improve strategic planning, it is advisable to develop and implement an interrelationship strategy focused on cost reduction.

It should be noted that the production process in textile enterprises is extensive and involves multiple interconnected chains. As such, all types of cooperation within the system of relationships between subjects can be applied. Based on this, we propose the improvement of organizational mechanisms aimed at developing and successfully implementing an interrelationship strategy that considers the economic interests of all parties involved in strategic planning for textile enterprises.

Effectively implementing an interrelationship strategy requires the clear identification of its purpose, directions, components, and conditions. The diversity of interrelationship strategy forms is driven by the need to resolve complex, multi-dimensional strategic challenges faced by textile enterprises operating in highly competitive environments. This strategy enhances synergy by redistributing risks across different production stages and mitigating the influence of Porter's five competitive forces.

To this end, the study provides a scheme that aligns the forms of interrelationship strategies with the factors hindering the development of the textile industry, aiming to reduce their negative impact (see Table 1).

Moreover, by comparing the relational potential and reserves of partner enterprises, the management of a textile enterprise can determine the object of interrelationship strategy with each company. The general structure of this assessment can be presented in the form of a matrix (see Table 2).

**Table 2 General structure of the matrix for assessing interrelationship potential in a textile enterprise**

Indicators	$N_i > 1$	$N_i = 1$	$N_i < 1$
$M_i > 1$	1 For 2 companies $M_i$ at own indicators 1 and 2 higher than other companies	2 When the latter are equal, their indices are 1 and 2. higher than other companies	3 For 1 company $M_i$ at own indicators 1 and 2 higher than other companies
$M_i = 1$	4 1 company and its own indicators are equal and Above 2 firms	5 Firm indicators 1, 2 firms is equivalent to the coefficients	6 The latter being equal, the indicators of firm 2 are the same as those of firm 1. higher than the indicators
$M_i < 1$	8 1- of the firm indicator of its own and 2- of the firm higher than the index	9 1.2 Firms The indicators are equal to each other. and from their own indicators high	10 Firm 2's performance is higher than Firm 1's and its own performance.

In quadrants 1, 2, and 3, the enterprise's indicators exceed those of its potential partners. In quadrants 7 and 10, the second firm demonstrates the highest performance, while in quadrant 8, firm 1 outperforms all other participants in the analysis. The key advantage of the proposed procedure for assessing interrelationship potential lies in its multidimensional approach. It identifies specific indicators that determine the nature and object of relationships and selects the factors that need to be balanced through collaboration.

At the same time, the economic meaning of each indicator must be taken into account when evaluating trends, considering the possible multidirectionality of indicator values. This implies that for some parameters, a lower value may signify a more favorable economic interpretation. For example, if firm 1 has a lower "unit cost" indicator compared to another firm (quadrant 8), then it would be more efficient for firm 1 to produce the product independently. In this case, developing an interrelationship strategy aimed at reducing production costs between firms 1 and 2 is not advisable. Thus, choosing that stage of the production cycle as the object of cooperation is not suitable.

The diversity of interrelationship strategy implementation forms allows textile enterprise management to adapt to modern cooperative relations without sacrificing independence, addressing their unique development challenges. One essential condition for the successful implementation of such a strategy is the presence of a sufficient number of potential business partners.

In our view, the strategic planning process must involve creative collaboration among managers, supervisors, and specialists at various levels, with minimal bureaucracy. Internal communication should be horizontal, functional, or network-based, non-restrictive, and focused on implementing goals and plans. The assessment of the project team's performance must align with the degree of goal achievement.

Improving enterprise management methods is occurring amid an increasingly complex economic environment. This necessitates the exploration of new approaches to strategic and operational management. It is essential to emphasize that the complexity of the economic situation is rooted in structural transformations within the economy and evolving methods of social production, which involve transitions from one technological regime to another. Therefore, in today's economic context, the adoption of advanced management methods—developed with a comprehensive understanding of the situation and informed by the latest scientific achievements in management science—is of critical importance.

## CONCLUSION AND RECOMMENDATIONS

Based on the conducted research, the following areas should be emphasized in improving strategic planning in textile enterprises:

- Strategic planning should aim to discover development opportunities that contribute to the effective implementation of gender policy.
- The core idea of strategic planning should not be limited to developing a future-oriented strategy or plan for the enterprise, but also include identifying, utilizing, evaluating, and planning the implementation of all available development opportunities.
- Textile enterprises should establish permanent groups that generate new ideas, assess the current state, and introduce innovations.

- Owners and executive managers should develop a set of principles that define the logic of strategy—its content, meaning, and forms of implementation.
- A strategic plan should aim to create and implement a system of key outcomes essential for the enterprise.
- The organizational mechanism for implementing the strategic plan should consist of project management, where each project is aimed at achieving a specific strategic goal and contributes to a synergistic effect through coordinated execution.

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