

How to Cite:

Abdurahmonovich, I. R. (2022). Improvement of organizational and management mechanisms of strategy implementation in the enterprises of textile industry of the republic of Uzbekistan. *International Journal of Health Sciences*, 6(S6), 1527–1540. <https://doi.org/10.53730/ijhs.v6nS6.10064>

Improvement of organizational and management mechanisms of strategy implementation in the enterprises of textile industry of the republic of Uzbekistan

Isaev Ravshan Abdurahmonovich

Professor of the Department of Corporate Governance, Tashkent Institute of Textile and Light Industry

Email: Isayev_ravshan@mail.ru

Abstract---The article examines the issue of improving the organizational and management mechanisms for the implementation of development strategies of enterprises in the textile industry in the integrated system of quality management and strategic management.

Keywords---methodology, system, integration, quality management, strategic management, development strategy.

Introduction

Central industries play an important role in strengthening the stability and competitiveness of the economy of the Republic of Uzbekistan. The issue of improving people's well-being is also relevant, and in this process, special attention is paid to the issue of gender. In the textile industry, women work in most key production links. One of the important tasks of the management of textile enterprises is to pay attention to their work, as well as to create the necessary working conditions and protect their rights. In order to further increase the export potential of Uzbekistan, there is a growing need for textile enterprises to increase the production of high value-added export-oriented finished products based on deep processing of raw cotton. Therefore, the new Development Strategy of Uzbekistan for 2022-2026 sets the task of "doubling the volume of textile production" [1]. Successful implementation of such huge tasks requires the development and implementation of effective development strategies, the priority of which is the formation of the strategy and the improvement of organizational and management mechanisms for its implementation.

Literature Review

Often, a strategy is a long-term plan of top management to achieve the long-term goals of the organization [2]. Some authors suggest that these are long-term intentions of business leaders toward production, marketing, and sales, income and expenses, or capital investment. It should be noted that the concept of "strategy" and its understanding have changed along with the evolution of the business environment [3]. In developed Western countries, the concept of "strategy" entered business in the 50-60s of the twentieth century. Since that time, a number of worldviews have emerged to describe the nature and content of strategy in enterprise management. G. Mintzberg, one of the most renowned scientists in the field of management in the world, has repeatedly stated that there is no single definition of the term "strategy" among experts. G. Mintzberg, DJ B. Quinn, S. Goshal in their works devoted to the strategic process show that "there is no single generally accepted strategy" [4].

In Webster's well-known dictionary, strategy is defined as large-scale planning and direction-setting. The Russian encyclopedic dictionary interprets the concept of 'military strategy', with no other interpretations of 'non-military'. There are two approaches to the interpretation of the term strategy. From the point of view of the first approach, the strategy defines what the organization is striving for, what it is based on in making management decisions, what is based on the priorities of the enterprise, what are the priorities of the enterprise. Such an approach is described in the works of R. Rumelt, DJ B. Quinn, K. Andrews [5]. According to K. Andrews, a corporate strategy is a decision-making plan that reveals the goals and objectives of the firm, develops the main policies and objectives to achieve its goals, defines the area of business that includes the main activities of the company, as well as illuminates the nature of economic and non-economic achievements [6]. In his book *Strategy for Change*, DJ Quinn gives the following definition of strategy: "A strategy is a pattern or plan that describes an organization's goals, policies, and activities as a whole. A well-formulated strategy has always enabled the limited allocation of the organization's limited resources in a way that is effective and accurate in a sense" [7].

One of our economists, MR Boltaboev, approaches the definition of marketing strategy as a process of strategic planning of production by expressing long-term goals and comparing existing resources with the opportunities that are opening up [8]. R.A.Isayev studied the conceptual framework of integrated quality management and strategic management system in the textile industry, as well as methodological aspects of its implementation [9,10]. Strategic management emerged in the 1960s as an innovative approach to the organization of scientific direction and management. Until now, however, strategic management has been seen primarily as a task of managing market entities at a lower level - enterprises, firms, organizations. In his book *Corporate Strategy*, Ansoff defines strategic management as "a way of knowing, its beginning, strategic diagnosis, the path of additional measures and the culmination - new products, new markets and technologies, as well as new opportunities" [11].

V.N.Rodionova understands strategic management as "the process of developing, making and implementing strategic decisions, the central part of which is a

strategic choice based on comparing the enterprise's own resource potential with the opportunities and threats of the external environment" [12]. According to M.I. Kruglov and N.Yu. Kruglova: "Strategic management expands the horizons of foresight, strengthens long-term and thus timely responds to changes in the external environment of the enterprise: commodity and technology markets, scientific, technical, economic, social and political spheres is an opportunity to respond" [13]. According to G.B.Kleiner, "strategic management is a system of views and recommendations on enterprise management based on the processes of formulating, implementing and modifying a company's strategy to achieve business success" [14]. According to Hoffer and Schendel, "strategy is the main link between the goals and objectives of the enterprise" [15].

An analysis of local and foreign scientific sources allows us to conclude that there are many consistent definitions of the term 'mechanism', regardless of which mechanism is used. The term "mechanism" has been adapted to describe socio-economic systems, as there has been a need to consider social and industrial processes in their interactions. The interpretations of this term presented by various economists are very contradictory. For example, "the economic mechanism is a system of interdependent, interdependent forms and methods of management of social production and its components" [16]. The Universal Encyclopaedic Dictionary defines it as "... a system of links that has the input and output links that make the action of some connections the desired action of others" [17], while the modern dictionary of economics states "... methods and means of influencing economic processes. set, their arrangement" [18]. Given the complex structure of economic activity, some scholars draw conclusions about the multi-level structure of the economic mechanism, emphasizing the level of the economic mechanism of the national economy as a whole (macroeconomic level) and the economic mechanism of business entities (microeconomic level) [19]. However, it should be noted that the issue of improving the mechanisms of the integrated system of quality management and strategic management in textile enterprises has not been sufficiently studied.

Research Methodology

The research was based on the research results of foreign and domestic researchers on the topic and used methods such as statistics, selective observation, comparison, expert evaluation.

Analysis and Results

The process of strategic management from the development of a strategy to its successful implementation is very long and time consuming. For a variety of objective and subjective reasons, many businesses find it difficult to implement it successfully. According to statistics, only 20-40% of enterprises successfully and fully implement their planned strategy and achieve the desired results. The emergence of the "strategic gap" and the reasons for its emergence are increasing scientific interest. The success of the implementation of the strategy depends on the influence of many factors of the external and internal environment, which together create a state of high uncertainty. Therefore, sometimes even the most effective strategies, formed in accordance with all the rules of strategic

management methodology, fully focused on external and internal environmental trends and change trends, fail.

The task of implementing the strategy is no less important than planning in the strategic process. Planning is responsible for developing a strategy, but if it is not implemented successfully, the strategic position of the enterprise can deteriorate significantly. The main task of modern researchers is to identify and classify the problems associated with the implementation of the strategy, as well as to identify areas, methods, supports and models for the effective implementation of strategic plans. The implementation (implementation or implementation) of the strategy is one of the main stages of the strategic process, which should be given priority in the process of managing the development of the textile enterprise. To confirm this idea, the dissertation focuses on the study of the structure of the strategic management process (goal setting and consolidation of plans, monitoring and approval of corrective missions): mission and objectives, strategic analysis (showing development alternatives and formulating criteria for evaluating alternatives), strategy formulation, strategy apply it in practice, implement it and evaluate the results using appropriate tools. All these stages of the strategic process do not exist on their own: there are structural connections and relationships between them.

The implementation of the strategy can have a structure that includes the following three interrelated steps: the implementation of the strategy itself, the monitoring of the results, and the modification of the strategy. Such features significantly complicate the ability to analyze the effectiveness of the implementation of strategies and provide an assessment of the possibility of strategic gaps only in the short or medium term. Therefore, in our opinion, the main focus in modern strategic management should be on the systematization and development of functional methods of risk management failure, rather than quantitative methods of forecasting and forecasting the implementation of strategies. Modern strategic management science and practice focuses on systematizing the typical problems of implementing a strategy that creates a "strategic gap" - the failure of strategic plans that most modern companies face, according to some authors.

Lawrence G. Grebinyak presented the results of a 2003 study by the Wharton and Gartner Group in his work to identify key challenges to strategy implementation. Based on this method in our research, we also determined the importance of the problems and barriers that arise in the implementation of development strategies of textile enterprises using selective observation and survey methods (Table 1). Respondents agree on the importance of effective performance management, lack of funding, and lack of incentives. Respondents' opinions on some problematic aspects of the activity differ. In both Grebinyak's comments and the author's research, the effectiveness of executive process management comes first. Respondents clearly state that they cannot effectively manage change as a negative impact on strategy implementation.

Table 1
Problems and obstacles to the successful implementation of the strategy*

Problems	Wharton-Gartner review (243 contestants)	Wharton-Executive Education review (200 people in the competition)	Results of own research on textile enterprises (60 people in the competition)
1. Failure to effectively manage the process or overcome internal resistance to change	1	1	1
2. Attempts to implement a strategy that contradicts the existing management structure	2	5	2
3. The exchange of information between the persons responsible for the implementation of the strategy or business entities is poorly organized	2	4	4
4. Uncertain communication in liability	4	5	5
5. Harmful or ambiguous strategy	5	2	3
6. Lack of personal interest in strategy or execution among key employees	5	8	9
7. Insufficiently thought out action plan, lack of model	7	2	6
8. Lack of understanding of the organizational structure and the role of the project in the implementation process	9	5	8
9. Inability to agree on important stages of execution	7	10	7
10. Lack of an effective incentive system	9	8	10
11. Lack of financial resources	11	12	11
12. Lack of support from top managers	12	11	12

Problems with the exchange of information or the transfer of knowledge also have a negative impact on the implementation of the strategy. Uncertain accountability and poor exchange of necessary information negatively affect the coordination and integration of internal business units, which is especially important for complex strategies that require collaboration. It should be noted that the involvement of management in the implementation of the strategy and financial support is

*Author's calculations based on the method of Lawrence G. Grebinyak.

separated from the management problem mentioned earlier by top managers as the most important for the implementation of the strategy. Management covers all stages of strategy implementation, and the interaction between management and subordinates continues even after resources are allocated.

The survey showed differences of opinion on the issue of a detrimental or ambiguous strategy. Thus, in the Wharton-Executive Education review, this factor ranked second in importance as an obstacle to the implementation of the strategy, and in the Wharton-Gartner review, it ranked fifth. Similarly, there are opinions about the lack of a well-thought-out action plan, the model: in the Wharton-Executive Education review - second place in importance, in the Wharton-Gartner review - seventh place. Respondents have different perceptions of the importance of the organizational structure or project in the implementation process. The main problems that prevent us from successfully implementing the strategy in the textile industry in this area are: failure to effectively manage the process or overcome internal resistance to change, attempts to implement a strategy contrary to the existing management structure, harmful or ambiguous strategy, strategy implementation poor organization of information exchange between those responsible for promotion or business entities, etc.

The implementation of the strategy depends, firstly, on the perfect strategy, taking into account changes in the external and internal environment of the textile enterprise, secondly, on the improvement of the mechanisms of strategy implementation, in particular, the modernity of tools, support, methods, matrices used in strategy development; depends on the level of knowledge and skills. Factors that hinder the implementation of the strategy form a strategic gap. Researchers divide implementation problems that lead to a strategic gap into objective and subjective aspects. Objective - localized outside the enterprise and determined by the degree of uncertainty, complexity and environmental sustainability, which do not depend on subjective decisions and actions of management entities. D. Norton distinguishes five types of environmental uncertainty:

- Uncertainty that decreases as the amount of information increases within the scope of available knowledge.
- Uncertainty that decreases as the amount of knowledge in an existing institutional area increases.
- Only diminishing uncertainty in institutional area changes.
- The uncertainty inherent in new, previously unknown situations leads to a change in the structure of these beliefs.
- Residual uncertainty, which is the basis for "irrational" beliefs.

“According to D. Norton, the subjective component is eliminated from uncertainty and uncertainty becomes ‘objective’ and the field of economic events is not stable because some state of the economic system is likely to repeat itself. The latter implies that theoretical statements cannot be reduced to simple ‘eternal’ principles, as representatives of physics and neoclassicism would like to see (Samuelson et al.) [20]. How can we, in this case, plan and implement long-term strategies? By creating specific institutions called management methods or strategies in conditions of uncertainty, ”D. Norton replied. They are divided into

internal (staff skills, development of strategic analysis, etc.) and external (advertising, integration, association, lobbying). Such measures, both individually and collectively, can significantly reduce the risk of non-implementation of the strategy. If the following most common “subjective” problems of strategy implementation are not identified, the list of problems associated with its successful implementation will not be complete:

- choosing the wrong strategy;
- the chosen strategy has been implemented ineffectively;
- In the process, the management focuses on tactical and operational tasks that are not of strategic importance.

Having studied in detail the problems of successful implementation of the strategy, Lorentz G. Grebinyak suggests focusing on the following areas of activity:

- Develop a model or action plan.
- Understand how creating a strategy affects strategy execution.
- Effective change management, including cultural change.
- Awareness of the existing conditions of strategy implementation for its successful use in implementation.
- Establish an organizational framework that provides clear coordination and accountability and information sharing.
- Use of effective management tools and feedback mechanisms.
- Creating a comfortable environment in the team.
- Management's interest in performance [21].

According to AN Petrov, the implementation of the strategy should provide an opportunity to change it accordingly, if necessary, and in its implementation as the most important general principles and rules of management activities:

- control over the sustainable development of the object of management;
- the use of extrapolation in cases where similar trends are predicted;
- development of radically new strategies, if radically new trends are expected in the future;
- Rapid decision-making is used in the event of unforeseen circumstances that may lead to a change in the development trends of the entire management entity and its individual units [22].

From the point of view of modern quality management, the implementation of the strategy consists of the consistent implementation of all stages of the product life cycle, focusing on seven key principles: customer orientation, process approach, continuous improvement of activities and others. Efficiency and effectiveness in engaging employees in quality work (including training and motivation), technological equipment of production with modern equipment and facilities to reduce defects, use of special programs to reduce losses, continuous improvement, detection and rapid resolution of problems regular monitoring of current activities, comparison of plans for continuous improvement with previous results and the use of a set of modern methods and tools aimed at making

appropriate changes.

The diversity of approaches to solving the problem of successful implementation necessitates the development of a flexible organizational and management mechanism that covers all the key stages of this complex process. We have developed an organizational model for the implementation of an integrated system of quality management and strategic management in the research process, according to which the author understands as the implementation of strategic plans, monitoring the implementation and corrective action to alternate the implementation process. For a qualitative approach to implementation, it is necessary to formulate principles, select the necessary tools and methods to implement this process, and develop methodological recommendations for its implementation (Table 1).

Table 1
Methodology for implementing an integrated systemic strategy in textile enterprises[†]

IMPLEMENTATION OF THE STRATEGY		
Purpose	Achieving the strategic goals of the enterprise	
Important steps (intermediate steps)	Principles	Handles
Implementation	Leadership, staff involvement, process approach, mutually beneficial relationship with suppliers, continuous improvement	High quality placement of plans, work division structure, network schedules, business plan, process approach, 6 h, kaydzen, TRM, quality circle, 5S, Kanban, Gantt diagram, QFD, FMEA, RRAR rules.
Monitoring	Consistency, a systematic approach, fact-based decision-making.	Balanced system of indicators, strategic audit, internal audit, self-assessment, methods of comparative analysis, statistical methods of quality control, self-assessment, audit quality selection.
Make the appropriate changes	Leadership, agility, continuous improvement.	Analytical and expert evaluation methods, FMEA analysis, FQA method and others.

Active integration in the supply and methodological plan of strategic management and quality management will allow the organization to achieve synergistic impact and sustainable success in the long run. Factors influencing the process of implementing a development strategy of a textile enterprise are divided into groups such as internal (identification of interactions and management within the enterprise) and external (identification of processes of interaction with the external environment-suppliers, competitors, consumers, etc.).

[†] Author's development based on the results of empirical research.

Factors influencing the process of implementing the organizational strategy are divided into groups such as internal (identification of interactions and management within the organization) and external (identification of processes of interaction with the external environment - suppliers, competitors, consumers, etc.). In general, in our opinion, the mechanism of implementation of the strategy - C_M can be defined as a complex category of management, and it includes the following elements:

- strategic goals that define the tasks and functions of management (M);
- strategic criteria that are quantitative analogues of strategic goals (K);
- strategy implementation factors (O) - elements of the object of strategic management and their relationship to the interests of achieving the set goals;
- methods of influencing the factors of strategy implementation (Y);
- strategic implementation resources (P) - financial, material, labor and information resources that can be used to implement the chosen management method and achieve the set goals.

Thus, the implementation of the strategy for a particular control object (PCO), the control mechanism consists of the listed elements:

$$F(C_M) = Y(M, K, O, Y, P) \quad (1)$$

In the real context of the implementation of the strategy, the management mechanism is always unique, because it is aimed at achieving specific goals by influencing specific factors using all types of resources of the enterprise. It starts a long-term action every time management makes decisions to achieve set strategic goals. It should be noted the diversity of internal and external governance factors, including political, legal, social, economic, industrial, technological, and others. Both the factors themselves and the nature of the methods of influencing them are different, which determines the diversity of management mechanisms. The selection of the necessary alternative management methods and resources will help to coordinate the interests of the interacting parties in accordance with the nature of the management factors influencing them.

In building an organizational and management mechanism adaptive (i.e., varies depending on initial and current factors and conditions) to implement the strategy, we combine all the many factors influencing this process into two classification groups: factors of the enterprise's internal processes (potential) and environmental conditions in which it operates. Grouping such factors will help to more clearly organize the implementation process of the strategy and take measures to eliminate some of the negative effects. The starting point for the operation of this mechanism is the strategy developed at the planning stage of the textile enterprise, which is carried out taking into account the existing internal capabilities and external conditions, and becomes a clear result of the activity - real data on implementation.

One of the problematic areas of effective implementation of the strategy is the effective delivery of targeted strategic guidelines from the highest hierarchical

levels of strategic management to the levels of business units and departments of enterprises. This is a problematic area of management tasks such as organization and motivation. One of the innovative approaches in addressing policy and goal placement problems that is known in world practice and derived from quality management systems and "lean manufacturing" is the Hosin Kanri methodology. The Hosin Kanri (HK) methodology has been developed by leading Japanese companies such as Bridgestone, Toyota and Komatsu and is now being successfully applied in practice. This methodology helps to significantly improve the consistency of strategies developed at different levels of the management hierarchy - from the state level to the level of large corporations and to the current plans of specific companies. "HK is a strategic management method and at the same time a quality management tool, as well as the company's operating system provides reliable profit growth, which allows the company to be managed at a mutual functional level"

Adapting the HC methodology to the specifics of strategic management of textile enterprises helps to integrate the RDCA cycle, provides for the implementation of the following principles (all stakeholders, evidence-based decision-making, continuous improvement, etc.) and closely assist in effectively conveying the global goals of state and corporate centers to the level of business units. At the same time, the processes of the Deming-Schuhart cycle practice RDCA ("plan-make-check-act") are built one after the other, and the strategic plan is "placed" at different levels of the management hierarchy. In diagnostic self-assessment, Deming's continuous improvement method - the RDSA cycle (Plan - Complete - Check - Move) is applied in practice. However, Deming himself preferred the RDSA's "Plan - Do - Learn - Move" cycle. The deming cycle is represented as a circle that embodies elements such as the principle of repetition in problem solving - the gradual achievement of improvement and the repetition of the cycle of improvement many times, the use of knowledge accumulated in the previous stage. It includes the following four interrelated cycles:

- Plan. Planning or tests aimed at improvement;
- Do. Implement (try to implement);
- Check (Study). Checking the results (learned);
- Act. Take action (adjust or reject the plan).

Simultaneously, two important tasks - the development of a coherent strategy and the implementation of the concept of sustainable development and continuous improvement, which is the main goal of the Association of Textile Industry. However, it will be necessary to adapt this tool of strategic management and quality management to the specific features and operating conditions of the enterprises of the Association "Uztextile Industry". Within a textile enterprise, we propose to implement strategic management processes at different levels of the hierarchy and at different levels of detail, for example, within the production chain of a "cotton-textile" cluster. In practice, it is necessary to "link" the network of processes to functional units, which is especially important when considering the activities of a large manufacturing enterprise, built on the principle of functional-hierarchical, providing several levels of management (3-6) and its strategic management system. In this case, the hierarchical system links are grouped according to the functional principle.

In particular, in the group of the Association "Uztextile Industry" economic activity is carried out in several areas - business types, which differ significantly from each other in terms of functionality. The type of business is a set of activities of the Association "Uztextile Industry" (business segments) and its subsidiaries, which are part of a single system, part of which is the production and sale of basic products (goods, works, services). The basic principle of the association by type of business is that the unit of the production chain includes the process from the production of raw materials to the sale of finished products obtained by their processing to the final consumer. Turning measures were proposed, taking into account the factors influencing the achievement of the goals of the textile enterprise. The relationship between them and the factors and the degree of correlation were also determined. By summarizing the correlation calculations for areas 1 and 2 of the matrix, we can determine the most priority deviation measures of implementation. The introduction of automated measurement systems in the installation of high-efficiency spinning equipment and product quality, as well as the introduction of automated dispatch control systems (Table 2) proved to be the case for the textile enterprise in 2020.

Table 2
Values of efficiency and effectiveness of the implementation of the planned "turn" measures in textile enterprises[‡]

Turning measures	Reducing the number of redundancies in main production, %	Reduction of annual damage caused by unplanned outages, %	Increase customer satisfaction, %
Installation of high-efficiency spinning equipment	8	14	18
Introduction of an automated measurement system for determining product quality	6	12	16
Introduction of automated dispatch control systems	9	15	24

In general, the author's alternation of methodological elements of HK and its adaptation to the specific features of the textile industry develop the original content of the X-matrix, substantiate the exact cascade levels of the X-matrix, the relationship between important factors, objectives and proposed diversion measures according to the proposed model using the Y-matrix to determine the level of rotation measures is an alternative to the development problem. The use of quality management methods and tools significantly enriched the process of goal setting and placement, and the decision-making process was based on clear facts identified as a result of appropriate assessments. As a result, the system of

[‡]author's calculations.

strategic goals and indicators, which is focused on the requirements of all stakeholders and takes into account external and internal environmental factors, is "opened" from top to bottom and at the same time alternates from bottom to top.

The performance of the enterprise corresponds in detail to the level of business units, and at this stage it is important to "place" the target system vertically and horizontally by coordinating performance between the owners of processes at the mutual functional level.

Conclusions and Suggestions

The following conclusions were drawn from the results of the study:

- It will be necessary to develop well-founded strategies to ensure the sustainable development of textile enterprises. In this process, it will be necessary to assess the impact of external and internal environmental factors on the development of the enterprise, the implementation of the strategy. Based on the nature of the production of textile enterprises, it can be concluded that it is expedient to develop comprehensively integrated strategies, taking into account the market, products, consumers, competition, suppliers, exports, etc .;
- strategy implementation is a complex process, but we believe that adaptation to the specifics of the industry and the integrated use of modern innovative methods and quality management and strategic management tools, such as a balanced system of indicators, process and systematic approaches will help take into account the needs of all stakeholders. ensures the complexity and balance of the developed system and provides interaction to achieve the most effective goals;
- implementation of the strategy, firstly, to the perfect strategy, taking into account changes in the external and internal environment of the textile enterprise, secondly, to the improvement of the mechanisms of strategy implementation, in particular, the modernity of tools, support, methods, matrices used in strategy development; depends on the level of knowledge and skills;
- the diversity of approaches to solving the problem of successful implementation necessitates the development of a flexible organizational and management mechanism that covers all the key stages of this complex process. We have developed an organizational model for the implementation of an integrated system of quality management and strategic management in the research process, according to which the author understands as the implementation of strategic plans, monitoring the implementation and corrective action to alternate the implementation process. It is necessary to formulate principles for a qualitative approach to implementation, select the necessary tools and methods to implement this process and develop methodological recommendations for its implementation;
- One of the problematic areas of effective implementation of the strategy is the effective delivery of targeted strategic guidelines from the highest hierarchical levels of strategic management to the levels of business units and departments of enterprises. This is a problematic area of management

tasks such as organization and motivation. Adapting the Hosin Kanri methodology to the specifics of strategic management of textile enterprises will help integrate the RDCA cycle, envisage the implementation of the following principles (all stakeholders, evidence-based decision making, continuous improvement, etc.) and strategic management tasks at different levels of the enterprise hierarchy. closely assist in effectively conveying the global goals of state and corporate centers of enterprises to the level of business units.

The following proposals were made to improve the organizational and management mechanisms based on the methodology for implementing an integrated systemic strategy in textile enterprises:

- comprehensive analysis of the market situation on the basis of marketing research, assessment of the factors influencing its changes;
- development of future development strategies, taking into account the capabilities of the enterprise, evaluation of the effectiveness of strategies and selection of alternative development options based on the results;
- develop a roadmap for the implementation of the selected strategy, formulate the necessary budget, determine the responsible persons and timing of implementation;
- training staff, developing their ability to accept expected changes;
- effective organization of strategic management based on the principles of quality management in the implementation of the strategy.

References

1. Decree of the President of the Republic of Uzbekistan No. PF-60 of January 28, 2022 "On the development strategy of the new Uzbekistan for 2022-2026". // www.lex.uz.
2. Fatkhutdinov R.A. Strategic management: uchebnyk / R.A. Fatkhutdinov. - 7-e izd., Ispravlennoe i dopolnennoe. - M.: Delo, 2005. - 448 p.
3. Grant R. Sovremennyy strategicheskyy analiz / R. Grant. - 5th ed. - Per. s angl. under red. V.N. Funtova. - SPb.: Peter, 2011; Korobeynikov, O.P. Strategicheskoe povedenie: ot razrabotki do realizatsii / O.P. Korobeynikov, V.Yu. Kolesov, A.A. Trifilova // Management in Russia and abroad. - 2002. - № 3.; Tsiklichnost razvitiya ekonomiki i upravlenie konkurentnymi preimushchestvami / Pod. ed. d.e.n. Gradova A.P. - SPb.: Izd-vo «Poltorak», 2011.
4. Mintzberg G., Alstrend B., Lempel Dj. School Strategies / Per. s angl. - SPb.: Peter, 2000. - 314 p.
5. Rumelt R. Otsenka biznes-strategii / Mintzberg G., Quinn Dj.B., Goshal S. Strategic process. - SPb.: Peter, 2001. - 130 p.
6. Andrews K. Kontstsepsiya korporatnoy strategii // Mintzberg G., Quinn Dj.B., Goshal S. Strategic process. - SPb.: Peter, 2001. - S.36.
7. Rumelt R. Otsenka biznes-strategii / Mintzberg G., Quinn Dj.B., Goshal S. Strategic process. - SPb.: Peter, 2001. - S.130.
8. Boltaboev M.R. Marketing strategy in the textile industry. Monograph. - T.: FAN, 2004. - 223 p.

9. Isayev R. IMPROVEMENT OF METHODOLOGICAL APPROACHES OF INTEGRATED SYSTEM OF QUALITY MANAGEMENT AND STRATEGIC MANAGEMENT // Economics and education. - 2021. - №. 5. - S. 173-177.
10. Isayev R.A. Methodological approaches to the integrated system of quality management and strategic management // American Journal of Innovation in the field of management and economics. - 2021. - T. 3. - №. 06. - S. 91-98.
11. Middleton D. Biblioteka izbrannyx trudov o strategii biznesa: pyatdesyat naibolee vliyatelnyx idea vsekh vremen [Text]: [per. s angl.] / D. Middleton. - M.: Olimp - Biznes, 2006. - 258 p.
12. Rodionova V. N. Strategic management [Text]: ucheb. posobie / B. N. Rodionova. - 2- e izd., Ispr. i pererab. - M.: RIOR: INFRA, 2013. - 78 p.
13. Kruglova N.Yu. Strategic management [Text]: ucheb. posobie / N. Yu. Kruglova, M. I. Kruglov. - 2- e izd. pererab. and dop. - M.: Vysshee obrazovanie, 2007. - 492 p.
14. Kleiner G.B. Strategiya predpriyatiya [Text] / G. B. B. Kleiner. - M.: Delo, 2008. - 567 p.
15. Hoffer C.W. and Shendel D. Strategy Formulation: Analytical Concepts. St. Paul, MN: West Publishing Company, 1978.
16. Ekonomika predpriyatiya: uchebnik dlya vuzov. - 2-e izd., Pererab. and dop. / pod red. A.E.Karlika, M.L.Shuxgalter. - SPb., 2009. - 464 p.
17. Universal encyclopedic dictionary / Pod.red. A.P. Gorkina.- M.: Bolshaya Rossiyskaya encyclopedia, 2013. - 1551p.
18. Rayzberg B.A. Sovremennyy ekonomicheskiy slovar. - 6-e izd., Pererab. and dop. / B.A. Rayzberg, L.Sh. Lozovskiy, E.B. Starodubtseva. - M.: INFRA-M, 2017.- 512 p.
19. Derevyanko O.V. Organizatsional-ekonomicheskiy mekhanizm planirovaniya business-processes predprinimatelskix structure: dis. ... cand. ekon. nauk / O.V. Derevyanko. - SPb., 2004. - 156 p.
20. Kokinz G. Upravlenie rezul'tativnostyu. Kak preodolet razryv mezhdu ob'yavlennoy strategiyey i realnymi protsessami / G. Coquinz. - M.: Alpina, 2007. - p. 89.
21. Grebinyak L. How to make your strategy work. Effective realization strategies and internal change / L.G. Grebinyak. - Dnepropetrovsk: Balance business book, 2006. - 450 p.
22. Petrov A.N. Strategic planning / A.N. Petrov. - SPb.: Knowledge; GUEF, 2003. - p. 58.
23. Arnawa, I.K., Sapanca, P.L.Y., Martini, L.K.B., Udayana, I.G.B., Suryasa, W. (2019). Food security program towards community food consumption. *Journal of Advanced Research in Dynamical and Control Systems*, 11(2), 1198-1210.
24. Gede Budasi, I. & Wayan Suryasa, I. (2021). The cultural view of North Bali community towards Ngidih marriage reflected from its lexicons. *Journal of Language and Linguistic Studies*, 17(3), 1484–1497
25. Hepsiba, N., Subhashini, A., Raju, M., & Rao, Y. P. (2018). Changing role of teachers in the present society. *International Journal of Health & Medical Sciences*, 1(1), 35-38. <https://doi.org/10.31295/ijhms.v1n1.37>