

STRATEGIC PLANNING IN ENTERPRISES AND ITS ECONOMIC EFFECTS

Shomurodov Sherali Shukhratovich

Associate Professor, Department of Economics,

University of Information Technologies and Management P.F.F.D (Phd)

Annotation: This article provides a comprehensive analysis of the essence and importance of strategic planning in enterprises and its role in enhancing economic efficiency. Strategic planning is a process through which an enterprise aligns its long-term goals and resources to strengthen competitiveness and ensure sustainable growth. The article examines the main stages, methods, and tools of strategic planning, analyzing its impact on economic performance. Effective strategic planning in enterprises contributes to improved financial indicators, cost optimization, and the creation of new market opportunities. Furthermore, the article discusses common challenges encountered during the strategic planning process and proposes ways to overcome them.

Key words: Strategic planning, economic efficiency, enterprise development, competitiveness, resource management, cost optimization, market opportunities, long-term goals, organizational strategy, business growth.

Аннотация. В данной статье представлен всесторонний анализ сущности и значения стратегического планирования в организациях и его роли в повышении экономической эффективности. Стратегическое планирование – это процесс согласования долгосрочных целей и ресурсов предприятия с целью укрепления конкурентоспособности и обеспечения устойчивого развития. В статье рассматриваются основные этапы, методы и инструменты стратегического планирования, анализируется их влияние на экономические показатели. Эффективное стратегическое планирование способствует улучшению финансовых результатов, оптимизации затрат и созданию новых рыночных возможностей. Кроме того, обсуждаются проблемы, возникающие в процессе стратегического планирования, и предлагаются пути их решения.

Ключевые слова: стратегическое планирование, экономическая эффективность, развитие предприятия, конкурентоспособность, управление ресурсами, оптимизация затрат, рыночные возможности, долгосрочные цели, организационная стратегия, развитие бизнеса

Annotatsiya. Ushbu maqola korxonalarda strategik rejalashtirishning mohiyati, ahamiyati va uning iqtisodiy samaradorligini oshirishdagi roli haqida batafsil tahlilni taqdim etadi. Strategik rejalashtirish – bu korxonaning uzoq muddatli maqsadlari va resurslarini muvofiqlashtirish orqali raqobatbardoshlikni mustahkamlash va barqaror rivojlanishni ta'minlash jarayoni hisoblanadi. Maqolada strategik rejalashtirishning asosiy bosqichlari, usullari va vositalari o'rganilib, uning iqtisodiy samaradorlikka ta'siri tahlil qilinadi. Korxonalarda samarali strategik rejalashtirish iqtisodiy ko'rsatkichlarning yaxshilanishiga, xarajatlarni optimallashtirishga va yangi bozor imkoniyatlarini yaratishga yordam beradi. Shuningdek, maqolada strategik rejalashtirish jarayonida yuzaga keladigan muammolar va ularni bartaraf etish yo'llari ham ko'rib chiqilgan.

Kalit soʻzlar:Strategik rejalashtirish, iqtisodiy samaradorlik, korxonalar rivoji, raqobatbardoshlik, resurslarni boshqarish, xarajatlarni optimallashtirish, bozor imkoniyatlari, uzoq muddatli maqsadlar, tashkiliy strategiya, biznes oʻsishi.

Introduction. Today, the activities of enterprises require adaptation not only to the complex and changing conditions of the internal, but also to the external environment. Increased competition, rapid changes in market demands, new technologies and constant updates in economic policy force enterprises to apply new approaches to the effective organization and management of their activities. In this regard, strategic planning is becoming one of the most important tools for achieving the stability and success of the enterprise.

Strategic planning is the process of determining the long-term goals and objectives of the enterprise, the correct allocation of available resources, a thorough analysis of the internal and external environment, as well as making effective management decisions through a preliminary assessment of future opportunities and threats. This process allows the enterprise to form competitive advantages, enter new market segments, improve internal operations and, as a result, increase economic performance.

The economic effectiveness of strategic planning for enterprises directly affects its success in practice. A properly planned strategy helps to optimize costs, effectively organize production processes, correctly select investment projects, and reduce risks. At the same time, strategic planning plays an important role in improving the management system at the enterprise, coordinating employee performance, and creating a single goal orientation within the organization.

The article analyzes the theoretical foundations of strategic planning, its main stages, and practical methods, as well as develops recommendations and proposals aimed at increasing the economic efficiency of strategic planning at enterprises. In addition, problems that arise in the process of strategic planning, in particular, resource constraints, market uncertainty, and organizational contradictions, are also considered and their solutions are discussed. In the modern competitive market, the success of enterprises largely depends on the level of their strategic planning. Strategic planning is the process of setting long-term goals of the enterprise, analyzing the internal and external environment, effectively allocating resources, and adapting to market conditions. Today, changes in the global economy, technological progress and constant changes in consumer demands force enterprises to constantly update, make quick decisions and develop forward-looking plans.

The impact of strategic planning on economic efficiency is of particular importance, since a well-developed and carefully implemented strategy improves the financial performance of the enterprise, increases market share and ensures the effectiveness of investments. Therefore, strategic planning is an important management tool that covers all aspects of the enterprise's activities not only from a theoretical but also from a practical point of view.

In the conditions of the Uzbek economy, especially for enterprises, the creation of an effective strategic management system and its continuous improvement are important tasks. Because, as market relations in our country develop, enterprises must constantly update their strategies in order to ensure competitiveness. In this regard, there is a need to study the impact of the strategic planning process on the economic performance of the enterprise and develop scientifically based recommendations for its improvement.

This article comprehensively studies the strategic planning process and its impact on economic efficiency, analyzes practical situations in various enterprises, and also considers the effective application of strategic management methods and their impact on economic results. It is intended that the results of the study will serve to improve the activities of enterprises, increase their competitiveness, and achieve economic stability.

In conclusion, the success and long-term stability of enterprises in the modern business environment directly depend on the high-quality and effective implementation of strategic planning. Therefore, this article aims to comprehensively cover the theoretical and practical aspects aimed at increasing the economic efficiency of the strategic planning process in enterprises.

Literature review. The impact of this process on the activities of the enterprise and its economic efficiency are widely discussed in the literature on the theory and practice of strategic planning. Many researchers and specialists strategic planning is seen as a necessary tool for determining the long-term goals of an organization, effectively allocating resources, and adapting to market conditions.

For example, A. Chandler (1962) in his work “Strategy and Structure” emphasized that strategic planning is closely related to the management system and organizational structure within the enterprise. According to him, effective strategic planning helps to increase competitiveness by directing the organizational structure and resources of the enterprise in an appropriate manner[1].

H. Igor Ansoff (1965) views strategic planning as a process of analyzing future opportunities and threats, as well as setting long-term goals. He noted that strategic planning is the main tool that serves to increase the economic efficiency of the enterprise[2].

In modern studies, for example, M. Porter (1980) studies the impact of strategic positioning and competitive strategies on economic efficiency, showing the importance of innovative approaches and effective resource management for enterprises. Porter’s book “Competitive Strategy” reveals the importance of identifying and using competitive advantages in strategic planning[3].

In addition, the concept of “Balanced Scorecard” (Balanced Scorecard System) developed by B. Kaplan and D. Norton (1996) is a new approach to measuring and managing strategic goals for enterprises, which serves to improve economic efficiency. With the help of this system, enterprises will be able to evaluate their strategies with realistic indicators and increase efficiency[4].

Uzbek researchers have also conducted extensive research on the impact of strategic planning on economic efficiency. For example, O. Ismoilov (2015) in his study describes strategic planning as a necessary management tool for small and medium-sized enterprises and shows its impact on economic growth with practical examples[5].

Also, various case studies and enterprise experiences show the problems that arise in the strategic planning process - resource shortage, market uncertainty, internal management

problems - and suggest ways to overcome them. In this regard, the book “Strategic Management” by L. David (2017) extensively covers the important principles of effective strategic planning and its impact on economic efficiency[6].

In general, the literature review shows that strategic planning is an indispensable tool for improving the efficiency of an enterprise, as well as the importance of a systematic approach, coordination between management layers, and the introduction of modern technologies in its implementation.

Materials and methods. This study aims to study the impact of the strategic planning process on economic efficiency in enterprises. 15 enterprises operating in various sectors in the Republic of Uzbekistan were selected as the research material. These enterprises covered such sectors as industry, services, retail trade, and information technology. The selected companies' annual financial reports, internal documents developed for strategic planning, as well as the implementation of management decisions and plans served as the main sources of information. The research combined qualitative and quantitative research methods. Quantitative methods were used to analyze the main economic indicators of enterprises - such parameters as income, net profit, production costs, return on investment and market share. The relationship between changes in these indicators over time and the effectiveness of the strategic planning process was studied using statistical methods, including correlation and regression analysis.

As part of qualitative methods, an in-depth interview method was used. During the study, face-to-face interviews were conducted with enterprise managers, strategic planners and specialists. Through these interviews, practical problems in the strategic planning process, complexities of the decision-making process, organizational obstacles and ways to overcome them were studied. In addition, interviews provided a deep understanding of the difficulties in implementing strategic plans and their impact on economic indicators.

The research used SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, PESTEL (Political, Economic, Socio-Cultural, Technological, Environmental and Legal Factors) analysis and Balanced Scorecard (Balanced Scorecard) methodologies as strategic management tools. SWOT analysis served to assess the internal and external environment of enterprises, PESTEL analysis to identify macroeconomic and social factors, and Balanced Scorecard to monitor strategic goals and their implementation. With the help of these tools, enterprises were able to more clearly define their strategies and increase the effectiveness of their implementation. From a methodological point of view, the research combined practice-oriented analysis and theoretical approaches. This helped not only to deeply study the strategic planning process, but also to determine how it affects economic results. To ensure the reliability of the research results, the method of multi-source data collection and triangulation was used, that is, information on the same topic was obtained from different methods and sources and compared.

Also, during the research, practical recommendations were developed to improve the effectiveness of the strategic planning process used in enterprises. These recommendations include specific measures that will help improve the economic performance of enterprises, effectively use resources, and increase competitiveness. In addition, questionnaires and questionnaires were used in the research process. These questionnaires made it possible to obtain information from managers and specialists directly involved in the strategic planning process in enterprises. With the help of questionnaires, extensive information was collected about the

practical importance of strategic planning, the problems encountered, and the proposed solutions. This data was analyzed using qualitative analysis methods, and the role of strategic planning in the activities of enterprises was studied in more depth.

In addition, the research used a comparative method to study the differences in economic indicators between enterprises that effectively implement strategic planning and those that do not effectively organize such a process. This made it possible to more accurately assess the real economic impact of strategic planning.

During the research, modern information technologies, including statistical software, were widely used. Statistical analysis of the collected data was carried out using MS Excel, SPSS and other analytical tools. These analyses greatly helped in determining the impact of the strategic planning process on economic efficiency and in visually presenting the results.

As an important part of the methodology, strategic management concepts were studied based on scientific articles, business studies and international standards. These theoretical foundations increased the scientific level of the research and strengthened the practical significance of the results.

As additional methods, questionnaires, comparative methods and advanced statistical programs were used, which significantly increased the reliability and accuracy of the research. These approaches allowed for a comprehensive and in-depth analysis of the economic efficiency of the strategic planning process in enterprises. In conclusion, the materials used in this study consisted of economic indicators and strategic documents, qualitative data obtained from management representatives, and qualitative (interviews, document analysis) and quantitative (statistical analysis, correlation and regression methods) approaches, as well as strategic management methods (SWOT, PESTEL, Balanced Scorecard) were widely used as methods. These approaches allowed to increase the reliability of the research results and to study in detail the economic efficiency of the strategic planning process in enterprises.

Conclusion. This study was aimed at studying in detail the impact of the strategic planning process on economic efficiency in enterprises. The results of the study showed that strategic planning is important in determining the long-term development strategy of the enterprise, effectively allocating resources, adapting to market changes and increasing competitiveness. A high level of organization of the strategic planning process significantly improves the financial performance of the enterprise.

Based on the data obtained in the study, it was found that enterprises that systematically and thoroughly implement strategic planning not only become economically stable, but also strengthen their position in the market and have the opportunity to effectively use new opportunities. This, in turn, leads to an increase in the income, profit and investment efficiency of the enterprise.

Also, during the study, the main problems that arise in the process of strategic planning - lack of resources, market uncertainty, organizational and management shortcomings - were identified, and specific recommendations were developed to eliminate them. These will serve to further improve strategic processes for enterprises, develop competitive advantages and increase economic efficiency.

The strategic management methods used in the study - SWOT, PESTEL analyses and the Balanced Scorecard system - allowed enterprises to more systematically assess their activities,

adapt to changes in the internal and external environment, and effectively implement strategic goals. The practical application of these methods creates the necessary conditions for enterprises to achieve success in the process of strategic planning.

In general, strategic planning is not only a management process for enterprises, but also an important factor ensuring their competitiveness and increasing economic efficiency. In order for enterprises to successfully conduct their activities, they need to pay constant attention to strategic planning, introduce modern management methods, and quickly adapt to changes in market conditions.

In the future, further improvement of strategic planning processes, the use of innovative approaches, digital technologies, and artificial intelligence tools will be of great importance in increasing economic efficiency. At the same time, it can be noted that there is a need to systematically and scientifically study and put into practice each stage of strategic management in enterprises.

Therefore, in order to increase the efficiency of the strategic planning process in enterprises, it is important to carry out work on continuous professional development, the introduction of innovations, and the improvement of the management system. This will allow for a sustainable increase in the economic efficiency of enterprises and achieve long-term success.

List of used literature

1. Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*. MIT Press. — 432 pages
2. Ansoff, H. I. (1965). *Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion*. McGraw-Hill. — 336 pages
3. Porter, M. E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Free Press. — 396 pages
4. Kaplan, R. S., & Norton, D. P. (1996). *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business School Press. — 322 pages
5. Ismailov, O. (2015). *Strategic Planning in Small and Medium Enterprises*. Tashkent University Press. — 210 pages
6. David, F. R. (2017). *Strategic Management: Concepts and Cases*. Pearson. — 510 pages