

ANALYSIS OF BUSINESS PERFORMANCE IN THE ECONOMY OF NAMANGAN REGION AND THE IMPLEMENTATION OF MANAGEMENT STRATEGIES IN THE FIELD

Raxmonov Adxam Mamatovich

Namangan institute of engineering and technology, researcher majoring in "Management"

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Abstract

Strategic planning is a process of carefully and thoughtfully aligning the strengths of a company's business to the opportunities that are available to the company in its chosen business environment. Strategy includes processes of formulation and implementation; strategic planning helps coordinate both. However, strategic planning is analytical in nature (i.e., it involves "finding the dots"); strategy formation itself involves synthesis (i.e., "connecting the dots") strategic thinking. As such, strategic planning occurs around the strategy formation activity.

Keywords: analysis of business performance, implementation of management strategies, strategic planning, management, small business, reviewing the internal and external factors, systematic approach, managing strategic change, successful development, formulation and implementation.

Introduction

As stated in the New Development Strategy of Uzbekistan for 2022-2026, "Liberalization of foreign trade, tax and financial policies to reform the national economy, support entrepreneurship and ensure the inviolability of private property, the organization of deep processing of agricultural products and effective measures have been taken to ensure the rapid development of the regions".¹

Researchers have found indications that the relationship between strategic planning and firm performance may be mitigated to some degree by contextual factors relating to the firm including, among other things, societal culture. A number of researchers have argued that societal culture does have an impact on organizational processes relating to planning and decision making and on perceptions of strategic strengths and weaknesses. Hoffman believed that there were several different ways that societal culture might influence the strategic planning process. First of all, since culture shapes the way that people within an organization think, behave and evaluate it is reasonable to assume that culture would influence the processes used to make plans and the decisions that form the foundation for those plans. Second, variations among culture with respect to critical values and beliefs can be expected to have an impact on a variety of management processes including strategic planning. The issues highlighted above determine the relevance of the topic

¹ New Development Strategy of Uzbekistan for 2022-2026

The reforms being carried out in our country today open the doors of world markets for honest businesses. Any business entity that carries out its activities legally, using the range of opportunities and benefits wisely, is protected by law².

In order to further develop the activities of small businesses and private entrepreneurship, to promote the content of the legislation adopted to support them, to increase the legal and economic knowledge of business entities, the Namangan regional department of the Chamber of Commerce and Industry organized 54 seminars, conferences, business forums and training courses were organized, which were attended by more than 2,623 entrepreneurs and young people interested in entrepreneurship.

Strategic planning in management is the process of documenting and establishing a direction of your small business-by assessing both where you are and where you're going. So, what is the purpose of a strategic plan? And what does a strategic plan consist of? A company's strategic plan consists of it's:

- Mission
- Vision
- Values
- Long-term goals
- Action plans

A well-written strategic business plan can play a pivotal role in your small business's growth and success because it tells you and your employees how best to respond to opportunities and challenges.

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

It may also extend to control mechanisms for guiding the implementation of the strategy. Strategic planning became prominent in corporations during the 1960s and remains an important aspect of strategic management. It is executed by strategic planners or strategists, who involve many parties and research sources in their analysis of the organization and its relationship to the environment in which it competes.

Purpose of the research

Strategy and tactics in modern management theory much attention is paid to the methods and means of development and formation. Properly developed strategy The Company's strong position in the market and its continued success will allow it to develop in a competitive environment. **Strategic formation** - it means not only the behavior of organizations in the market, but also changes in the organization itself, its structure, management methods, production and financial capacity, personnel and many other aspects.

Strategy implementation (tactics), formulation and development is the most complex and labor-intensive part of strategic management. Therefore, many scientists in their research have focused on the development of strategies, mechanisms for its formation and development, the development of models. In particular, L.Alexander, M.Buckley, D.Galbraith, G.Dess, A.Miller, R.Reed, A.Thompson and others have paid great attention to the study of the structure of the implementation of the strategy. CIS scientists O.Alexina, O.S.Vikhansky, G.Goldstein, L.Grebinyak, A.I.Naumov, K.Redchenko approached this issue with his scientific views.

² The proposals and problems of entrepreneurs in Namangan region were closely studied. 14.02.2021. <https://customs.uz/uz/news/view/5452>

“Gaps” between the definition of the strategy of the organization and the order of its implementation. Closing this “gap” is becoming a serious problem for many organizations. This is one of the key issues not only for the development of organizations, but also for their existence. Strategic “gap” A.Brench, S.Bodley-Scotti, D.Genster, D.King, J.Kotter, It has been studied in the works of M.Coveni, E.Hughes, L.Schlezingner and others. People's attitudes to strategic change E.Shain, In the scientific approaches of L.Shlezingner, O.S.Vikhansky, A.I.Naumov, A.I.Prigojin; I.Ansoff, A.Vikhansky, J.P.Kotter, R.Kox, A.Prigojin, H.Rampersad, J.French, E.Hugs, G.V.Shirokova, V.A.Spivak, on the problems of staff resistance Studied in the works of L.Schlezingner³ and a number of other scholars. In the works of N.Ulybina, M.Armstrong, R.Daft, R.Gonsalvez, J.B.Kuin, D.Kotter, another group of scientists - R.G. Buchbinder⁴, S.Rosenberg⁵, M. Hossein⁶, N.Kobzeva⁷ and others grouped resistance to change by reason.

Materials and methods of research

Different methods of analysis were used in the analysis of strategic planning in industrial enterprises. Observation, generalization, dynamic comparison, logical analysis, comparison methods were used in the research work.

Results and discussion

In recent years, the country has been working to develop entrepreneurship, attract investment and create a favorable environment for doing business, strengthen the legal guarantees to protect the legitimate interests of entrepreneurs. In particular, the tax system has been radically reformed, the procedure for obtaining permits has been significantly simplified, and a number of measures are being taken to further improve measures related to the financial and economic activities of business entities.

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³ Spivak V.A. Change management.2018.Studme.org.Shirokova G.V.Life cycles of Russian entrepreneurial firms: research methodology and main stages. Abstract of the dissertation for the degree of Doctor of Economics. Saint Petersburg, 2010. p. 46. Shirokova G.V., Shatalov A.I. Growth factors of Russian entrepreneurial firms: results of empirical analysis // Bulletin of St. Petersburg State University. Ser. Management. 2009. Shirokova G.V., Klemina T.N., Kozyreva T.P. The concept of the life cycle in modern organizational and managerial research // Bulletin of St. Petersburg State University. Ser. Management. 2007

⁴Buchbinder R. G. Organizational changes: the problem of personnel resistance and ways to solve it. Bulletin of Omsk University. The series “Economics”. 2009. No. 4. -pp. 100-106.

⁵ Rosenberg S. Breaking down the barriers to organizational change. The 2011 New Orleans Academic Conference. New Orleans. Louisiana. USA. 2011. – pp. 461-467.

⁶ Hossein MMJ Evaluation effect of management information system: Implementation on personnel resistance causes in Isfahan power plant management corporation in Iran, Mahboubeh Delshad Dastjerdia. Procedure Computer Science. 2011. № 3. – pp. 1296-1303

⁷ Kobzeva N. M. The phenomenon of resistance to change: the essence, types and forms of manifestation. Bulletin of the Voronezh State University of Engineering Technologies. 2013. No. 4. - pp. 298-303.

⁸ The proposals and problems of entrepreneurs in Namangan region were closely studied. 14.02.2021. <https://customs.uz/uz/news/view/5452>

conferences, business forums and training courses were organized, which were attended by more than 2,623 entrepreneurs and young people interested in entrepreneurship.

In January-September 2020, the non-governmental educational institution “MODERN FUTURE EDUCATION” under the Department organized 32 seminars and training courses (15 of them online). These training courses are organized in the areas of business acquaintance and starting a business, organization and management of small business and its legal basis, tax and taxation system, export and import practices, electronic reporting and submission to regulatory authorities. A total of 1.027 participants participated.

Table 1 Number of small businesses by type of economic activity in Namangan region
(without farmers and farms, as of January 1, in units)

№	Networks	Registered				Active				Inactive			
		2020	2021	2022	Change rate, 2022 to 2020 ratio, in %	2020	2021	2022	Change rate, 2022 to 2020 ratio, in %	2020	2021	2022	Change rate, 2022 to 2020 ratio, in %
1.	Agriculture, forestry and fisheries	1834	2575	2779	151.5	1796	2507	2700	150.3	38	68	79	207.9
2.	Industry	5555	6696	7350	132.3	5453	6525	7098	130.2	102	171	252	247.1
3.	Construction	1982	2330	2456	123.9	1922	2261	2384	124	60	69	72	120
4.	Trade	7139	9330	10693	149.8	6905	9034	10281	148.9	234	296	412	176.1
5.	Transportation and storage	977	1075	1120	114.6	960	1053	1100	114.6	17	22	20	117.6
6.	Living and catering services	1161	1409	1583	136.3	1119	1355	1513	135.2	42	54	70	166.7
7.	Information and communication	359	440	487	135.7	349	427	474	135.8	10	13	13	130
8.	Health and social services	454	543	606	133.5	444	534	590	132.8	10	9	16	160
9.	Other types	2573	2916	2908	113	2513	2835	2809	111.8	60	81	99	165
	All	22034	27314	29982	136.1	21461	26531	28949	134.9	573	783	1033	180.3

Source: Based on data from the regional statistics department, developed by the author.

Table 2 Number of small businesses by type of economic activity in Namangan region

(without farmers and farms, as of January 1, in units)

№	Name of networks	Newly established				Finished			
		2020	2021	2022	Change rate, 2022 to 2020 ratio, in%	2020	2021	2022	Change rate, 2022 to 2020 ratio, in%
1.	Agriculture, forestry and fisheries	400	899	685	171.2	130	104	427	3.3 t
2.	Industry	1443	1519	1727	119.7	274	238	914	3.3 t
3.	Construction	464	438	382	82.3	130	99	314	241.5
4.	Trade	2234	2480	2512	112.4	496	350	1329	268
5.	Transportation and storage	201	127	189	94	44	32	130	295.4
6.	Living and eating service	289	242	341	118	58	31	190	3.3 t
7.	Information and communication	72	102	129	179.2	17	10	74	4.4 t
8.	Health and social services	50	99	111	222	14	7	44	3.1 t
9.	Other types	294	296	393	133.7	197	69	438	222.3
	All	5447	6202	6469	118.8	1360	940	3860	283.8

Source: Based on data from the regional statistics department, developed by the author.

The training was attended by representatives of business entities and non-governmental organizations, chairmen and deputy chairmen of citizens' assemblies on landscaping, gardening and entrepreneurship, young people and veterans who want to start their own business, as well as citizens returning from labor migration.

These courses cover topics such as starting and evaluating business transportation and entrepreneurship, small business management, legal liability of small businesses, investments and their sources to improve family business, working with foreign partners, procedures for compiling and submitting business reports. participants' knowledge was enhanced and skills formed.

Today, 28949 small businesses operate in Namangan region. We continue our analysis using the data in the table below.

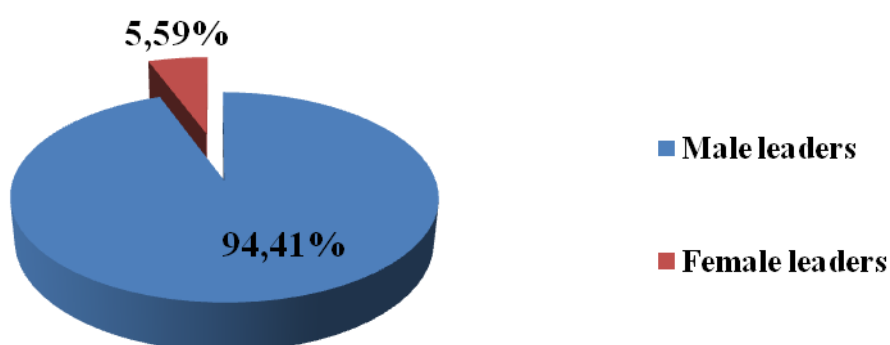
According to the table above, as of January 1, 2022, 29982 business entities were registered in the region, which is an increase of 36.1 % as of January 1, 2020. The number of active business entities also increased by 34.9 % compared to the previous year and amounted to 28949. I can see that *growth strategies have been used* here .

As of January 1, 2022, 6469 new business entities have been established using the *diversification strategy*. This is an increase of 18.8 % over the previous year.

As of January 1, 2022, the number of liquidated businesses amounted to 3860, an increase of 183.8 % compared to the previous 2020. Here it can be seen that *contraction strategies* have been used.

Businesses in our region are managed by thousands of executives. There are 1619 female enterprises and micro-firms under male managers and 27330 under male managers. We represent its share in the diagram below.

Figure 1. Gender structure indicator in small business.



From the diagram above, it is clear that in business management, female leaders are almost 17 times less than male leaders. From this it can be concluded that the composition of women in entrepreneurship is low, which indicates the need to employ new women, to create new jobs for them. So, we think that further expansion of the ranks of women in entrepreneurial activities would serve to increase their employment and further increase their activity in society. Under the leadership of managers, businesses are developing a variety of products and providing services. We analyze the volume indicators of products and services using the data in the table below.

Table 2.3 Indicators of production of industrial goods by small businesses in Namangan region

(Billion sum)

№	Indicators	2019	2020	2021	The rate of change, the ratio of 2021 to 2019, in %
1.	O Manufacture of food products	1281.4	1 528.7	1763.3	137.6
2.	Drinks production	196.5	2 30.0	256.0	130.3
3.	Textile production of products	689.8	787.5	1001.1	145.1
4.	Clothes production	826.1	777.1	906.0	109.7

5.	Teri and production of related products	200.0	191.3	201.0	100.5
6.	Wood and the manufacture of foam items (other than furniture), paper and items from weaving materials	25.5	29.6	31.0	121.6
7.	Paper and paper production	35.9	57.3	87.2	242.9
8.	Written publishing and displaying materials	67.6	15.5	26.0	38.5
9.	Coke and the production of oil refining products	7.7	9.6	11.9	154.5
10.	Chemistry production of products	80.5	94.8	103.3	128.3
11.	Basic manufacture of pharmaceutical products and drugs	8.4	20.9	35.6	423.8
12.	Rubber and the manufacture of plastic products	142.5	154.6	196.7	138.0
13.	Other production of mirrored mineral products	341.6	478.8	505.4	148.0
14.	Metallurgy industry	92.1	58.1	72.1	78.3
15.	Machine and production of finished metal products in addition to equipment	111.2	121.8	136.6	122.8
16.	Manufacture of computers, electronic and optical products	77.2	6.2	26.6	34.5
17.	Electricity equipment manufacturing	39.1	93.6	163.1	417.1
18.	Motor transport manufacture of vehicles, trailers and semi-trailers	21.4	18.6	20.3	94.9
19.	Other production of transport sparks	0.7	1.6	1.9	271.4
20.	Furniture production	146.0	144.0	207.1	141.8
21.	Manufacture of other finished products	168.0	208.8	231.1	137.6
22.	Machine and equipment repair and installation	11.6	14.8	18.8	162.1
23.	Production of other types of products	369.1	384.1	1172.2	317.6
	All	5002.7	5471.3	7174.3	143.4

Source: Based on data from the regional statistics department, developed by the author.

According to the table, Namangan region produced 7174.3 billion soums of industrial products in 2021, which is 43.4 % more than in 2019, and shows the effective use of *growth strategies* and *diversification strategies*. Significant changes in dynamic growth were observed in the production of paper and paper products, basic pharmaceutical products and drugs, electrical equipment, transport sparks. However, the production and display of written materials, the metallurgical industry, the production of computers, electronic and optical products, the

production of vehicles, trailers and semi-trailers decreased in 2021 compared to the previous 2019. Due to interruptions in the supply process, production capacity has declined. A *reduction strategy* can be seen in these directions.

Table 3 Indicators of the volume of production of consumer goods by small businesses in Namangan region
(billion sum)

№	Subjects	Food products				Non-food products			
		2019	2020	2021	The rate of change, the ratio of 2021 to 2019, in %	2019	2020	2021	The rate of change, the ratio of 2021 to 2019, in %
1	Microfirma and small businesses	881.6	970.2	1040.1	118.0	1808.7	1909.1	2103	116.3
2	Ordinary labor activity	203.5	236.9	254.2	124.9	275.7	279.0	281.3	102
3	Household	392.6	514.7	703.9	179.3	490.3	559.5	678.1	138.3

Source: Based on data from the regional statistics department, developed by the author.

The dynamics of production of consumer goods in the region has also grown. We continue our analysis using the table below.

According to the table above, the growth dynamics in household food and non-food products in 2021 can be seen to have increased by 79.3 % and 38.3 %, respectively, compared to the previous 2019. The production of consumer goods has also increased in micro and small enterprises , as well as in individual labor activity.

However, the data in the table show that in the implementation of export and import operations performed by business entities, the volume of passenger traffic - passenger turnover in 2021 decreased compared to the previous year. This indicates that *business unit and sales, external and internal environment analysis and evaluation strategies* have not been used effectively in these sectors.

Practical assistance is provided in the process of exporting products produced by local small businesses, finding foreign buyers and carrying out export operations. From January 2020, the department has organized a magazine of advertising and information under the name “Exporters of Namangan region”, which publishes information about the products and enterprises of all types of export-oriented enterprises in the region in 2 languages. distributed to embassies and missions of states. In the export geography of Namangan region can be seen such countries as Kyrgyzstan, Kazakhstan, Turkey, Russia, Turkmenistan, Tajikistan, Ukraine, Moldova.

The Namangan regional administration and its subdivisions are conducting surveys to help small businesses and entrepreneurs by studying their problems.

Table 4 Information on the survey conducted among business entities

№	Name of districts	Reja	In fact	The difference	Done
1	Namangan city	190	203	13	107
2	Mingbuloq	64	66	2	103
3	Kosonsoy	60	57	-3	95
4	Namangan	88	85	-3	97
5	Norin	60	63	3	105
6	Pop	88	89	1	101
7	Turakurgan	84	83	-1	99
8	Home	86	87	1	101
9	Uchkurgan	50	52	2	104
10	Chartoq	70	69	-1	99
11	Chust	90	92	2	102
12	Yangikurgan	60	58	-2	97
	All	990	1004	14	101.4

Source: "Author's development based on the data of the Namangan regional department of the Chamber of Commerce and Industry of Uzbekistan.

According to the analysis of the results of the survey, 254 enterprises and business entities (25%) have problems and issues. In particular, 18 problems on electricity supply, 21 problems on gas supply, 33 problems on drinking water, 36 problems on the use of vacant buildings, 44 problems on land allocation, 48 problems on bank loans and 54 problems on other issues and deficiencies were identified.

In Namangan region, a number of measures are being taken to work with the media, maintain a website, provide information to entrepreneurs through electronic means. In particular, since the beginning of the year, the regional department has been publishing articles and announcements in the media and print media. The website has covered a total of 76 news items since the beginning of the year. We continue our analysis using the data in the table below.

Table 5 Information on speeches made in the media

(9 months of 2020)

№	The media	Total number of published materials
1	Print media	4
2	TV	6
3	Advertising	0
4	Radio	0
5	Web resource	76

6	Web resource in telegram	225
7	Web resource users	843

Source: "Author's development based on the data of the Namangan regional department of the Chamber of Commerce and Industry of Uzbekistan.

As a result of the research, the factors that negatively affect the formation and development of effective management strategies in business activities were studied.

Table 2.10 Major problems in the business environment

№	Problems	% Of total respondents
1.	High credit rate	80
2.	High taxes	72
3.	Non-transparency and bureaucratic tender processes	46
4.	Access to tender information	42
5.	Execution of permits	39
6.	Access to information on technology and equipment	36
7.	Problems with regulatory authorities	36
8.	Problems of product certification	31
9.	Licensing issues	30
10.	Obstruction of fair competition by the shadow (secret) business	26

Source: Author's development based on research sources.

In addition, each sector of the department has organized a total of 5 telegram "Bots", which provide daily news, information on the conditions created for entrepreneurs and various benefits provided by the state.

According to the table above, the presence of problems such as high credit rates, high taxes, non-transparency and bureaucratic tender processes has been repeatedly mentioned by entrepreneurs.

Problems such as tax regulation and regulation of the banking sector, identified by respondents as a result of research, indicate that the negative impact on the activities of entrepreneurs in the sector is significant. These problems also indicate that the *development strategy in this area* is not being used effectively. In addition, the problems of using foreign investment in business activities are studied, and these problems are expressed in the table below.

Table 6 The main barriers to attracting foreign investment

№	Problems	% Of total respondents
1	Lack of qualified staff	66
2	Lack of information for investors	62
3	Low level of local government warming in attracting investment	48

4	High cost and complexity of operations	46
5	Limitation of raw materials	45
6	Excessive hierarchy	38
7	Weak development of existing economic zones	37

Source: Author's development based on research sources.

According to the table, there are a number of reasons for attracting foreign investment - the lack of relevant staff, the lack of information for investors, the low level of local government warmth in attracting investment, and other similar factors. We believe that it would be expedient to develop and apply the most optimal and optimal strategies in business management to address these problems and shortcomings.

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