

**SCIENTIFIC FOUNDATIONS OF STRATEGIC MANAGEMENT IN  
INNOVATION-INVESTMENT DEVELOPMENT**

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The fact that the 22nd goal of the Decree of the President of the Republic of Uzbekistan No. PF-60 dated January 28, 2022 “On the Development Strategy of the New Uzbekistan for 2022-2026” sets out the issue of doubling the volume of textile industry production means that we now need to study and analyze in more depth the scientific foundations of strategic management in the innovative development of the textile industry of Uzbekistan [1].

Based on the fair policy pursued by the head of our state, in order to rationally meet the currently growing economic needs with limited resources, it is necessary to radically improve the management mechanism of textile industry enterprises, increase the volume and quality of production based on innovative ideas, and the priority tasks listed above in Decree No. PF-60 indicate the urgency of studying the mechanism of innovative management in sectors of the national economy, including textile industry enterprises [1].

Strategic innovation management is aimed at achieving high performance of the organization's economic activity through the implementation of the innovation process.

Strategic innovation management is carried out within the framework of the general strategy, through subsystems of general and functional management, and concerns the organizational, economic and conceptual aspects of the development of the enterprise.

However, fundamental approaches and principles can be used as the basis for the strategic management of innovative development and innovations.

Based on the scientific approaches and practical rules developed in strategic management, the activities of an innovative organization allow it to direct its activities in accordance with the needs of consumers, take into account possible external factors, internal threats and quickly respond to them, provide competitive advantages, and allow the organization to achieve its goals and objectives.

Among the many definitions of the term "strategy", two directions can be distinguished. In a narrow sense, “strategy” is understood as a set of certain rules that guide the top management of an enterprise in making decisions, which is a means of managing the organization's activities, taking into account the instability of the external environment and achieving economic growth.

In a broad sense, the term “strategy” includes a set of principles, methods and tools that an organization uses to make management decisions to achieve its goals and solve existing problems.

The use of an effective strategy can be a competitive advantage for an enterprise and allow it to take a leading position in the market. In general, the formation of a strategy involves taking into account long-term goals and a detailed description of how they can be achieved.

It is necessary to take into account the direct dependence of achieving the goal on the external environment and, conversely, to choose the external environment that is most suitable for the goal. When developing a strategy, goals are divided into long-term and short-term, while taking into account the period for implementing the planned measures.

Strategy is a set of measures and actions that take into account external and internal factors that affect the activities of an organization and allow it to achieve the desired result.

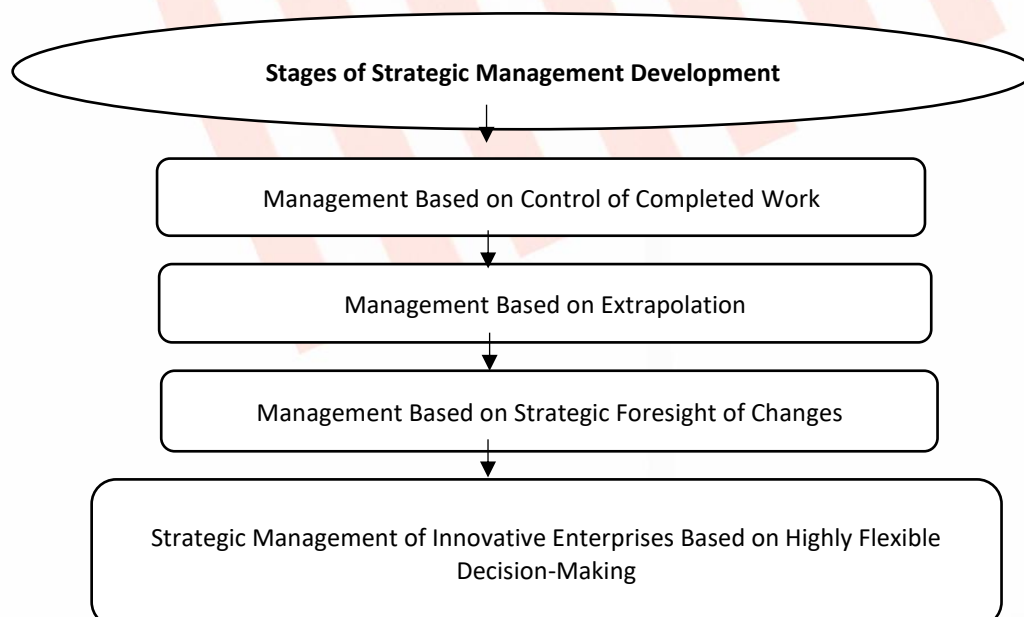
I. Ansoff considers the following group of rules when making management decisions:

- rules in the field of evaluating the results of the organization's activities;
- rules that regulate and control relations with the external environment;
- rules within the organization;
- rules for making daily management decisions [3].

Many authors consider strategy to be a multifaceted and comprehensive plan aimed at implementing the mission and vision of the organization and achieving its goals.

According to A.M. Aronov, strategy represents a set of specific measures aimed at changing the characteristics of the components of the system in a selected direction or changing the external environment [2]. The author proposes to consider strategy from the point of view of controllable parameters and control actions, while paying attention to what needs to be changed and how, that is, emphasizing the level of strategy.

We can distinguish several stages in the development of strategic management (Fig. 1):



**Figure 1. Stages of development of strategic management [3]**

The first is management based on the control of the work performed, the corporation's reaction to changes occurs after the event. Such reactive adaptation, which is natural for the enterprise, requires a lot of time for the natural occurrence of changes, the need to develop a new strategy and the system to adapt to it. In conditions where changes occur rapidly, it is not advisable to use such a strategy.

The second is management based on extrapolation, in which prospective plans for future periods are developed based on the development trends of past periods.

The third is management based on the ability to strategically anticipate changes. In this case, when unexpected situations arise, changes accelerate, and it becomes difficult to foresee the trend of future changes in time and develop a strategy accordingly.

The fourth, that is, the strategic management of innovative enterprises based on making extraordinary flexible decisions, is used in situations where the implementation of a large number of important tasks is so urgent that it is impossible to foresee them in time.

In our opinion, "Strategic foresight is an economic category that is the result of a specific process, the end point of the path, and helps to find the ideal image and purpose (its mission) of the enterprise".

"Innovation strategy is one of the means of achieving the goals of the enterprise, that is, a process aimed at satisfying the needs of this enterprise, industry, market and consumers, primarily through its novelty, and is subordinate to the general strategy of the enterprise, determining the choice of innovation goals, means of achieving them and sources of attracting funds".

The enterprise's product must be manufactured using modern new technologies, have distinctive features, competitive advantages, be in demand in the market, and be a new product. All aspects of strategic management characterize the specific characteristics of an economic entity and its reflection in the implementation of the strategy. It is a subject of economic activity, which, pursuing its economic goals, can organize its production, sell its products and independently master the results of production.

In conclusion, the importance of strategic management in innovative development is characterized by the following:

1. The main goal of an innovative enterprise is problems related to its mission, which are aimed at the future, in particular, at increasing the efficiency of the enterprise's activities by ensuring the interrelationship between goals, resources and results.
2. Problems and solutions related to the fact that some element of an innovative enterprise is necessary to achieve the goal, but is currently absent or insufficient.
3. Problems related to external factors that cannot be controlled. These problems often arise as a result of the influence of a large number of external factors.

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