

ISSUES OF INTRODUCING MODERN METHODOLOGY OF STRATEGIC PLANNING IN THE MANAGEMENT OF INDUSTRIAL ENTERPRISES

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Abstract

The purpose of the research is to analyze the activities of industrial enterprises in Namangan region from a scientific and practical point of view, to develop proposals for the formation and planning of management strategies. 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. 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: Strategic planning, management, small business, reviewing the internal and external factors, systematic approach, managing strategic change, successful development, formulation and implementation.

Introduction

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. While strategic planning is both a science and an art, it is generally believed that in order for the planning process to be effective on a consistent basis the managers of the company must collect, screen and analyze information about the company's business environment, identify and evaluate the strengths and weaknesses of the company and develop a clear mission for the company and a set of achievable goals and objectives that then become the basis for tactical and operational plans. Strategic planning is an important and essential process for every company regardless of the size of its business and the time and other resources that the company has available to invest in the developing, documenting, implementing and monitoring a strategic plan. The business environment and relevant technologies are constantly changing and new risks and uncertainties will surface on a regular basis.

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.

¹ New Development Strategy of Uzbekistan for 2022-2026

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

Purpose of the research

The purpose of the research is to analyze the activities of industrial enterprises in Namangan region from a scientific and practical point of view, to develop proposals for the formation and planning of management strategies. A systematic method of strategic planning is anticipated to be easily understood and straightforward, based on fundamentals, and to be universally applicable for any type of business. Accordingly, this methodology is generated for the purpose of assembling the disconnected and disorderly ideas, processes, and techniques (written on strategy and business development) under the same roof, in order to develop a systematic methodology that is easily understandable and applicable.

Before beginning with strategic planning, businesses must have articulated their missions and visions, and identified their basic policies (see Figure 1). For this reason, proper formulation of mission, vision, and basic policies will play a determining role for the success of a strategic plan.

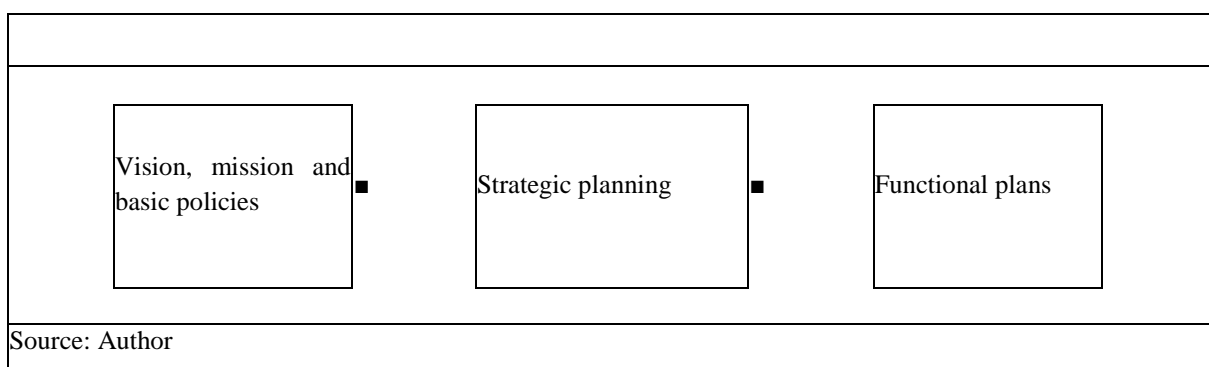
Materials and methods of research

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

Functional plans help in the implementation of strategic plans by organizing and activating specific subunits of the business (marketing, finance, production, etc.) to pursue the business strategy in daily activities. Greatest responsibilities are in the implementation or execution of a strategic plan. Thus, functional plans directly address such issues as the efficiency and effectiveness of production and marketing systems, the quality and extent of customer service, and the success of particular products in increasing their market share.

Figure 1: Strategic planning - before and after



Shorter time horizon is critical in implementing a business strategy for two reasons. First, it focuses functional managers' attention on what needs to be done now to make the business strategy work. Second, the shorter time horizon allows functional managers to recognize current conditions and adjust to changing conditions in developing functional plans.

Functional plans are more specific than a business strategy to guide functional actions taken in key parts of the company to implement business strategy (see Figure). Business strategy provides general direction. Functional plans give specific guidance to managers responsible for accomplishing annual objectives to ensure that managers know how to meet annual objectives.

Specific functional plans improve the willingness of operating managers to implement strategic decisions, when those decisions represent major changes in the current strategy of the firm.

Functional plans are delegated by the business-level managers to principal subordinates charged with running the operating areas of the business. Operating managers similarly establish annual objectives and operating plans that help accomplish business objectives and strategies. The involvement of operating managers contributes to a successful implementation. Most critically, active involvement increases commitment to the strategies developed.

It is difficult to generalize about the development of plans across functional areas. Within each functional area, the importance of key variables varies across business situations.

In summary, strategic planning helps a business answer the following four basic questions:

- Where are we?
- Where do we want to go?
- How can we reach our target destination?
- How can we monitor and evaluate our success?

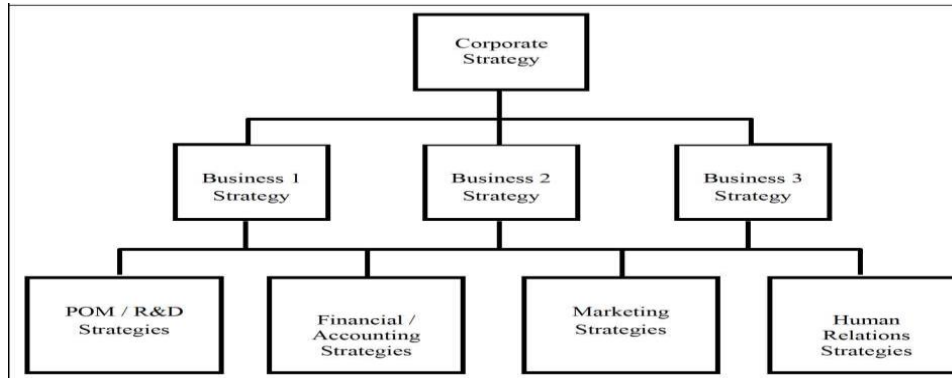
Answers to the above questions make up the strategic planning process. The answer to the question "where are we?" enables a status analysis involving a comprehensive review and evaluation of the internal and external environment, in which the business operates.

The answer to the question "what do we want to achieve?" lays down: the strategic objectives, which represent the conceptual results towards which efforts and actions will be designed, as well as the goals, which represent measurable results required to be achieved so that the objectives can be attained, in the light of the mission, which is a brief expression of the reason for being of the business; the vision, which is a conceptual, realistic, and brief expression of the desired future; and the basic principles that guide the operations of the business.

The main strategies, which are the decisions to be used to achieve strategic objectives and goals, answer the question "How can we reach our target destination?"

Finally, compilation of management information, monitoring for reporting of implementation plan, the evaluation of the extent to which the results achieved are consistent with the previously established mission, vision, basic policies, objectives and goals (i.e. performance evaluation) and the assessment process implying the review of the plan in the light of the results answer the question "How can we monitor and evaluate our success?"

Figure 2. Levels of strategies



Systematic Strategic Planning (SSP)

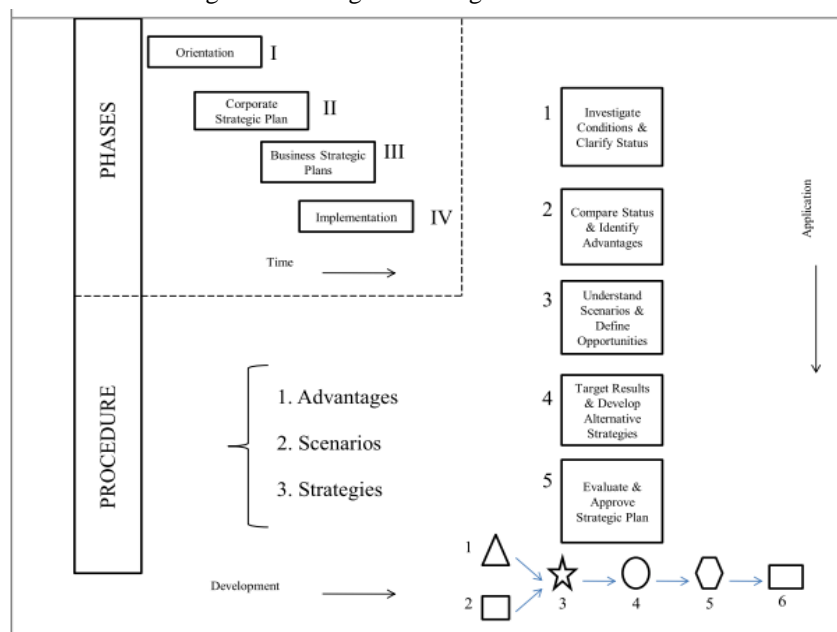
Systematic Strategic Planning or SSP is the pattern of procedures (see Figure) by which an organization defines its current status, opportunities, long-term goals, and the strategies for which to achieve them.

The aims of SSP are: to force a look into the future, and, therefore, provides an opportunity to influence the future, or assume a proactive posture; to provide better awareness of needs and environment; to help define and focus on the objectives of the organization; to provide a sense of direction, continuity, and effective leadership; and to plug everyone into the system and provides standards of accountability for people, programs, and allocated resources.

The techniques to be used for strategic planning should not be perceived as a systematic procedure, and should be continuously repeatable and modifiable, depending on the characteristics of individual cases. Certain working forms (in the forms of key documents and output) are used in applying the techniques in each section or steps of the SSP pattern.

Systematic strategic planning—full version consists of a framework of phases through which each project passes, a pattern of sections for straight-forward planning, and the fundamentals involved in any strategic planning project.

Figure 3. Strategic Planning - Reference table



Systematic Strategic Planning—Phases

Each strategic planning project has four phases. These are:

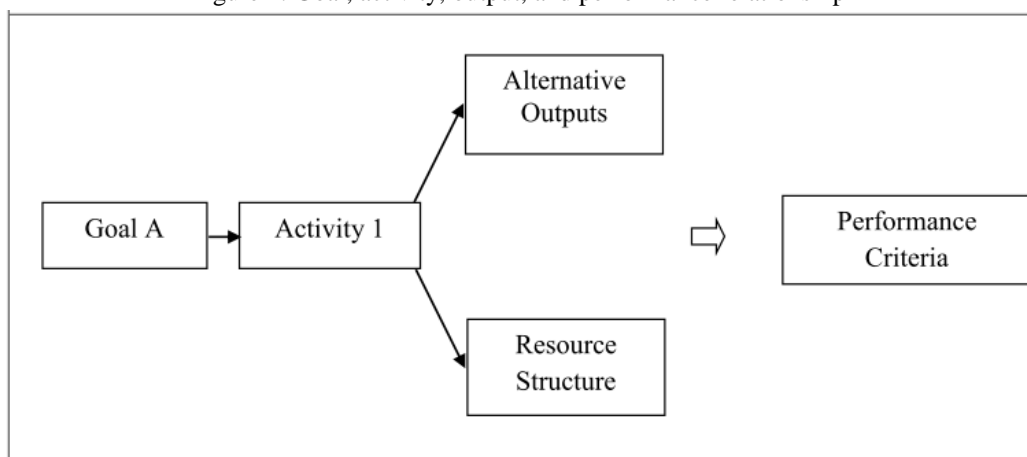
1. Orientation
2. Overall (corporate) strategic plan
3. Detailed (business) strategic plans
4. Implementation plan and control

In Phases II and III, the planning specialist follows a method of procedures to achieve alternative strategic plans.

Systematic Strategic Planning - Reference table

Monitoring is the regular follow-up and reporting of the progress towards goals specified in the strategic plan. Evaluation is the measurement of implementation results against strategic objective and goals and analysis of the consistency and relevance of these objective and goals. Performance measurement is the measurement of implementation results using performance indicators.

Figure 4. Goal, activity, output, and performance relationship



A performance indicator is expressed in terms of time, quantity, quality, and cost in order to ensure its measurability. Performance indicators are categorized as input, output, productivity, result, and quality.

Deviations from goals must be identified by following up the performance indicators and the reasons of these deviations must be analyzed. If changes are observed, in terms of the above considerations, unexpected or undesired results are coming about or existing strategic objectives and goals are not realistic, then the plan is revised, re-evaluated, and is continued to be implemented with its updated version.

Basic questions in monitoring and evaluation are:

- What did we do?
- How do we understand that we have achieved?
- How effective is implementation?
- What should be changed?

Systematic Strategic Planning—Three Fundamentals

The Fundamentals of strategic planning, the basis on which any strategic planning must rest, are Competitive Advantages, Scenarios, and Strategies.

Competitive Advantages

“Competitive Advantages” is fundamental A. As a result of investigating internal and external factors, weaknesses and strengths of the organization are determined. Based on the comparison of the strengths with market conditions, the unique strengths (i.e. competitive advantages of the organization) are determined.

Scenarios

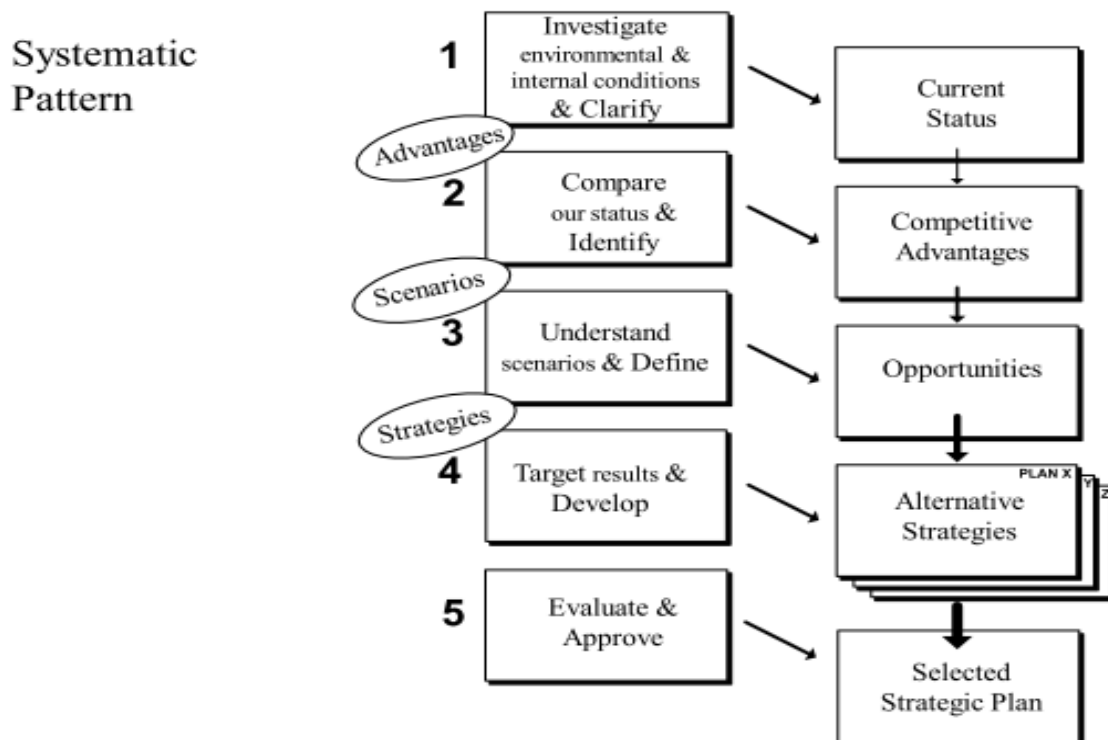
“Scenarios” is fundamental B. Scenario analysis is made on external factors—macroeconomic analysis, industry analysis, etc. By this analysis, negative and positive scenarios are determined. These scenarios help to predict the industry’s future.

“Strategies” is fundamental C. It is the fundamental that helps the organization to define how to reach the opportunity, which is brought out by matching fundamental A, i.e. competitive advantage, with fundamental B, i.e. scenarios. This fundamental characterizes the process that organization should follow in order to reach the opportunity, and guides the organization about how it should be done.

Systematic Strategic Planning—Sections

It consists of a pattern of five sections for straightforward planning to determine the three fundamentals involved in any strategic planning project (see Figure 3.5).

Figure 5. Systematic strategic planning - sections

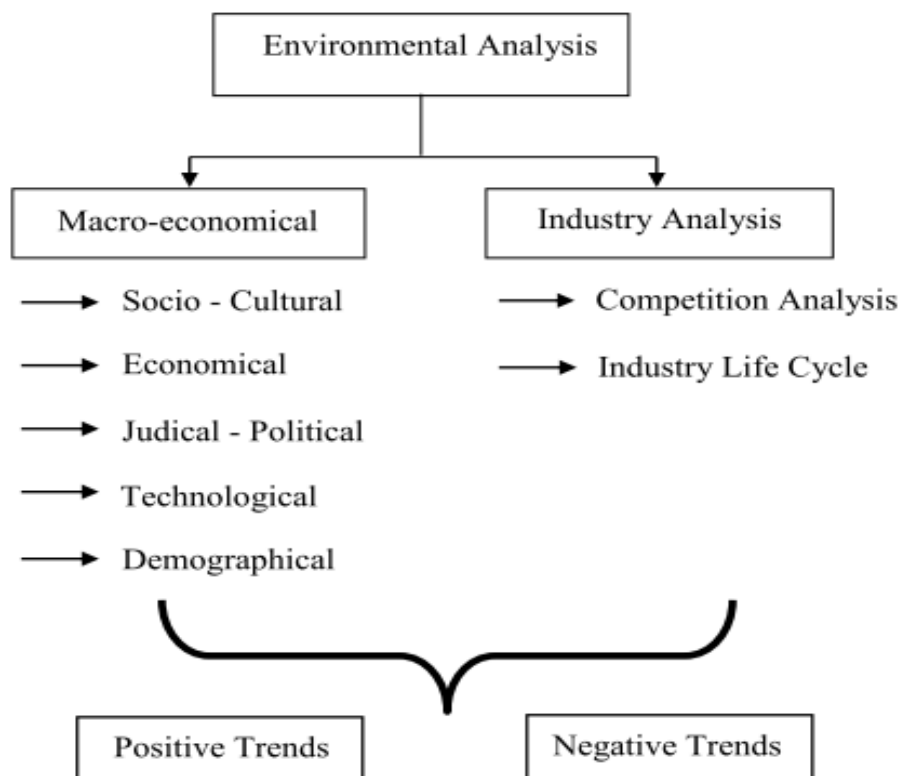


Since, the first section of SSP is to answer the question “where are we?” this requires a comprehensive status analysis. Status analysis essentially covers the following assessments:

- Analysis of the internal structure of the organization—the duties and authorities, performances, problems, potentials, institutional culture, human resources, technology level, etc.

- Environmental analysis—analysis of external conditions as well as the environment, in which the organization operates and related parties (target group of the organization and parties affected negatively or positively from the organization’s activities).

Figure 5. Environmental analysis



Comparison of Status and Identification of Competitive Advantages

The organization’s strengths and weaknesses are compared with the key factors in the market development phases, capacities and resources of main competitors and the industry’s success factors, to identify competitive advantages.

A factor is considered a competitive advantage if it is something the business does (or has the future capacity to do) particularly well relative to abilities of existing or potential competitors. Firm gains competitive advantage by performing these strategically important factors more cost effectively or more efficiently than its competitors.

Identifying competitive factors requires an external focus. When key internal factors through analysis of past and present performance are isolated, next step is to identify industry conditions or trends and compare them with the competitors. Changing industry conditions can lead to the need to reexamine internal strengths and weaknesses in light of newly emerging determinants of success in the industry.

The result should be a determination of whether key internal factors (see Figure) are:

-competitive advantages—factors providing the business with an edge against to its competitors, and therefore key factors around, which to build the business strategy.

-basic business requirements—factors that are important capabilities for the business to have but are also typical of every viable competitor: does not represent a potential source of any strategic advantage.

-key vulnerabilities—factors on which the business currently lacks the necessary skill, knowledge, or resources to compete effectively. This assessment is also a key input because businesses will want to avoid choosing strategies that depend on factors in this category. And businesses usually target key vulnerabilities as areas for special attention so as to remediate and change this situation.

The next step in competitive analysis is to provide the results, or business profile, as input into the systematic strategic planning process. This input is vital during the opportunity determination section.

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.

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 1 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	Microfırma 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.

We also analyze the sales of industrial and consumer products produced by businesses using the data in the table below.

Table 2 Indicators of retail trade turnover of small businesses in Namangan region (billion sum)

№	Name of cities and districts	2019	2020	2021	The rate of change, the ratio of 2021 to 2019, in %
1	Namangan sh.	3125.8	4111.4	4815.5	154.1
2	Mingbuloq	185.3	194.7	216.3	116.7
3	Kosonsoy	534.1	596.1	654	122.4
4	Namangan	264.8	302.8	356.6	134.7
5	Norin	451.1	511.3	612	135.7
6	Pop	562.3	658.8	703.1	125
7	Turakurgan	451.3	501.7	678.8	150.4
8	Home	247.3	398.7	507.7	205.3
9	Uchkurgan	304.6	403.9	549	180.2
10	Chortok	267.2	361	499.3	186.9
11	Chust	356.2	385.1	415.1	116.5
12	Yangikurgan	476	521.6	604.9	127.1
	By region	7226	8947.5	10612.3	146.9

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

According to the table above, the retail trade turnover of businesses in the region in 2021 compared to 2019 increased by 46.9 % or 3386.3 billion sum. At the same time, the increase in retail sales in Namangan, Namangan, Naryn, Turakurgan, Uychi, Uchkurgan and Chartak districts of the region contributed to the growth of gross retail sales in the region. Entrepreneurs in the region also provide various services to the population. We analyze the volume of services provided in recent years using the data in the table below.

Table 3 Indicators of the volume of services provided by small businesses in Namangan region (billion sum)

№	Name of cities and districts	2019	2020	2021	The rate of change, the ratio of 2021 to 2019, in %
1	Namangan sh	2483.9	2659.9	4532.1	182.5
2	Mingbuloq	114.2	149.2	481.6	421.7
3	Kosonsoy	366.6	375.1	761.2	207.6

4	Namangan	244.1	296.6	687.3	281.6
5	Norin	116.9	151.9	374.1	320
6	Pop	291	349.5	871.1	299.3
7	Turakurgan	298.4	348.6	799.9	268.1
8	Home	234.6	291.7	579.8	247.1
9	Uchkurgan	233.3	272,4	597.7	256.2
10	Chartoq	231.1	279.6	578.3	250.2
11	Chust	307.6	359.8	744.2	241.9
12	Yangikurgan	254.6	307.8	779.5	306.2
	All	5176.4	5842.3	11786.8	227.7

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

In 2021, businesses in the region provided services worth 11786.8 billion sum. This is an increase of 127.7 % or 6610.4 billion sum compared to the previous 2019. In 2021, the volume of services provided has increased in all districts and cities of the region. this indicates that new types of services are also on the rise.

The following table summarizes the indicators of business entities in other sectors.

Table 4 The volume of key indicators of small business and private entrepreneurship in the economy in Namangan region

№	Name of networks	2019 years	2020 years	2021 year	The rate of change, the ratio of 2021 to 2019, in %
1.	Industry, <i>billion sum</i>	5002.7	5471.3	7174.3	143.4
2.	Construction, <i>billion sum</i>	3310.1	4101.3	5247.9	158.5
3.	Employment, a <i>thousand people</i>	916.7	884.3	991.9	108.2
4.	Export, <i>mln.USA.dol</i>	291.2	195.3	253.5	87.1
5.	Import, <i>mln.USA.dol</i>	529.0	376.4	474.6	89 , 7
6.	Trade, billion sum	8685.2	10422.4	14216.3	163.7
7.	Agriculture, forestry and fisheries, bln	16424.5	18798.7	22671.5	138
8.	Services, billion sum	5176.4	5842.3	11786.8	227.7
9.	Freight, million tons	24.1	24.3	27.2	112.9
10.	Freight turnover, mln.tons-km	519.1	539.7	583.3	112.4

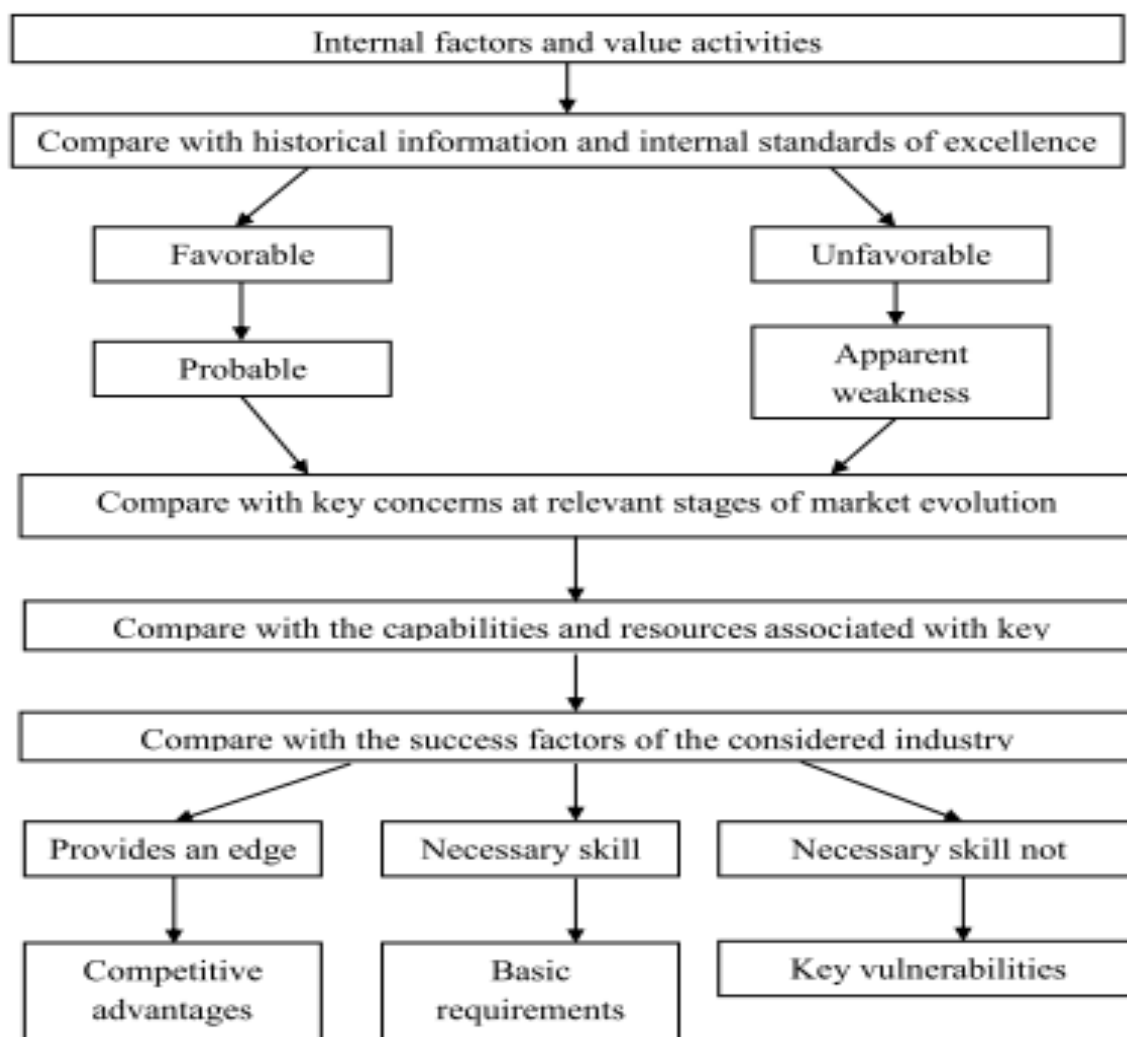
11.	Passenger transportation, million passengers	444.6	397.6	423.7	95.3
12.	Passenger turnover, mln.pass.km.	8501.5	7591.8	7979	93.9

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

According to the table above, in 2021, the indicators of industrial production, construction, employment, trade, transportation services by businesses in the region will increase compared to 2019. This shows that effective **product strategy (commodity-market, production), technology selection and development, resource strategy, innovation and marketing strategies** are used in these industries.

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.

Figure 6. Competitive advantages and success factors



Understanding Scenarios and Defining Opportunities

Forecasts are made regarding the future changes in the field of business in which the organization operates, or plans to operate in the future (e.g. in what direction will customer needs and expectations evolve and develop in the future). The external variables, which are most sensitive and would affect the results the most if changed, are identified.

Assumptions are critical in formulating a successful strategy. In other words, the success of strategic plans depends largely on the actualization of assumptions made during the planning process.

Assumptions imply the external factors that are not under the direct control of the business preparing the strategic plan, but that can affect the progress and success of the strategic plan. After reviewing sociocultural factors, technological factors, political environmental, legal conditions, macro-economic factors, and variables originating from international system in the environmental analysis, the tendencies of related parties such as competitors, customers, and suppliers must reflect onto the systematic of strategic planning as assumptions. A schematic diagram illustrating the process of analyzing scenarios and defining opportunities is shown in Figure 3.8.

Scenarios:

- Internally consistent views of the future.
- Focus on discontinuity and change.
- Explore the impact of the change on key players and how they respond to the environment.

Points to consider while developing the scenarios:

- What will be the boundaries of the industry 5 years later? What are the current boundaries and the value-added chains linked to the industry in which you consider joining?
- Which actors may significantly affect the development of scenarios?
- Who, and to what extent, will be affected by the developments in the industry?
- What are the factors giving direction to the future of the industry? What are the critical unknown factors, rather than the factors possible to forecast?
- What is the most important change that will occur in the sector's balance of powers?
- While scenarios are written in detail, they must be freed from internal inconsistencies.
- Detailed scenarios should not describe the situation five years later, but rather tell about the developments that would take us there during those five years.

In order to promote various ideas during this section, seminars, panels or brainstorming meetings must be organized with experts, both within and outside the organization.

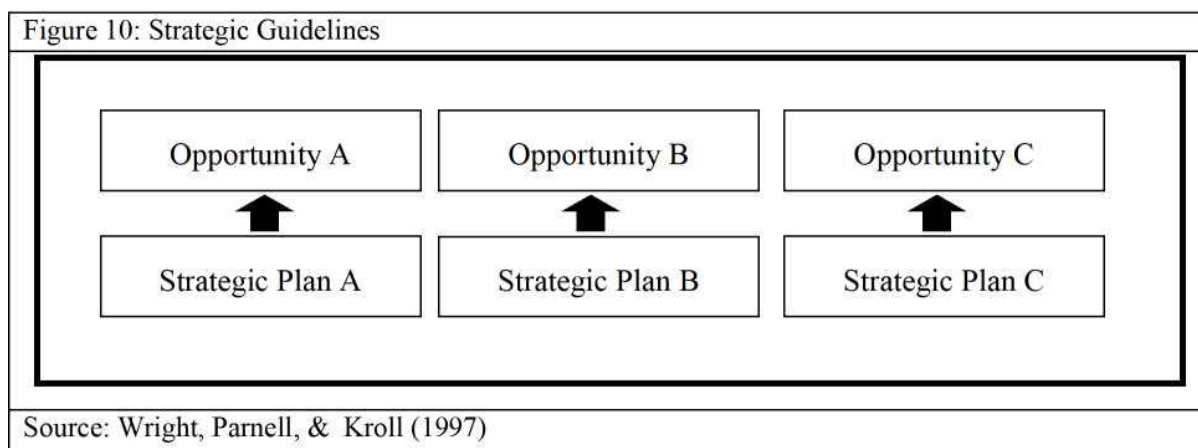
In conclusion, taking into consideration the characteristics of the business that offer competitive advantages, the potential opportunities for the business in the industry are identified.

The opportunities and threats that may be offered and posed for the organization by positive and negative scenarios revealed, by scenario analysis, must be identified. Furthermore, identification of the organization's competitive advantages and weaknesses relative to competitors and industry standards could lead this section to an efficient result.

In short, in order to identify opportunities and threats, the organization's competitive advantages and weaknesses must be compared with potential positive (attractive) and negative (risky) scenarios that may be encountered in the industry.

Figure 7. Strategic guidelines

- If there are multiple opportunities, multiple strategies can be deployed (see Figure 10).



Based on the use of both the techniques of generic competitive strategies and components of strategy, the main strategy(ies) can be identified. For example:

- Concentration
- Market development
- Product development
- Innovation
- Horizontal integration
- Vertical integration

The need for a systematic method of strategic planning is, as many sources exhort managers to 'think strategically' and this is most frequently done conceptually rather than showing how to use the tools for strategic planning. Accordingly, this systematic methodology is brought out in order to assemble the disconnected and disorderly ideas, processes, and techniques (written on strategy and business development) under the same roof, and be easily understood and applied.

Conclusions

There is no single way of preparing a strategic plan. But some lessons can be learned from different country experiences. One of the lessons is that, when a country has to prepare a strategic sector plan for the first time and because political decision-makers are generally in a hurry, the temptation is always strong to follow the old ways of doing things. This means calling in a team of national and/or international experts to actually write up the plan as quickly as possible (a few months), rather than to support a much longer (at least 8 to 12 months), participatory, national plan preparation process. This 'commando style' of proceeding has two significant drawbacks. First, very little national capacity is built, which undermines the sustainability of the strategic planning process in the long term. And second, there is little ownership of the plan by the Ministry staff, and therefore little commitment to get it implemented properly.

A much more difficult challenge is to change the mindset of the people and to introduce the strategic management culture that goes with and we make the following suggestions and recommendations based on the results of the research:

1.The scheduling for the strategic planning process depends on the nature and needs of the organization and the its immediate external environment. For example, planning should be carried out frequently in an organization whose products and services are in an industry that is changing rapidly. In this situation, planning might be carried out once or even twice a year and done in a very comprehensive and detailed fashion (that is, with attention to mission, vision, values, environmental scan, issues, goals, strategies, objectives, responsibilities, time lines, budgets, etc).

2.Strategic planning should be done when an organization is just getting started. (The strategic plan is usually part of an overall business plan, along with a marketing plan, financial plan and operational/management plan.)

3.Strategic planning should also be done in preparation for a new major venture, for example, developing a new department, division, major new product or line of products, etc.

4.These funds are included in budget planning for the coming fiscal year. However, not all phases of strategic planning need be fully completed each year. The full strategic planning process should be conducted at least once every three years.

5.Although there are separate sections listed below for many of the major activities in strategic planning (for example, the sections “Developing a Mission”, “Developing a Vision”, etc.), this section “Various Overviews of Strategic Planning” also includes information about those activities as well. The reader might scan 8-10 of the articles to get a basic feel for strategic planning processes and the diversity of views on the processes.

6.Every company, no matter how big or small, needs a strategic plan. It is a misconception that strategic plans are only for large public companies. The depth of the plan and its detail will vary based on the size and complexity of the company, but each business needs this valuable roadmap to grow and prosper.

7.A good strategic plan is Each department of the company should be included in strategic planning. Participation in the planning process builds a sense of inclusion and teamwork. One way to ensure the plan’s success is to have a large diverse group of people draft the plan. Many companies make the mistake of asking a small silloed group of people to develop the plan.

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