

# STRATEGIC PLANNING OF PRIORITIES IN THE FIELD OF INFORMATION TECHNOLOGY IN THE CONTRIBUTION TO THE TRANSITION TO INNOVATIVE DEVELOPMENT

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**Abstract:** *This article develops a number of scientific proposals and practical recommendations for developing the company's priorities, identifying its strengths and weaknesses, opportunities and threats to its activities by assessing the current state of Uzbektelecom JSC in the context of the transition to innovative development of the national economy.*

**Keywords:** *SWOT analysis, management activities, strategy, plan, services, digital economy, innovative development, service, operators, Internet services, mobile Internet, investments, information and communication technologies, joint stock company, efficiency.*

## Introduction

In the context of ongoing socio-economic reforms in Uzbekistan, consistent measures are being taken to make extensive use of information and communication technologies in the innovative development of the economy. In particular, in the Address of the President of the Republic of Uzbekistan to the Oliy Majlis on January 24, 2020, he said: "It is necessary and necessary to acquire digital knowledge and modern information technologies to achieve development. This allows us to take the shortest path to the ascent. Today, information technology is penetrating deep into all spheres of life in the world." [1] These priorities require the effective use of information and communication technologies in the innovative development of the economy.

It is known that the development of the information and communication sector at the present time, in turn, has a synergistic effect on the development of all sectors and industries of the economy. Almost all the work carried out in the state and society in modern conditions is inconceivable without modern information and communication technologies. In this regard, the country is consistently working on the development of modern information technologies and communications, the creation of an integrated system of e-government services, the introduction of new mechanisms of communication between government agencies and the population.

At the same time, a number of systemic problems and shortcomings in the field of management and implementation of information technologies and communications hinder the rapid

development of this industry, the provision of quality information services [17]. This, in turn, indicates the need to intensify work in this area in all sectors and spheres of the republic and in all spheres of life in general.

## Literature review

In the face of increasing competition, every business entity needs to not only properly assess and anticipate its strengths, but also to effectively analyze the external and internal environment of its activities in order to achieve high performance in the market. In this regard, one of the main pillars of strategic management, which allows to determine the pros and cons of the state of the enterprise, to determine the reliability of its position in the market, is the method of SWOT-analysis. [11]

Studies show that the SWOT model was first used in practice in 1960-1970. The founder of this model was Albert Humphrey, who worked as a management consultant in the United States. He created a SWOT analysis based on this conclusion in the process of studying the strategic plans of insolvent enterprises. Another impetus for the development of SWOT analysis was later proposed by Heinz Wehrich in the form of a SWOT matrix, also known as a 2x2 or SWOT matrix. [2]

From the 1980s to the present, in most countries of the world, economists have been using the SWOT method of analysis as the main support in determining the strategic directions of enterprises and organizations.

Theoretical and methodological problems of this method were studied by foreign and CIS scientists D.V.Arutyunova, E.V.Bogomolova,

L.M.Goxberg, I.Yu.Zabaturina, G.G.Kovaleva, N.V.Kovaleva, V.I.Kuznetsova, L. Simkin, S.Dibb, D.A.Kornilov, S.N.Yashin, D.A.Kornilov, S.N.Yashin, D.A.Kornilov [3,4,5,6,7,8, 9].

For example, American economists A.A. Thompson and A.Dj. According to Strickland, "it consists of a list of risks and opportunities related to the external environment, as well as a summary of the approximate characteristics of the list of strengths and weaknesses of the enterprise". [10]

Taking into account the national features, the doctoral dissertation of Sh.A. Tursunov in the field of information and communication of the Republic of Uzbekistan covers the issues of attracting foreign investment in the field using the SWOT analysis method for effective management of investment activities in the telecommunications sector. . Muhiddinov's scientific work analyzes the activities of the Tashkent branch of Uzbektelecom JSC using the method of "SWOT" analysis to increase the effectiveness of marketing activities in the Tashkent branch of the telephone network. This analysis is not limited to the study of the general activities of the branch, but also proved that each type of service can be implemented in practice, and this method of analysis provides practical assistance to clearly develop a strategic plan of the branch [6].

### Methodology

In general, the SWOT analysis method is a widely recognized approach that allows for a joint study of the internal and external environment, meaning in English strength (weaknesses), weakness (opportunities), opportunities (threats). Using the method of SWOT-analysis, it is possible to establish a link between the strengths and weaknesses of the enterprise, as well as between external threats and opportunities. The SWOT-analysis methodology is one of the methods designed to first identify strengths and weaknesses, as well as to establish a communication chain that can be used to clearly articulate the risks and opportunities and then the business strategy between them. [7]

This method of analysis is important in determining the ability of each enterprise or company to maintain, strengthen and develop its position in the market. Also, this method of analysis is one of the most effective methods in the strategic management of the enterprise or companies, effectively organizing their management activities, strategic planning of future activities and helping them to make effective management decisions.[12]

### Analysis and results

In this article, as an object of research, we analyze the activities of Uzbektelecom JSC in the provision and development of services in the national information and communications market, namely: Call Center - services (reference data), transport network rental services, "Single Window" - services, telecommunications and computer network design

and operation services, Internet channel distribution services to operators and providers, billing services for all telecommunications services, IP-telephony, IPTV services. [8]

As a result of the research, the strengths and weaknesses of the services provided by the company, as well as the opportunities and threats to the external environment in accordance with these services were identified.

From the existing analysis, it should be noted that Uzbektelecom JSC is a monopolist in the provision of universal services in the telecommunications network in our country, and has strong competitors in the provision of additional services. In this regard, it is expedient to study the existing opportunities and weaknesses of Uzbektelecom JSC.[18]

The SWOT analysis of the management activities of Uzbektelecom JSC is presented in Table 1.

**Table -1**  
**The SWOT analysis of the management activities of Uzbektelecom JSC**

| Strength  | Weakness   |
|---|--|
| <ul style="list-style-type: none"> <li>- Adoption of a corporate code for the introduction of innovative management principles;</li> <li>- support from the country and industry leadership;</li> <li>- Adoption of a program for the development and introduction of information and communication technologies;</li> <li>- production of telecommunication technology infrastructure;</li> <li>- monopolist in the provision of universal services;</li> <li>- provision of quality and uninterrupted telecommunication services;</li> <li>- Availability of telephone exchanges in all settlements of the country;</li> <li>- full dominance in the local telecommunications market;</li> <li>-</li> </ul> | <ul style="list-style-type: none"> <li>- Negative attitude of employees to innovations;</li> <li>- weak advertising and marketing policy;</li> <li>- low capacity of staff working with clients;</li> <li>- low level of information and communication technologies;</li> <li>- slow level of introduction of innovative services;</li> <li>- low level of competitiveness in large cities;</li> <li>- low material interests of employees.</li> </ul> |
| Opportunity   | Threats  |
| <ul style="list-style-type: none"> <li>- Targeted reforms to develop the digital economy;</li> <li>- existence of a strong legal system;</li> </ul>   | <ul style="list-style-type: none"> <li>- changes in the legal framework;</li> <li>- existence of external liability;</li> <li>- strong</li> </ul>  |

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>- availability of government orders;</li> <li>- Increased opportunities to attract current and local investors;</li> <li>- Availability of high quality service system;</li> <li>- Existence of an incentive mechanism for the use of new innovative technological processes.</li> </ul> | <p>competition for mobile and Internet services;</p> <ul style="list-style-type: none"> <li>- the presence of low inflation and exchange rate risk;</li> </ul> |
|---|--|

Based on the data in Table 1 and our research, focusing on the strengths of Uzbektelecom JSC's management, in practice the company is directly involved in the development and implementation of information and communication technologies on the basis of a number of investment projects aimed at modernization and reconstruction of telecommunications infrastructure.[13]

In addition, the company's monopoly on the provision of universal services and the lease of channels, the fact that it is fully engaged in the reconstruction of communication lines in all settlements, telephone exchanges (ie, the replacement of coaxial cables with fiber-optic cables) provides a complete advantage with the types of services and their cheapness.[16]

If we look at the existing capabilities, the company has created a strong legal system, that is, each work is carried out on the basis of certain regulations, and within the framework of each work is a responsible, clear deadline. [14] There is an opportunity to conduct various types of marketing research in the field. For example, it is possible to conduct research with customers, organizations, on the needs for different types of additional services. The replacement of communication lines by optical fiber lines, which is caused by the strong, allows for a high quality service system. Because the quality of communication via optical fiber is raised to a higher level, and the exchange of information will be able to be transmitted to its destination without any errors and quickly.[15]

The company's weaknesses are insufficient involvement of employees in innovations that meet market requirements in practice, weak advertising and marketing policies, ie lack of information and advertisements about introducing additional types of services to customers and how they benefit customers, insufficient information through television and other media. non-availability, low cost of fixed-line communication compared to mobile or relatively low cost of fixed-line Internet from mobile Internet, low level of information and communication technologies in rural areas,

Examples of future threats to the company's operations include the lack of stations in the regions, especially in rural areas, or their low capacity, the fact that most of them are physically and mentally obsolete, the lack of an effective system of incentives in the industry, the relatively low monthly salary. the

presence of young people leaving for other relatively high-paying fields, the low share of high-skilled workers with modern knowledge and skills, problems with retraining and attracting mature professionals to the system, the system of retraining of each employee in a timely manner. lack of modern managers and mainly qualified marketers operating on the basis of market requirements, the presence of strong foreign competitors in the provision of communication services of the company it can pass.

In our opinion, it is expedient to use the SWOT-analysis of the management activities of Uzbektelecom JSC in the effective management of Uzbektelecom JSC and increase the efficiency of telecommunication services. The company will benefit from the strong and existing opportunities provided in it in its practical activities. In addition, the company should take appropriate practical measures to address its weaknesses and possible future threats.

In general, in the current digital economy, the expansion of the market of telecommunications services, the introduction of new innovative services, increasing the volume and quality of existing services, the entry of foreign companies into the telecommunications market, the emergence of a competitive environment in the domestic market Improving the effectiveness of the effective management system will play an important role in the delivery of services to enterprises directly to consumers and the availability of strong and reliable market segments.

### Conclusions

In the table above, we present our proposals on further strengthening the strengths (Strengths) of the management of Uzbektelecom JSC, reducing Weaknesses, proper use of available opportunities (Opportunities) and countering threats (Threats).

On further strengthening the Strengths:

- Adoption of a program for the development and introduction of information and communication technologies, ie the full implementation of the program "Digital Uzbekistan -2030", which is currently proposed by the President;

- rational and effective use of the support of the joint-stock company in practice by the state and industry leaders;

- be able to effectively use the opportunity to have the status of "National Operator" of a single communications sector in the country;

- be able to properly use the existing highly qualified workforce and human resources;

On reducing the impact of existing weaknesses (Weaknesses):

- Establish an effective system of advertising and informing customers about the types of services, how to use additional services through the correct implementation of advertising and marketing policies;

- development of a concrete action plan to eliminate the relatively high cost of infrastructure in practice and ensure its implementation;

- Establishing an effective system of incentives for the work of creative and innovative employees through the introduction of a mechanism to support them in order to limit the low material interests of the majority of employees from the company's success;

- Introduction of a mechanism for continuous improvement of skills and abilities of employees working with clients in the company and the development of a system for the effective use of their potential;

- timely fulfillment of obligations on investment payment terms in the company with the effective use of innovative methods of management "Targeted Management" and "Economical Production".

On the wide and effective use of Opportunities:

- correct and effective use in practice of the opportunities provided by the radical reforms being implemented by our state for the development of the digital economy;

- increase the volume of services not only in the domestic market, but also in the markets of neighboring republics by conducting strategic marketing research in the market of information services;

- Improving the efficiency of the high quality service system by attracting mutually beneficial investments in the industry;

- extensive use of the mechanism of incentives by the state to support the widespread introduction of modern innovative technological processes in the industry;

- Ensuring the effectiveness of the system of training and retraining of company employees, in particular, executives in companies of leading countries in the industry;

- Ensuring "synergetic" efficiency in the field by increasing the effectiveness of mutually beneficial cooperation with mobile operators;

To eliminate or reduce the impact of Threats:

- Establishing a system of effective attraction and rational use of investments in order to reduce the cost of services, continuously improve the quality of services, taking into account the growing trends of competition for modern mobile communications and mobile Internet services at the international level;

- Development of a specific action plan to reduce the risks posed by rising inflation and exchange rates due to the coronavirus pandemic in the industry;

- Introduction of an effective system of training qualified marketers and continuous improvement of their knowledge and skills in the face of fierce competition, the establishment of mechanisms for the recruitment of marketers on the basis of "openness" and "transparency".

In conclusion, the implementation of these proposals, given the current real situation, can have a

positive impact on the proper use of positive and negative factors affecting the management and management of Uzbektelecom JSC and, ultimately, increase efficiency.

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