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THE IMPORTANCE OF STRATEGIC VISION IN THE MANAGEMENT OF TEXTILE CORPORATIONS

Yusupov Saidvali Shukrullayevich

Acting Professor, Department of International
Tourism Management, Alfraganus University,

Doctor of Economics (DSc)

Abstract:

The article studies the importance of strategic foresight in the management of textile corporations. The opinions of foreign scientists on the competitive position of enterprises, firms and companies are highlighted, the essence of the concepts of increasing the competitiveness of the enterprise in the industry, strategic thinking and strategic foresight are substantiated. At the same time, the concepts of strategic thinking as the ability to model the situation, reveal the need for change, develop a change strategy, use theoretical and practical methods and strategic analysis models developed in one's managerial activities, and implement the strategy are substantiated. A model for the formation of strategic foresight of the competitive position of an enterprise in business is also developed.

Keywords: Textile industry, modernization, competitiveness, competitive position, strategy, tactics, strategic thinking, strategic foresight.

INTRODUCTION

Currently, market changes, modernization of the economy have radically changed the environment in which industrial enterprises of our republic, including knitting and sewing enterprises, operate. The “seller's market”, where the supply of goods is somewhat limited and the production orientation among economic entities



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prevails, has been replaced by a “buyer’s market”, characterized by strong competition between manufacturers and buyers. The squeeze of an enterprise, its development has become dependent not only on the ability to produce a product that meets demand, but also on the ability to deliver it to the consumer, outperforming numerous competitors. In this case, an industrial enterprise, which is an open system, must take into account possible external threats in order to gain and maintain a market position. That is why the analysis of theoretical approaches to strategic foresight in the management of textile corporations and their application in practice are currently one of the urgent issues.

Therefore, when assessing the prospects of conducting a particular business and creating favorable conditions for the development of this industry, achieving them requires the formation of competitive advantages that will allow the enterprise to lead the market in the medium and long term. Suppose that for an operating industrial enterprise it is very necessary to determine the competitive position that they occupy and that they dream of occupying in the future. According to F. Kotler and his co-authors, some societies are old, stable, while others are new and inexperienced, some strive for rapid growth in market share, while others strive for long-term profit. All these societies occupy different competitive positions in the target market [2].

The Decree of the President of our country No. PF-2 dated January 10, 2022 “On measures to support the activities of cotton and textile clusters, radically reform the textile and garment and knitwear industries, and further increase the export potential of the sector” sets a specific goal of developing and implementing joint educational programs for training highly demanded specialists in the textile industry (engineers, technologists, designers, marketers) at the Tashkent Institute of Textile and Light Industry in cooperation with higher educational institutions of Turkey, Germany and other countries from the 2023/2024 academic year [1].



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As stated in this Decree, the development and implementation of joint educational programs for the training of specialists in high demand in the textile industry, in cooperation with higher educational institutions of Turkey, Germany and other countries, will serve as the basis for studying theoretical approaches to strategic foresight in the management of textile corporations.

LITERATURE REVIEW

In covering the topic of the article, the works of foreign scientists F.Kotler, R.Rumelt, G.Minsberg, D.B.Quinn, S.Goshal, B.Alstrend, D.Lempel, B.Karlof, W.Bennis, V.Namus, N.N.Smirnov and S.A.Popov were used, and the textbooks of Uzbek scientists N.Q.Yuldashev, R.A.Isayev and S.N.Yuldashev were used. In their works, scientists have given a number of definitions related to the topic, the concepts of enterprise development strategies, competitive position and competitiveness, strategic thinking and strategic foresight, and theoretically revealed their content and essence.

METHODOLOGY

Various scientific methods were used in the research of this scientific article: functional approach, systematics, comparison, juxtaposition, induction and deduction, and other methods. The opinions of foreign scientists on the topic were analyzed, and relevant conclusions, suggestions, and recommendations were made.

ANALYSIS AND RESULTS

Today, in order to analyze the theoretical approaches to strategic foresight in the management of textile corporations and apply them in practice, it is of great importance to study the views of foreign scientists in this area.



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R. Rumeltny noted that the position of the firm includes goods and services, the market segment in which the product is sold.

The concept of “competitive position” is practically not used in the literature on the development strategy of the enterprise. In some literature, the concept of “competitive position” is equated with the category of “competitiveness” [4].

Most research scientists, including foreign scientists, prefer to use the concepts of “competitiveness”, “competitive advantages”.

In our opinion, the concept of “competitive position” can be used to reveal the goals of increasing the competitiveness of an enterprise in the industry. In Figure 1, a specific competitive position of an enterprise in the industry can be viewed as the goals of increasing competitiveness in accordance with a systematic approach.

The acquired competitive position represents the competitive advantages that a company has in its industry. The appearance of competitive advantages arising from the acquired competitive position is called two types of positional advantage: first-mover advantage and establishment advantage.

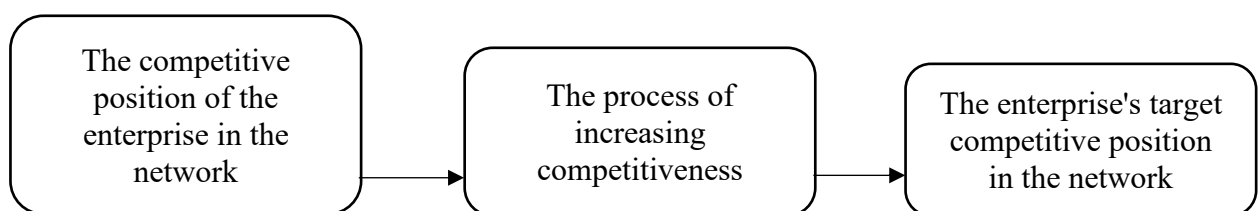


Figure 1. The process of increasing the competitiveness of an enterprise in the network [4]

R.Rumelt states that, under equal conditions, the first to occupy the market, the founders, have an advantage n over those who enter this market n - times. The



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advantage of establishment is that a firm with a certain position in the market can more easily maintain or strengthen its position than a firm with a relatively lower position. Making effective management decisions to occupy the desired competitive position requires the management of the enterprise to be able to think strategically.

The essence of strategic thinking is covered in the works of such scientists as theorists of strategic management K.Ohmaye, G.Minsberg, D.B.Quinn, G.Hemel and K.Prakhalad.

According to Russian scientist S.A.Popov, strategic thinking in relation to business is understood as the ability to see its future ideal model, that is, a changed, new form of the organization's activities [7].

Richard Daft, an American management researcher, approaches strategic thinking as a process that involves analyzing the long-term perspective, taking into account the overall picture of the business, the organization, the competitive environment, and the interrelationships between them. According to Bengt Karloff, there are five elements of strategic thinking [8].

The first is the ability to model the situation. If the concept of imagination is expressed figuratively, then the ability to “helicopter ride” is the ability to understand the regularities of the relationship between needs, consumer demand, competitors' activities, the quality of their products, their own needs in society and their ability to satisfy customer demand. Thus, part of strategic thinking is analysis. However, the complexity and variability of analytical work complicates the ability to model the situation. The higher the ability to abstract, the more clearly the relationships are determined. The ability to move from concreteness to abstraction and vice versa is an important condition for competence in strategic issues. Using this ability in developing a strategy, it is possible to reveal the possibility or necessity of changes in society.



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The second element is the ability to identify the need for change. Today, changes in societies are taking place much more intensively than before. For most societies, any changes entail expansion. Today, they are characterized by the fact that they take into account a large number of variables - from the efficiency of production costs to the differentiation of the product range, as well as variables such as product quality and society's attitude to risk.

Determining the need for change requires a two-fold ability:

- readiness to take into account the circumstances arising from the activity of specific factors in this area;
- intelligence and a creative approach that allow society to be prepared for emergencies and find ways to increase its competitiveness, taking into account a combination of known and unknown quantities.

The third element is the ability to develop a strategy for change. R. Rumelt, one of the leading scholars of strategic management, believes that one of the central premises of strategic thinking is the idea that the combination of resources in a certain composition can enhance mutual effectiveness and even completely neutralize the forces of competitors [4].

The fourth element of strategic thinking, as B. Karloff noted, is the ability to use theoretical and practical methods and models of strategic analysis developed in his managerial activities.

The final element is understood as the ability to implement the strategy. G. Minsberg identifies seven factors that form a single system of strategic thinking (Figure 2).



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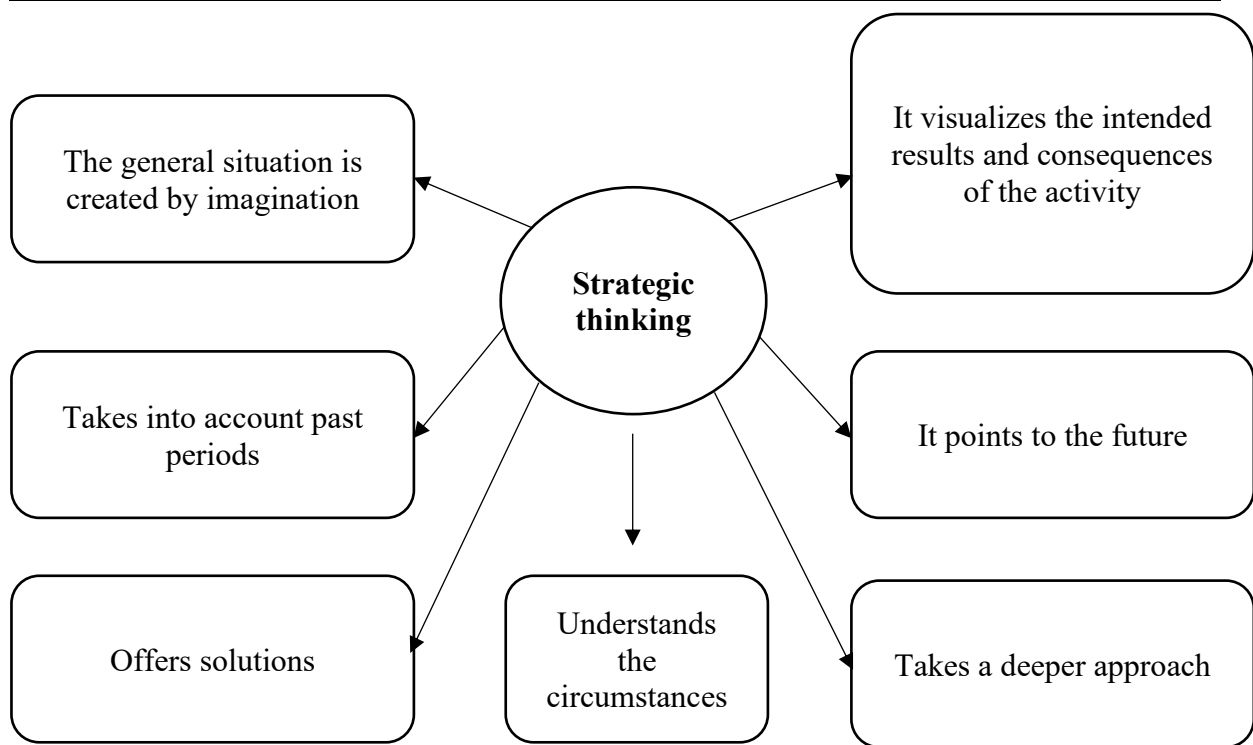


Figure 2. Strategic thinking framework [5]

Based on the analysis of past periods, strategic thinking is focused on the future. It covers the “big picture” of the organization and tries to see the “forest for the trees”, but such and inductive thinking, looking from above, are complemented by a deeper look. A creative approach is inherent in strategic thinking. According to G.Minsberg, strategically thinking individuals perceive the world differently than others. They do not recognize generally accepted laws and rules, traditional strategies, as a result of which their organization stands out from the “general line”. Strategic thinking, based on the circumstances, understanding and taking



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into account the impact of the work planned by the organization on it, allows us to envision and imagine the future. As G.Minsberg noted, thinking is worthy of being called strategic only when a person is able to see the situation from all sides [6].

Summarizing the existing approaches in the literature, it can be concluded that the presence of strategic thinking at the level of top management of an enterprise creates an opportunity for strategic formation of the competitive position of a business. As S.A.Popov noted, when societies understood the difference between planning and strategic thinking, they actually returned to what the creation of a strategic process should be: the manager should capture any “strategicity” that he can get from all his sources (his own knowledge, intuition from personal experience, and the practice of specialists in other organizations); then synthesize the “captured” strategic moments (moments) in order to fully see the main direction in which the business should develop” [7].

S.A.Popov is one of the researchers who considers strategic foresight as a crucial element of the management process. Western theorists and practitioners have shown in their numerous works the role of strategic foresight in the effective functioning of the organization. In the book “School of Strategies”, its authors emphasize that foresight is the central concept of the direction of research, which is called the entrepreneurial school of strategic management [7].

According to the representatives of this direction, U.Bennis and B.Nemus, “To choose a direction, a leader must first of all be able to imagine in his mind what state the organization should be in in the future. This vision is called foresight, which can be as vague as a dream or as clear as a goal and mission” [9].

According to the well-known American scientists A.A.Thompson and A.D.Strickland, a well-thought-out foresight prepares society for the future,



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determines long-term directions of development and shows what the society needs to do in order to take a certain position in business.

One of the leading researchers of management, G.Minsberg and his followers believe that “every self-respecting organization should develop a vision of its future activities, or at least develop some ideas that can be called “foresight”” [5]. Developing the interpretation of foresight by W.Bennis and B.Nemus, the Swedish expert on business consulting Bengt Karloff Vision is a reflection of the aspirations of the owner or director of the company and the desired business situation that can be realized in the best possible conditions in the future. Vision allows you to achieve a goal in running a business.

One of the Russian management researchers, N.N.Smirnov, justifies the importance of business management in this way: “Modern strategic problems, ... are too complex for partial rational analysis. Therefore, the creative qualities of the leader, his intuition, the ability to create a vision of the company's development prospects are of great importance” [3].

In some works, vision is interpreted similarly to the concept of the enterprise mission. In the book “Business Planning” it is said that “Vision is the philosophy of business management, the justification of the existence of society, not the goal itself, but rather the feeling of the main goal.” The mission of society, according to the authors, is a more specific goal than vision. However, such an interpretation is difficult to consider correct. In management, the mission is considered as a justification of the necessity of the organization's activities. As S.A.Popov noted, “Strategic foresight is an image of the future state of the organization, which, through a system of existing characteristics, gives a qualitative idea of the organization’s business achievements in a clear strategic perspective” [7].



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As N.N.Trenev noted, foresight should cover the situation in dynamics, create an idea of the desired position of the enterprise, the means of achieving it, as well as the factors that hinder it.

When forming a strategic foresight of the competitive position, it is necessary to pay attention to its two components: the tasks that need to be done strategically and the competitive advantages of their implementation. The concept of the tasks that need to be done strategically has found its broad interpretation in the concepts of G.Hemel and K.K.Prahalad. Based on the analysis of the activities of companies that have won the competition and are recognized as leaders in their industry, they considered leadership factors to be the main factor. Strategic tasks include not only the idea of leadership, but also measures to motivate employees by explaining the importance of the goal, ensuring a certain degree of freedom of personal and collective thought, and setting some new, specific tasks that arise as a result of changing circumstances.

The value of formulating strategic tasks, according to M.Boysot, a leading expert in the field of management, increases in conditions of uncertainty of the external environment. Strategic tasks are based on intuition arising from imagination. This provides a simple but deep, intuitively understood goal by all employees of society - a goal that, due to its clarity, can be maintained for a long time even under the influence of the external environment.

Along with the work that needs to be done within the scope of strategic thinking, it is also important to identify competitive advantages that will allow the enterprise to achieve the level of leadership in the industry, and then go beyond it. It is necessary to highlight the priority areas of work on achieving the desired competitive position and managing, designing, and maintaining competitive advantages. According to F.Kotler, competitive advantage is the ability of a



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company to operate in one or more areas where competitors are unable or unwilling to match the level of value and costs achieved by it [2].

In our opinion, the concept of “competitive position” allows us to more accurately express the purposeful orientation of strategic decisions made by the management of an enterprise regarding its business in a particular industry. Competitive position is understood as the position that an enterprise occupies in the industry or the position that it wants to occupy in terms of the determinants of success at a given time, taking into account the characteristics of the market situation in the industry. In this case, the competitiveness of a business is largely characterized by the competitive position occupied by the enterprise in the industry. At the same time, competitiveness does not only express the position occupied in the industry, but also characterizes the potential for future success of the business. Many researchers note that recently more and more attention has been paid to identifying the potential opportunities of an enterprise in the competitive struggle. In general, this problem is quite broad and refers to the “competitiveness of the enterprise”.

The development of strategic tasks and the boundaries of their competitive advantages requires a comprehensive and in-depth analysis of both the enterprise's potential and the impact of external factors. Although the management is obliged to conduct an analysis of the resources owned by the enterprise, even in order to solve operational tasks, the issue of analyzing the impact of the external environment requires special efforts and conscious efforts from top management. After the analysis, first drafts of strategic solutions are prepared according to the management logic itself, and then they are implemented.

We can express the strategic vision of the competitive position of the enterprise in the form of the following model (Figure 3).



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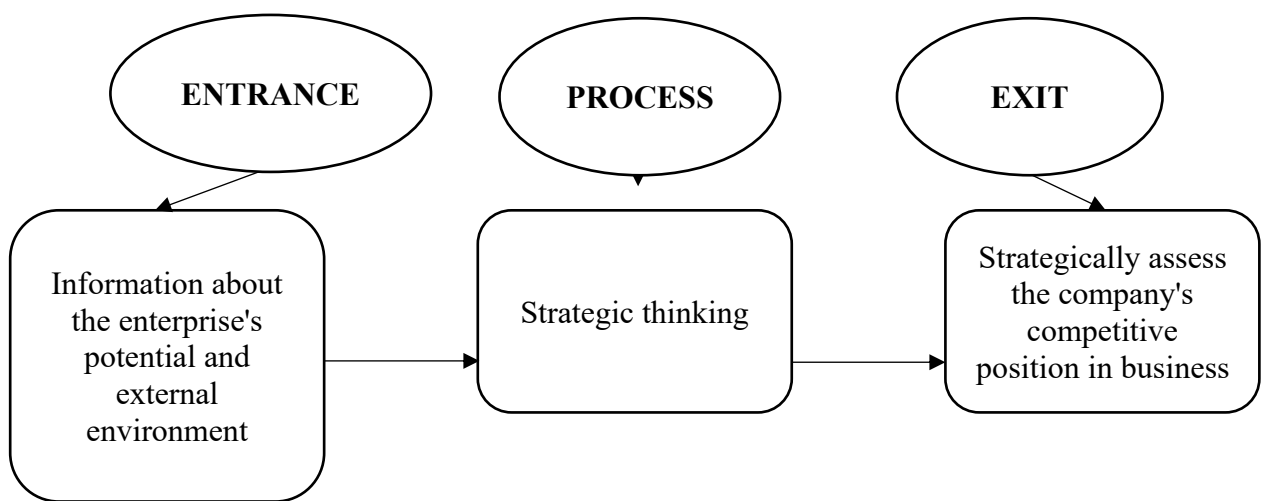


Figure 3. Model for forming a strategic vision of an enterprise's competitive position in business

The formation of strategic thinking can be considered one of the main conditions for creating an enterprise management system. Strategic thinking plays a key role in setting goals that allow for strategic thinking, as well as in developing plans to achieve the set goals.

The management of the enterprise must also understand that the level of strategic thinking determines the level of management effectiveness.

It is necessary to create all the conditions for strategic thinking in the enterprise, both by the management and for managers at all levels. In this, the mastery of the instruments and methods of developing the organization's strategy by the management plays an important role.



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CONCLUSION AND SUGGESTIONS

Given the growing demand for products made from natural fibers in the world market, it is necessary to emphasize that Uzbekistan has ample opportunities to become known in the world market not only as an exporter of raw cotton, but also as a supplier of finished textile industry products.

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

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 company”.

In order to develop a corporation and increase the efficiency of its activities, it is advisable to use strategic management. Strategic management represents the activity of identifying, forming, and implementing the long-term and short-term strengths of the organization's competitive sides. The transition to the path of innovative development involves the development of new approaches in the field of strategic management to ensure the effective functioning of the corporation.

In our opinion, only innovation can easily remove obstacles to achieving market share, product sales, the number of consumers, and the ability to own a high-quality brand. Therefore, innovation is the key to future development.

“Innovation strategy is a process aimed at satisfying the needs of the company, the industry, the market, and consumers, primarily through its novelty, as one of the means of achieving its goals, and is subordinate to the overall strategy of the company, determining the choice of innovation goals, means of achieving them, and sources of attracting funds.”



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The model of strategic foresight formation of the competitive position of an enterprise in business is one of the main instruments for developing theoretical approaches to strategic foresight in the management of innovative textile corporations. The work of this model begins with the input to the model, in which information about the enterprise's potential and external environment is analyzed, through which strategic thinking is formed, and then the output of the model forms a strategic foresight of the enterprise's competitive position in business.

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