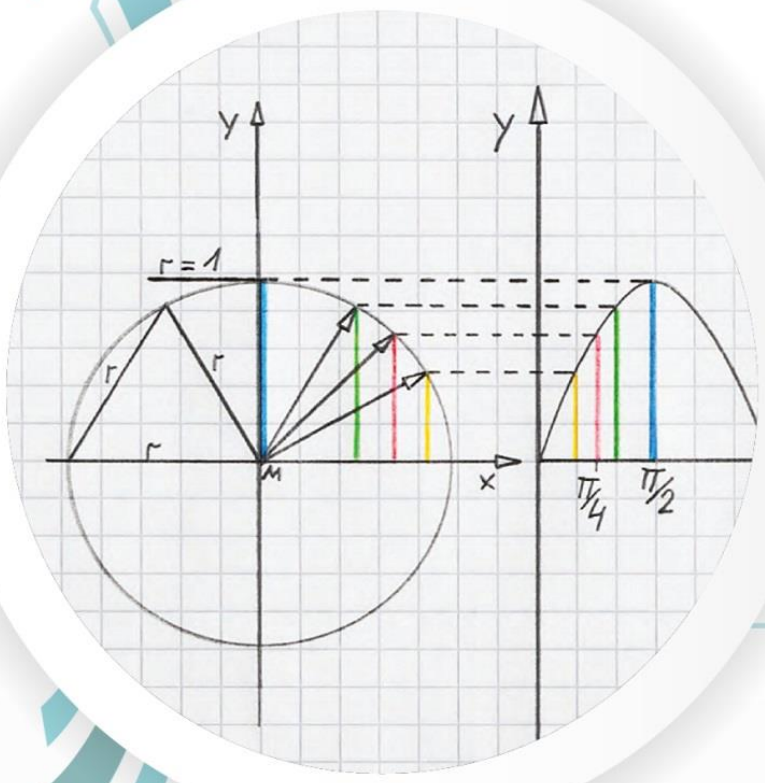
ISSN : 1687-6156 (ONLINE)

INTERNATIONAL JOURNAL OF

ENGINEERING MATHEMATICS: THEORY AND APPLICATION



Indexed by:

ROAD Crossref Universal Impact Factor IMPACT FACTOR SEARCH

Editorial Team
G. Ahmed
Professor of Computational Engineering Mathematics and Numerical Analysis
Department of Engineering Physics and Mathematics
Associate editor-in-Chief
Dr. Hamed Daei Kasmaei
PhD in Applied mathematics-Numerical analysis and computational
Department of Mathematics and Statistics,
Honor President of IEEMS
Mahim Ranjan Adhikari
Department of Mathematics
Calcutta University
India
Carlo Cattani Professor, Tuscia University, Viterbo
Department of Economy and Enterprise DEIM
Italy E-mail: ccattani@unisa.it

Dr. Sunil Kumar National Institute of Technology
Jamshedpur Department of Mathematics
India Email: skiitbhu28@gmail.com
Praveen Agarwal
Ph.D., Professor
Anand International College of Engineering Department of Mathematics Jaipur India
Email: goyal.praveen2011@gmail.com
Thomas Korimort Mathematician
Computer Scientist Dr. tech. Dipl.-Ing
AMS University of Leoben Vienna University of Technology Austria Email: tomkori@gmx.net
Dr. Stephen Kirkup
Lecturer in Nuclear Science / Engineering
School of Engineering Computing and Technology Building, CM138 University of Central Lancashire
United Kingdom Email: smkirkup@uclan.ac.uk
Dr Mehmet Senol
Nevsehir Haci Bektas Veli University Department of Mathematics Nev_sehir
Turkey
Email: msenol@nevsehir.edu.tr
Dr. Muhammad Sadiq Hashmi
Associate Professor
Department of Computer Science
COMSATS Institute of Information Technology
Sahiwal Campus Pakistan
Email: sadiq.hashmi@gmail.com

Hector Vazquez Leal
Full Time Professor
School of Electronic Instrumentation
University of Veracruz
Mexico Email: hvazquez@uv.mx
Dr. Jyotindra C. Prajapati
M.Sc., M. Phil., Ph.D., MIMS, MISTE
Principal, Faculty of Science
Marwadi University
Rajkot-Morbi Highway
RAJKOT- 360003, GUJARAT
India
Hasan Bulut
Faculty of Science Department of Mathematics Firat University Elazig Turkey
E-mail: hbulut@firat.edu.tr

Fethi Bin Muhammad Belgacem Department of Mathematics Faculty of Basic Education
PAAET, Al-Ardhiya Kuwait E-mail: fbmbelgacem@gmail.com
Avishk Mahim Adkhaira
Associate Professor of Mathematics Calcutta University
India E-mail: math.mra@gmail.com

János Kurdics
Professor of Mathematics University of Nyiregyhaza
Hungary Academic Member of ATINER
Athens E-mail: kurdics@nyf.hu

CONTACT
Professor of Computational Engineering Mathematics and Numerical Analysis
Faculty of Engineering
Zagazig University
Zagazig
P. O. 44519
Egypt
http://iejemta.com/
Email: sgamil@zu.edu.eg

International Journal of Engineering Mathematics: Theory and Application (Online)
1687-6156 http://iejemta.com/ VOLUME 7 ISSUE 2
Impact factor 9

IMPROVING STRATEGIC PLANNING IN THE SPHERE OF HOUSEHOLD SERVICES: EXPERIENCE AND RECOMMENDATIONS

(A case study of Andijan region)

Usmonova Dilfuza Ilhomovna - Samarkand Institute of Economics and Service, PhD, Associate Professor of the Marketing Department

Musaboev Rustam Alizhanovich - Samarkand Institute of Economics and Service, independent applicant

Abstract: The article is devoted to the issues of strategic planning in the sphere of household services at the regional level, focusing on the experience and realities of the Andijan region of the Republic of Uzbekistan. The relevance of strengthening a strategic approach in managing this sector is substantiated, viewing it as an important factor of economic growth and a tool for improving the quality of life. The current state of the household services sector is analyzed, with the identification of existing problems and growth opportunities. As a result of the research, proposals were developed to improve the mechanisms of strategic planning, taking into account local specifics.

Keywords: Strategic planning, household services, regional development, Andijan region, public administration, entrepreneurship, services to the population.

Relevance of the Research Topic

Household services are a crucial component of the service sector, directly impacting the quality of everyday life, employment levels, entrepreneurship development, and social stability. In the context of Uzbekistan's transition to an innovative economic model and deepening market reforms, the development of household services is gaining increasing importance—not only as an economic sector, but as a social institution capable of ensuring sustainable regional development and reducing territorial disparities.

Andijan region is one of the most densely populated and socially active regions in Uzbekistan, with significant labor potential and a developed network of small businesses. The household services sector in the region covers a wide range of

activities: clothing repair and tailoring, hairdressing and beauty salons, home appliance repair, auto services, installation and maintenance of household equipment, funeral services, and more. These services are in demand both in urban and rural areas, making this sector a vital tool for social support and employment, especially among youth and women.

Despite the positive development trends—including an increase in the number of business entities, expansion of the range and volume of services provided, and growth in tax revenues—several systemic issues remain. The main constraints include:

- Low level of technological advancement and automation in most enterprises;
- Limited access to modern tools for strategic and business planning;
- Ineffective coordination between government agencies, educational institutions, and businesses;
- Shortage of qualified personnel and mechanisms for professional training;
- Limited institutional and digital solutions that stimulate sectoral development.

A particularly concerning issue is the lack of comprehensive regional strategies tailored to specific conditions. Existing strategic documents often do not take into account the sectoral characteristics of household services, their spatial specifics, and rapidly changing consumer demands. In the face of globalization, growing competition, and digitalization, such shortcomings hinder the effectiveness of state support and the investment attractiveness of the sector.

Thus, the development and implementation of mechanisms for improving strategic planning in the household services sector at the regional level, particularly in Andijan, becomes a pressing scientific and practical task. Solving this task will improve the sector's adaptability to modern challenges, enable more rational resource allocation, stimulate innovation, and ensure balanced socio-economic development.

Literature Review

To justify the approaches to improving strategic planning, the authors analyzed literature that includes both classical management theories and modern regional and applied research:

- **Ansoff I.** (2007) in *Strategic Management* emphasizes the need for adaptive and flexible strategy development, which is especially relevant for dynamic sectors like services [2].
- **Porter M.** (2018) in *Competitive Advantage* highlights the importance of analyzing external and internal environments to build sustainable competitive advantage, applicable to small businesses in the service sector [13].
- **Kotler P., Armstrong G.** (2010) in *Principles of Marketing* discuss strategic approaches to service positioning and creating value propositions—essential for household services planning [10].
- **Gaponenko A.L., Zhikharevich B.S.** (2020) analyze the role of strategic management in regional policy and emphasize the importance of the program-target method and cluster approach [5].
- **Belyanova A.M., Burkov V.N.** (2021) and other Russian researchers stress the need for a systemic approach to territorial strategizing, including risk modeling and development scenarios [4].
- The **Institute of Macroeconomic and Regional Studies of Uzbekistan** points out in a number of analytical notes the lack of typical strategic models for the local level, particularly for the service sector in districts and cities [19].

According to regional statistics (stat.uz, stat.andy.uz), the development rate of the household service sector in Andijan shows positive dynamics, but requires systematic regulation based on long-term planning.

Despite the availability of extensive literature on strategic management and service sector development, there is a lack of applied research focused on household services in the context of specific regions—especially Andijan. This confirms the relevance and scientific novelty of the present study, which aims to adapt strategic approaches to the specific characteristics of the region and the household sector.

Research Methodology

The following methods were used in this study:

- Content analysis of official documents (strategic plans, regulatory acts, administrative programs of Andijan region);
- SWOT analysis to identify the strengths and weaknesses of the sector, as well as external opportunities and threats;
- Surveys and interviews with representatives of small and medium enterprises in the household services sector;
- Comparative analysis of regional development dynamics based on key indicators;
- Expert evaluations through consultations with economists and regional planning specialists.

Analysis and Results

Table 1

Key indicators of household services development in Andijan region (2019–2024)

Year	Number of active enterprises	Service volume (billion soums)	Number of employed (thousand people)	Digitalization level (%)
2019	320	145	8.2	12
2020	340	158	8.5	15
2021	375	174	9.0	19
2022	400	189	9.4	22
2023	425	210	9.8	26
2024	450	232	10.2	41

The data shows a steady growth in the number of enterprises and service volumes over six years. Employment figures also demonstrate positive dynamics. However, the level of digitalization remains relatively low, which limits the sector's potential in terms of automation, online accessibility, and service quality.

Strategic Planning Problems in the Sector

The analysis revealed the following key issues:

- Absence of a unified regional strategy for household service development;
- Weak interagency coordination hindering comprehensive solutions;
- Low business involvement in strategy development processes;
- Limited access to finance and low financial literacy among some entrepreneurs;
- Absence of digital platforms for monitoring strategic implementation efficiency.

Opportunities for Improvement

- Growing consumer demand for high-quality and customized services;
- Active state support for the service sector within national programs;
- Development of infrastructure and transport logistics in Andijan region;
- Potential for introducing online services, mobile apps, and CRM systems.

Conclusions and Recommendations

Conclusions:

- The household services sector in Andijan region shows positive growth, but requires a well-calibrated strategic approach.
- There is high growth potential through digitalization, integration with other economic sectors, and workforce development.
- Existing strategic planning is fragmented and requires structural modernization.

Recommendations:

1. Develop and implement a regional household service development strategy until 2030, with clear performance indicators.
2. Establish support and acceleration centers for household businesses, offering consulting and educational services.
3. Develop the sector's digital infrastructure, including online platforms for customer registration, service ordering, and quality control.

4. Strengthen cooperation between universities and the service sector by launching dual education programs.

5. Expand funding mechanisms (preferential loans, grants, guarantee funds) through partnerships with banks and MFIs.

6. Introduce an electronic system for monitoring strategic plan implementation, ensuring transparency and accountability.

References

1. Abdurakhmanov K.Kh. *Uzbekistan: Strategic Directions and Development Prospects*. Tashkent: Plekhanov Russian University of Economics Branch, 2017.

2. Ansoff I. *Strategic Management*. Moscow: Ekonomika, 2007.

3. Begalov B.A. *Information Systems and Technologies*. Tashkent: Sharq, 2000.

4. Belyanova A.M., Burkov V.N. *Regional Development Management: Theory and Practice*. Moscow: Nauka, 2021.

5. Gaponenko A.L., Zhikharevich B.S. *Strategic Planning of Sustainable Regional Development*. St. Petersburg: SPbSEU, 2020.

6. Drucker P. *Effective Management*. Moscow: Williams, 2015.

7. Ziyadullaev N.S. *Regional Economy: Theory and Management Practice*. Tashkent: Uzbekistan, 1991.

8. Ivanova N.V. *Features of Managing Household Services in Municipalities* // Municipal Economy. – 2020.

9. Inshakov O.V. *Cluster Organization in the Service Sector: Opportunities and Limitations* // Economic Sciences. – 2022.

10. Kotler P., Armstrong G. *Principles of Marketing*. Moscow: Williams, 2010.

11. Kuznetsova E.A. *Regional Strategies for Service Sector Development* // Regional Economy. – 2021.

12. Research Institute of Economics under the Ministry of Economy of Uzbekistan. *Analysis of Regional Development Strategies: Methodological Aspects*. – Tashkent, 2022.

13. Porter M. *Competitive Advantage*. Moscow: Alpina Business Books, 2018.

Regulatory Documents:

14. State Committee of the Republic of Uzbekistan on Statistics – https://stat.uz

15. Presidential Decree of the Republic of Uzbekistan No. PP-5102 dated 11.05.2021 *"On Measures to Accelerate the Development of Household Services"*. https://yandex.uz

16. Monitoring of the Socio-Economic Development of Andijan Region, 2023 Report. https://yandex.uz

17. Presidential Decree of the Republic of Uzbekistan No. UP-6079 dated 05.10.2020 *"On Approval of the Digital Uzbekistan–2030 Strategy"*. https://lex.uz

18. Agency for Statistics under the President of the Republic of Uzbekistan. Official data: https://stat.uz

19. Institute of Macroeconomic and Regional Studies of the Republic of Uzbekistan – https://imrs.uz