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USING MARKETING RESEARCH IN BUSINESS PLANNING

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Abstract

Modern business operates in conditions of complexity, uncertainty and dynamic changes in the external environment. The sources of uncertainty are diverse and are related to the influence of a number of factors both inside and outside the organization. does not mean that it can work without a plan. In this regard, the importance of developing strategy and strategic planning is currently increasing not only for large, but also for medium-sized companies, as well as for small businesses. Keywords: Business idea, business plan, competitive strategy, entrepreneur's goals, market analysis and marketing plan.

Keywords: Business concept, business plan, competitive strategies, entrepreneur's goals.

Annotatsiya

Zamonaviy biznes murakkablik, noaniqlik va tashqi muhitda sodir bo'layotgan dinamik o'zgarishlar sharoitida ishlaydi. Noaniqlik manbalari xilma-xil bo'lib, tashkilot ichida ham, undan tashqarida ham bir qator omillarning ta'siri bilan bog'liq. Moslashuvchan va moslashuvchan bo'lib qolish zarurati, o'zgaruvchan dunyoda adekvat choralar ko'rish qobiliyati korxonaga hech qanday tasdiqlangan rejasiz ishlashi mumkin degani emas. Shu munosabat bilan strategiya va strategik rejalashtirishni ishlab chiqishning ahamiyati hozirgi vaqtda nafaqat yirik, balki o'rta kompaniyalar, shuningdek, kichik biznes uchun ham ortib bormoqda.

Kalit so'zlar: Biznes go'ya, biznes reja, raqobat strategiyalari, tadbirkorning maqsadlari.

Аннотация

Современный бизнес работает в условиях сложности, неопределенности и динамичных изменений внешней среды. Источники неопределенности разнообразны и связаны с влиянием ряда факторов как внутри, так и вне организации, что не означает, что она может работать без плана. В связи с этим важность разработки стратегии и стратегического планирования в настоящее время возрастает не только для крупных, но и для средних компаний, а также для малого бизнеса.

Ключевые слова: бизнес-концепция, бизнес-план, конкурентные стратегии, цели предпринимателя.

Introduction

Business idea as a starting point for developing a business plan.

The starting point from which a new enterprise, a new product, any innovative process begins is an idea.

A business idea is a business concept related to understanding the value proposition to the consumer. It can be one's own (new, original, first-born) or borrowed from outside ("hostile" takeovers through acquisitions, joint ventures, etc.). Generating ideas is the first and most important step.

innovative process, the result of which is a certain number of promising ideas for the organization.

Ideas can be anything from a new product to a new organizational structure. Getting a good business idea is not always easy. Some of the most useful sources of business ideas are:

- customer reviews;
- recommendations and wishes of friends, relatives;
- products produced by competitors;
- opinion of sales staff, marketing agents;
- various publications from newspapers and magazines;
- publications of the federal government, city, district local administration;
- ideas originating in the social services or non-profit sector
 - the archive of the patent office;
- research laboratories and universities;

There are a number of specific methods that help develop and evaluate new business ideas. These include brainstorming, six hats method, thought structuring (mind mapping), theory of inventive problem solving (TRIZ), morphological analysis, synectics (William Gordon method), focal object method, recombination of ideas and knowledge, Catchball, etc. enters.

After developing business ideas, you need to choose one of them and formalize it. But describing a business idea is not a flyer for a great new product, nor is it a technical description. This is a decision document that should answer three questions:

1. What problem does the business idea solve, how does it benefit the consumer?
2. What is the market for your product? (To whom?)
3. What is the revenue mechanism? (How?)

What problem does the business idea solve? (What?) It is known that success in the market depends not only on the specific features of the product or service, but also on satisfied customers. Consumers buy products to satisfy their needs and solve their problems. According to K. Christensen, consumers "hire" the product to "work". Thus, the first characteristic of a successful business idea is that it is clearly stated what need it will satisfy and in what form (product or service). The mistake many entrepreneurs make is that when they approach solving customer problems, they think of technical solutions.

The main readers of business idea generation are investors (internal or external). Therefore, in order to succeed in obtaining investments for the implementation of a business idea, it is necessary to consider the business idea from the investor's point of view. Investors consider the business idea in the context of the market and consumers. Therefore, the main factor for them is the benefit of the customer, and everyone else thing is of secondary importance. In other words, a product or service is a means to benefit the consumer. Therefore, when formulating a business idea, it is necessary to clearly and clearly reflect the consumer benefit. It is desirable to include numerical values in the profit and loss

statement. For example: "Our new technology equipment will reduce customer costs by 15 percent."

The consumer benefit of using a product (service) is determined by what is new or improved in it compared to alternative solutions of competitors. Benefits can be expressed as "simpler", "more convenient", "cheaper", "more flexible", "safer", "more reliable", "lasts longer", etc. All this helps to perform better. Differentiating this business is ideas among other ideas. Here it is interesting to recall the work of the Israeli-American psychologist Daniel Kahneman. He was awarded the Nobel Prize in Economics in 2002 for his research into why users ignore things that are obviously beneficial in terms of cost or time. In his research, Kahneman found that losses are more important to a person than gains. This phenomenon is called asymmetric human response to change. welfare. In other words, a person's feelings about losses and gains are asymmetric: a person's level of satisfaction from buying, for example, 1 thousand rubles, is much lower than the level of disappointment from losing the same amount. So people leave.

When presenting a business idea, the following must be present: - innovative features of the product or service; 1. A goal is a problem to be solved or an opportunity to do. Here, the following aspects of the problems, opportunities or other business needs that force the implementation of this business project can be distinguished: market need, production need, customer need, technological progress, legal restrictions or regulations, social need.

1) the title page, which contains the following information

2) - description of the consumer; - description of consumer benefits;

- product or service name; The description of the business idea should not exceed two pages (except for the title page). If necessary, it can include pictures or diagrams (no more than four).

- surname and first name of the initiator/entrepreneur;

- privacy notice;

- relevant illustrations (if necessary);

2) main text, including:

- product or service description;

- innovative features of the product or service;

- description of the consumer;

- description of consumer benefits;;

- a mechanism for obtaining income (income).

The description of the business idea should not exceed two pages (except for the title page). If necessary, it can include pictures or diagrams (no more than four).

When describing a business idea aimed at adoption, it is recommended to build a new product or service based on the following model:

the goal - the final result - economic

Effect. Therefore, three information blocks should be clearly defined in the description.

1. A goal is a problem to be solved or an opportunity to do. Here, the following aspects of the problems, opportunities or other business needs that force the implementation of this business project can be distinguished: market need, production need, customer need, technological progress, legal restrictions or regulations, social need.

2. The end result is the intended solution to the problem or opportunity.

3. Economic efficiency - the expected income (efficiency) of the final result expressed in soums, dollars, euros, etc.

Example 1 Consider the situation where the sales manager plans to introduce a new, improved system for taking orders and answering phones, wants to increase the volume of sales (Table 2.1).

An example of using the "goal - result - economic efficiency model

Question	Answer
What is the goal?	Free up salespeople from other responsibilities so they can spend more time organizing sales.
The end result (how?)	A new improved system for taking orders and answering calls.
Economic Impact (Why?)	Salespeople get an extra two hours of work time each day. The daily sales volume per seller will increase by 300 soums, and the total daily sales volume will increase by 150,000 soums. (300 soums for 500 sellers)

Research methodology

Determining the main competencies necessary to achieve the company's goals in various areas of business and determining the necessary development of these competencies, showing the economic attractiveness of the business to attract investors (lenders), as well as other measures to obtain the necessary resources (financial, material, labor, etc.) use of resources, creation of a realistic basis for activity management, determination of evaluation criteria for certain strategic and tactical decisions considered by company managers;

Analysis and results

Currently, there is no consensus among researchers about what a business model should include. However, many agree that it should be emphasized Business idea. When building a business, first of all, the company answers the question that it wants to create value for the customer. Here, the characteristics and specific types of products/services offered to the consumer are determined. The nature of the company's activity should also be indicated: production of own goods/services; sale of goods/services to consumers (together with goods/services of own and other companies). Finally, it should be noted whether the company sells its goods / services to the consumer directly or through intermediaries. Customers. To describe this component of the business model, you need to answer the question to whom the company will present its commercial proposition. For this, it is necessary to analyze information about the nature, size and boundaries of the target market in which the company operates. In addition, it is necessary to determine the nature of the target market boundaries (international, national, regional, local), as well as define the boundaries of the market. does the company sell its products directly does the company sell its products directly Internal Capability Factors. Here you have to answer.

Basic powers. They describe the enterprise's internal capabilities and organizational capabilities, experience and qualifications of its employees. Benefits can come from:

– unique competencies in the field of production Profitable processes. To evaluate economic factors, it is necessary to answer the question of how the company plans to make a profit. An economic model related to revenue and profit is one of the most important components of a business model.

It is characterized by indicators such as the share of fixed costs in the company's total costs, the planned volume of production and sales of products/services

(large/medium/small), profitability (high/medium/low), and sources of production. income (fixed/ and operating activities; variable/mixed). - development of new technologies and introduction of innovations; conducting research; Competitive strategy. Here you need to answer the question of how the company stands out from the background competitors. In order for the company to stand out from competitors and maintain a stable strategic position for a long time, it is necessary to find and use real differentiating advantages. For example, if running a business requires specialized software that all competitors have, the analyzed company does not have a competitive advantage. This is just a necessity for doing business in this area. Stable strategic positions are usually formed based on the following advantages:

- unique experience in product sales;
 - effective use of information technologies;
 - Established and effective relationships with partners
 - high quality of work and/or service;
 - unique competencies in supply chain management;
- use of resources.

Literature review

Business hack for every day 2.0. Mann Igor Borisovich 2019 More than 270 tricks, life hacks and tips to save time, money and other resources. The authors of this book have prepared a "squeeze", a concentrate of best practices and techniques - from their own experience, hundreds of the best business books. Testing business ideas Osterwalder Alexander 2020 Quite often, tempting business ideas in the course of implementation suffer a complete collapse. Testing at the idea development stage is a way to reduce the risk of implementing ideas that are brilliant on paper but not viable in the market. Ideas are tested through rapid experiments that collect feedback from potential buyers and adjust the business model before launching the product to the market. World bestselling author of Business Model Building and Value Proposition Development Alex Osterwalder and business development consultant David Bland teach you how to test ideas like the world's most successful startups. They will walk you through the concept, how to design your first experiment, and start the testing process.

Research Methodology To evaluate economic factors, it is necessary to answer the question of how the company plans to make a profit. An economic model related to revenue and profit is one of the most important components of a business model. It is characterized by indicators such as the share of fixed costs in the company's total costs, the planned volume of production and sales of products/services (large/medium/small), profitability (high/medium/low), and sources of production. income (fixed/ and operating activities; variable/mixed).

Competitive strategy. Here you need to answer the question of how the company stands out from the background competitors. In order for the company to stand out from competitors and maintain a stable strategic position for a long time, it is necessary to find and use real differentiating advantages. For example, if running a business requires specialized software that all competitors have, the analyzed company does not have a competitive advantage. This is just a necessity for doing business in this area. Stable strategic positions are usually formed based on the following advantages:

- high quality of work and/or service;
- high quality products;
- reliability of supply;

- new methods of management;
- low level of expenses;
- close relations with customers, etc.

Analysis and results

The business model should reflect the goals and intentions of the entrepreneur in terms of the company's existence period, market coverage and planned scope of activity. There are four main types of business models:

- ensuring business survival;
- guaranteeing a stable required income level
- ensure significant growth and development;
- a business model of speculative activity used to show the great potential of the company and sell it overnight.

In the conditions of dynamic changes in the external environment, the company's business model can become outdated very quickly, so it should be updated regularly. The developed clear, precise and understandable business model is the conceptual basis for the subsequent formation of the business plan.

Conclusions and suggestions

The summary, of course, contains brief information about the nature of the project, financial indicators and performance indicators (investment amount, ratio of debt and equity funds, payback period of the project (normal and discounted), profitability). should include. project), product (service) structure, production volume, project guarantees.

Market analysis and marketing plan. In this section, such as Organizational plan. The organizational plan should include the basis for the number of specialists required, the costs of personnel and the organizational structure of the business. as a rule, they provide a description of the product, the market capacity of the product, as well as the current development trends of the market. This block also shows the main competitors, their volumes and price segments, describes the characteristics of product consumers, develops a strategy for promoting the product in the market, and formulates a sales plan. Production plan:

This section describes the statics of the production process, production calculation, production costs and the development of a production plan. The organizational plan should contain the basis for the number of specialists needed, the costs of employees and the organizational structure of the business. In this section, a profit and loss plan, a cash flow plan, a financing schedule is developed, and project performance indicators are calculated. Business risks are determined. At this stage, the scope of work is determined and their distribution among the members of the working group is carried out. Creating a work plan for the development of a business plan involves determining the following information: In the process of developing a business plan, a certain sequence of work steps must be followed. Therefore, the process of developing a business plan should be planned. and how to respond to them.

A business plan should provide concise and clear information on all important aspects of the business model in question. When writing a business plan, you should again make sure that the phrases and sentences used do not have two different meanings. Duplication and unnecessary repetition of information should be avoided as much as possible, although often the same information can be provided in a business plan.

In the process of developing a business plan, a certain sequence of work steps must be followed. Therefore, the process of developing a business plan should be planned.

Step 1 Determine the goals of developing a business plan Before proceeding to writing a business plan, it is necessary to determine the goals of its development and the target audience. It is also necessary to determine the interests, preferences and needs of the target audience for which the business plan is being developed, as this will determine which key points are needed.

Stage 2. Creating a work plan for the preparation of a business plan At this stage, the volume of work is determined and their distribution among the members of the working group is carried out. Creating a work plan for the development of a business plan includes determining the following information:

- formulating the scope of all the work to be done and the list of activities in the preparation of the business plan;
- the general schedule of preparation of the business plan, setting deadlines for completion and preparation of work;
- appointment of responsible executors for individuals
- formation of the approximate composition of business plan sections;
- setting the list and deadlines of the activities being carried out necessary to coordinate the work of the main participants of the working group.

Stage 3 Gathering information and developing a business plan. The sequence of developing individual sections of the business plan may be different and is determined by the age of the company and the experience of the developers themselves. Before writing a business plan, it is necessary to conduct necessary research, such as gathering information about the company, production of products and services, etc., as well as market analysis, analysis of the financial situation. company and others.

The summary and conclusion of the business plan are written last, as they provide a summary of the main sections of the business plan.

List of used literature

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