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СТРАТЕГИЧЕСКОЕ ПЛАНИРОВАНИЕ: СУЩНОСТЬ И ОСОБЕННОСТИ

Данная статья рассматривает стратегическое планирование. Авторы подчеркивают, что стратегическое планирование может быть задействовано в любых отраслях человеческого знания и подходит для любой организации. Авторы делают вывод, что общий стратегический план следует рассматривать как программу, направляющую деятельность фирмы в течение продолжительного периода времени, с учетом постоянных корректировок в связи с постоянно меняющейся деловой и социальной обстановкой.

Ключевые слова: стратегическое планирование тенденции, современное общество, стратегии, перспективы развития

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SOME ESSENTIAL FEATURES OF STRATEGIC PLANNING

This article discusses strategic planning. The authors emphasize that strategic planning can be involved in any branches of human knowledge and is suitable for any organization. The authors conclude that the overall strategic plan should be viewed as a program that guides the firm's activities over an extended period of time, taking into account constant adjustments due to the constantly changing business and social environment.

Keywords: strategic planning trends, modern society, strategies, development prospects

The concept of strategic planning is currently one of the components of modern management philosophy as «smart city», which implies «... a new standard of living of the population with the preservation and organization of proper management of cultural heritage» [4, p. 31], both at the state level and at the municipal level.

The formation of the state strategic management system is ensured by the development and implementation of long-term development strategies and programs for the country as a whole, as well as for individual regions. The points of view on the essence of strategic planning are multifaceted. Consider only some of them.

The dynamic demand of strategic planning is the umbrella under which all managerial functions are covered. Without taking advantage of strategic planning, the organization as a whole and individuals will be deprived of a clear way to assess the purpose or direction of a corporate enterprise. The strategic planning process provides a framework for managing members of the organization.

The strategic planning process is «...a special type of management activity consisting in the development of strategic decisions involving the nomination of such goals and strategies, the implementation of which ensures their effective functioning in the long term, rapid adaptation to changing environmental conditions» [1, p. 7]. Its task is to provide innovations and changes in the organization to a sufficient degree. More precisely, he sees four main types of management activities as part of the strategic planning process. These include: distribution of resources, adaptation to the external environment, internal coordination, organizational strategic foresight.

In addition, the strategic plan gives the organization certainty, individuality that allows it to attract certain types of employees and help sell products or services. Strategic plans should be designed in such a way that they not only remain complete for a long time, but also remain flexible. The overall strategic plan should be viewed as a program that guides the firm's activities over an extended period of time, taking into account constant adjustments due to the constantly changing business and social environment [6, p. 195-196].

The formation of a strategic plan is a thorough, systematic preparation for the future carried out by top management and includes:

1. Selecting a mission and setting goals.
2. Development of supporting plans.

Along with financial advantages, strategic planning provides intangible benefits and here it is necessary to name five main areas:

1. Contributes to the prevention of conflicts in the team.
2. The search for acceptable options and the final choice of strategy is actually the most optimal, since it takes into account expert assessments of specialists.

3. The motivation of employees increases due to their involvement in the development of a strategic plan. Any subordinate with a great understanding will treat the orders of the head, if he knows their reasons, and by taking direct part in the formation of production tasks, he gets access to information about where a particular order is from.

4. Problems and inconsistencies in the coordination of actions between individuals and groups are reduced as a result of the application of the participation system. The strategic plan clearly defines the responsibility of each.

5. Reducing opposition to changes – reducing uncertainty about the consequences of making certain decisions [5, p. 236-238].

The starting point for strategic planning is a review of the organization's goals, values and mission. These factors are decisive for the development of strategies by the leader. Top-level managers give impetus to the formulation of a strategy by

analyzing their current task (mission), then the possibility of interaction with the current and future environment is determined. The main aspect of the strategy process is the analysis of the external environment - an assessment of information aimed at finding both strategic opportunities for the organization and threats, problems and other possible obstacles [6, p. 203-204; 8, p. 240].

In order to formulate an effective strategy, you need to know what is happening in industry, government and society as a whole. The organization's profile reflects the quantity and quality of the company's main resources, as well as the experience and knowledge of management in three broad areas: financial, technological, and another area, which includes the degree of organization, human factor, etc.

The next phase of decision making in the strategic planning process: analysis of alternatives and the choice of strategy. The first step on this path is a SWOT analysis (Strength, Weakness, Opportunities, Threat). Managers compare the results of the analysis of the external environment with the company's profile to identify existing strengths and weaknesses, as well as potential opportunities and threats to the business.

When the SWOT analysis is completed, the manager begins searching for various strategies that the firm can follow in order to take maximum advantage of the available opportunities. If the chosen strategy has led to the achievement of the goals set, then it needs to be used in the future, however, trying to improve it, and, on the contrary, to look for other strategic alternatives and use other strategic approaches [7, p. 63-67; 9, p. 135-137].

Managers choose an organization's strategy, trying to balance the risk associated with choosing each of the strategies with their potential for long-term goals. After that, you need to start implementing the strategy in the daily activities of the company.

The implementation of the strategy includes the development of short-term plans covering a period of 1 year or less, in which recommendations are made for each division of the company and for the organization as a whole.

The success of any strategy depends partly on how closely the manager monitors progress in key areas, changes in the state of the most important resources, the position of competitors, market and other external factors. Strategic planning is suitable for any organization. However, there may be minor differences, depending on the size of the organization and type of activity [5, p. 217].

Thus, strategic planning is one of the functions of strategic management, which is the process of choosing the goals of the organization and ways to achieve them. Strategic planning can be involved in any branches of human knowledge and «... allows determining to respond to various environmental factors» [2, p. 25]. This process cannot be grand and expensive, technologically and methodologically sophisticated. Therefore, it can be successfully used in the field of management, i.e. in the public sector [6, p. 97-101]. «The more effectively the organization is managed, the more profit, the more reliable, more stable and stronger will be its economy» [3, p. 170]. The role of the top executive is not only to initiate the strategic planning process, but also to implement, merge and evaluate this process. The dynamic nature of organizations makes it difficult to introduce one specific model of the planning process.

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