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PREREQUISITES FOR THE EMERGENCE, ESSENCE AND SIGNIFICANCE OF STRATEGIC PLANNING IN MODERN CONDITIONS

Abstract

This article deals with the issues of strategic planning in modern conditions. Strategic management and planning sphere expansion to the widest possible number of industrial enterprises is a prerequisite for ensuring sustainable long-term economic growth and diversification of Kazakhstan economy. In the system of managing socio-economic processes occurring in society, regulating their direction and dynamics, ensuring the sustainable functioning of enterprises planning takes a special place. Important aspects of strategic planning are identified. The stages corresponding to certain forms of organization of planning systems: budgetary and financial planning, long-term extrapolation planning, strategic planning. The following factors are determined: internationalization, globalization, informatization, social responsibility of business and other factors of economic life that present high requirements to strategic management today. The article identifies and reveals the main problems of strategic management. The strategy is developed starting with the analysis of the company and its external environment, then the goals, tasks and strategies of various levels of management. Finally, determination, organization, motivation, guidance and monitoring system are planned. The result is a hierarchical and phased plan of strategic management. Therefore, the main direction of modern American strategic thinking can be called a «management mechanism» or even a «planned management mechanism».

Key words: strategic planning, long-term development, competitiveness, management, economy diversification, stable growth.

In the Address of the President of the Republic of Kazakhstan N.A. Nazarbayev “New Kazakhstan in the New World” within the framework of the “Kazakhstan–2050” Strategy identifies 30 important directions of the country’s social and economic development for the next ten years and makes a clear and unambiguous conclusion about the country’s accession to a new stage of its development. This conclusion is based on the whole set of new conditions, prerequisites and opportunities that have been created in the country by now. And one of the most important tasks of the state is effective development of natural resources, with which Kazakhstan connects the prospects of its development [1].

However, since the Kazakhstan independence starts, most of the investment has been allotted to the oil and gas sector. The volume of new investments in the mining and metallurgical industries did not match both the geological potential of the country and the importance of these industries for its economy (in particular, metallurgical enterprises produce more than 28% of the country’s gross product).

Expansion of the sphere of strategic management and planning to the widest possible number of industrial enterprises is a prerequisite for ensuring sustainable long-term economic growth and diversification of the economy of Kazakhstan.

In this regard, the issues of theory and practice of strategic management and planning of industrial enterprises in a market economy are very relevant and produce scientific interest.

In the process of writing this article, we came to conclusion that the topic chosen by us covers a very wide range of issues aimed at ensuring the competitiveness of the enterprise on basis of effective organization of strategic management. Therefore, the main areas of research on the problem of ensuring competitiveness, we decided to relate mainly to the strategic planning of the enterprise, as one of the most important components of strategic management.

Theoretical and methodological aspects of strategic planning during the last forty years have been devoted to many special studies and monographs abroad. A huge contribution to the formation and development of this section of management was made by F. Abrams, R. Ackoff, I. Ansoff, J. Quinn, C. Andrews, E. Chandler, M. Porter, G. Hamel, K. Prahalad, G. Mintzberg, K. Hofer, H. Steiner, A. Thompson, A. Strickland. Today we can say that it was with their works that the classical theory of strategic planning and management began. These works help to identify and formulate the fundamental difference between strategic business planning. Elements in the field of strategic planning methodology were once the applied developments of such leading business-consulting firms as Boston Consulting Group, McKinsey, Arthur D. Little. They contributed to the fact that the business community realized the practical benefits and need for strategic planning quite quickly. These issues were highlighted in the works of CIS economists: Y.A. Ushanov, E.A. Utkin, A.N. Lyukshinova, T.P. Lyubanova, L.V. Myasoedovoy, Y.A. Oleynikova, L.O. Prokopchuk, A.A. Kozyreva, D.M. Dashevskaya, V.G. Kleinikova, I.V. Tulin, V.S. Efremova, A.N. Petrova, G.B. Kleiner and others.

In Kazakhstan, the problems of sustainable long-term development of enterprises on the basis of improving the system of strategic planning are reflected in the works of Russian scientists: K.B. Berdaliyeva, V.Y. Dodonova, R.E. Elemesova, E.B. Zhatkanbaeva, Z.O. Ihdanova, M.B. Kenzheguzin, K.N. Kelimbetova, K.E. Kubaeva, K.O. Okaeva, G.N. Sansyzbayeva, Z. Sundetova, S.A. Shevelyov and others.

At the same time, despite the variety of literature on market economy, strategic management, planning and marketing, adequate approaches to strategic planning of domestic enterprises are practically not covered.

In the system of managing socio-economic processes occurring in society, regulating their direction and dynamics, ensuring the sustainable functioning of enterprises planning takes a special place. The forecasts, programs and plans developed in the country at all levels of the national economy are the most important tools for implementing the development strategy of our state. They make it possible to organize a clear, comprehensively grounded work aimed at achieving the tasks assigned to society and business entities.

The adoption of the Development Strategy “Kazakhstan–2050” marked the beginning of a creative process aimed at achieving long-term goals and priorities, sustainable development of the country’s economy.

As a result, of a balanced economic policy, the macroeconomic situation in the country has stabilized production in industry and agriculture has increased high growth rates of investments in fixed assets.

We believe it is appropriate to quote the statement of the well-known system analysis expert Russel Ackoff: «if we are constantly striving for some ideal, we should never be guided by anything in principle less».

In this article, the authors attempted to make a full generalization of the accumulated material on the theoretical aspects of strategic planning for the development of production in a market economy.

According to [2, p. 33–34] in the theory of strategic planning distinguish three extremely important aspects. The first of these is the socio-economic. It consists in the study of specific laws determining the development of socio-economic processes. The knowledge of these regularities and the inherent quantitative relationships is the basis for the scientific justification of strategic forecasts, draft programs and plans for all levels and time horizons.

The second is the methodology of strategic planning. It is an instrument of cognition of socio-economic processes and the use of acquired knowledge in the process of planning the activities of economic entities. In order to make all this possible and carried out effectively, it is necessary to have a clear idea of the nature and laws of development as the very object of strategic planning. The national economy as a whole and its individual subsystems and commercial organizations and directly all procedures of planned work, improve the logic, methodological approaches, a system of methods for solving problems of strategic planning, be able to fulfil a practical use of the entire system of knowledge of this science.

The third aspect of the science of strategic planning is organizational. It covers a set of issues related to set a number of tasks performed by the system of bodies participating in the strategic planning process, identifying the functions performed by them, organizing their work, also giving a certain organizational form to the results of strategic planning.

American business researchers developed the theory of strategic planning and management and consulting firms, and then this apparatus was included in the arsenal of methods of intrafirm planning of all developed countries.

Here is what Y. Ushanov points out in this regard. One of the biggest innovations in the management of American companies in the 1970s and early 1980s is the system of strategic planning and management, the organizational mechanism for developing and implementing a strategy through which company management tries to ensure the concentration of resources in industries that promise the fastest growth in profits in future. The creation of appropriate services in companies, the development of a network of strategic planning advisory firms, the emergence of numerous theoretical and applied concepts in this area is comparable in scale only to the “automation boom” of the 1960s.

Considering the evolution of entrepreneurship, the American researcher, the founder of strategic planning and management I. Ansoff notes «The current business history of the United States of America begins with the 1820s–1830s. The creation of a network of canals, and later of the railroad system, initiated the process of economic unification of the country. The technological innovations that followed one by one – the steam engine, the cotton cleaning machine, the Bessemer process of cast iron remelting, the vulcanization of rubber and others – created the basis for a rapid recovery of industry» [3, p. 36].

The concept of competition in its modern understanding until 1880 did not exist, specifies A. Lyukshinov [4, p. 46]. According to the ideas of that time, to compete was to seek to suppress or absorb an opponent, but not to compete with him on the market on an equal footing. Thus, before the emergence of modern marketing was still far away.

Since the mid of 1950s, a post-industrial era has begun, characterized by an accelerated development of events, which, as they grow, began to change the boundaries, structure and dynamics of entrepreneurship.

The successful functioning of organizations in an environment characterized by extreme environmental instability dictates the need to modify their management systems.

An important feature of relations about management is their planned nature. The essence of plannedness lies in the fact that people consciously determine the goals of their actions and balance their actions with resources, while taking into account the direct and indirect impact of the environment external to them. The experience of the development of collective interaction of individuals indicates that the planned nature is inherent in every labor act, develops as society grows, the division and cooperation of labor deepens.

Planning is the first and most significant stage of the management process. Based on the system of plans created by the enterprise, in the future, the organization of planned work, motivation of personnel involved for their implementation, monitoring of results and their evaluation in terms of planned targets.

Planning is not just the ability to foresee all the necessary actions. It is also the ability to anticipate any surprises that may arise along the way, and be able to cope with them. The enterprise cannot completely eliminate the risk in its activity, but is able to manage it with the help of effective foresight.

“If I take a risk,” wrote Lee Iacocca, “one of the most famous representatives of the US business world in the past thirty years, it is only after technological and market research has reinforced my flair. I am able to act by intuition, but only if my premonitions are based on facts.

Foresight is a rather complex process in planning the actions of an enterprise because of the need to correlate on a selected basis the factors of the present period of operation with probabilistic, forecasting, which in general represent the external economic environment of the enterprise and are subject to measurement, evaluation and analysis [5, p. 709]. “... planning is a process of anticipating the goals, costs and performance of an enterprise in the face of uncertainty and market volatility, based on the ability to anticipate various surprises and be prepared to overcome them [6, p. 10]. An important aspect in this connection is the compatibility of planning with a market economy, the need for planning the organization of activities of economic entities and the fulfillment of functions by the state.

Since planning is a control element, and occupying a central place in the control system, it is necessary to turn to the objective bases of the emergence of the need for planning. Planning is a property intrinsic to an individual and to the whole of society. It has a specifically conditioned character and

is determined by the decisive fact that people must communicate, work together, exchange products of their activity for the production of goods and services, and for other types of their activities. Labor has always been a public work. In order to resist the forces of nature successfully, people from the first steps of their existence had to work together, join forces.

However, the labor collective is inconceivable without the organization, order, division of labor, the definition of the place of each employee in the team, its functions. This means that the division of labor, the establishment of certain proportions between the various elements of production are necessary in any society. Hence, it follows that the planning of joint labor is nothing more than the establishment of co-ordination, coordination of efforts of workers who jointly produce goods and services. It provides the necessary order in the production process, the regularity of its repetition, and, consequently, the expanded reproduction.

Planning in its development has passed three main stages, corresponding to certain forms of organization of planning systems [7, p. 6]:

- ♦ budgetary and financial planning;
- ♦ long-term extrapolation planning;
- ♦ strategic planning.

Kazakhstan economists R. Elemesov, E. Zhatkanbaev, having generalized the problem of planning in the conditions of market economy, describe the preconditions for planning: "... with the advent of machines, a system of machines, a large industry began to develop. Each machine, performing certain operations in the production of the final product, was a certain production unit. Such production units had a certain productivity, a certain system of their service, with a certain number of employees. Similarly, the emerging system of economic relations objectively led to the socialization of labor in individual sectors and spheres of the economy. Labor became joint, which objectively led to the need to reconcile various sectors of social production, from investment and ending with the distribution and redistribution of manufactured goods. The formation of a certain structure, production process, exchange and distribution has begun.

The presence of a specific structure creates some relations in the sphere of producers of labor products. The very structure of the production process and the relations based on it in the process of functional activity are constantly changing. Transformations taking place in the structure of production, exchange and distribution, cause a certain method of regulation. This method of regulation was called "planning", "plan".

Professor Nyasi, Professor of the School of Business Administration of the University of Tampere (Finland), analyzing various concepts of strategic management and considering the problems of their practical application, notes that the concept of strategic thinking applied to business appeared only about forty years ago, but in a short time passed a long way. Within a decade after the appearance of the first works of Chandler (1962), Ackoff (1965) and Andrews (1971), the concept of strategic planning gradually supplanted the concepts of long-term planning.

In the 1980s, the importance of strategic management increased noticeably. Internationalization, globalization, informatization, social responsibility of business and other factors of economic life present high demands to strategic management.

The key to strategic management, in our opinion, is planning again. The strategy is developed starting with the analysis of the company and its external environment, then the goals, tasks and strategies of the various levels of management are determined, and organization, motivation, guidance and monitoring system are finally planned. The result is a hierarchical and phased plan of strategic management. Therefore, the mainstream of modern American strategic thinking can be called a "management mechanism" or even a "planned management mechanism".

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Аңдатпа

Мақалада қазіргі заманғы стратегиялық жоспарлау мәселелері талқыланды. Стратегиялық басқаруды және жоспарлауды кеңейту көптеген өнеркәсіптік кәсіпорындардың мүмкіншілігін ұлғайтады, олар экономиканың ұзақ мерзімді экономикалық өсуі мен ел экономикасының тұрақты дамуын қамтамасыз етудің негізгі қағидалық шарты болып табылады. Қоғамда әлеуметтік-экономикалық үрдістерді басқару, олардың жүйесі мен динамикасын реттеуде, сондай-ақ, кәсіпорындардың тұрақты жұмыс істеуін қамтамасыз етуде жоспарлау маңызды орын алады. Стратегиялық жоспарлаудың маңызды аспектілері атап көрсетілді. Жүйені жоспарлаудың ұйымдық формаларын анықтайтын кезеңдер: бюджеттік-қаржылық жоспарлау; ұзақ мерзімді экстраполялық жоспарлау; стратегиялық жоспарлау қарастырылды. Интернационализация, жаһандану, ақпараттандыру, бизнестің әлеуметтік жауапкершілігі және бүгінгі таңда стратегиялық басқаруға жоғары талаптар қоятын сыртқы факторлар анықталды. Мақалада стратегиялық басқарудың негізгі мәселелері айқындалды, стратегия компанияның және оның сырқы ортасын талдаудан басталып, басқарудың түрлі деңгейлерінің мақсаттары, міндеттері мен стратегиясы айқындалады, ұйымдастыру, мотивация, басқару және бақылау жүйесі жоспарлануда. Нәтижесінде стратегиялық басқарудың иерархиялық және кезеңдік жоспары жасалады. Сондықтан қазіргі американдық стратегиялық миссияның басты бағыты «бақыланатын механизм» немесе тіпті «жоспарлы басқару механизмі» болып аталуы мүмкін.

Тірек сөздер: стратегиялық жоспарлау, ұзақмерзімді дамыту, бәсекеге қабілеттілік, менеджмент, экономиканың әртараптандыруы, тұрақты өсім.

Аннотация

В статье рассмотрены вопросы стратегического планирования в современных условиях. Расширение сферы стратегического менеджмента и планирования на возможно более широкое число промышленных предприятий является принципиальным условием обеспечения устойчивого долгосрочного экономического роста и диверсификации экономики Казахстана. В системе управления социально-экономическими процессами, происходящими в обществе, в регулировании их направления и динамики, в обеспечении устойчивого функционирования предприятий особое место занимает планирование. Выделены важные аспекты стратегического планирования. Рассмотрены этапы, соответствующие определенным формам организации систем планирования: бюджетно-финансовое планирование; долгосрочное экстраполятивное планирование; стратегическое планирование. Определены такие факторы, как интернационализация, глобализация, информатизация, социальная ответственность бизнеса и другие факторы экономической жизни, которые предъявляют сегодня высокие требования к стратегическому управлению. В статье выявлены и раскрыты основные проблемы стратегического управления, стратегия разрабатывается на основе анализа компании и ее внешнего окружения, затем определяются цели, задачи и стратегии различных уровней управления, планируются организация, мотивация, руководство и система мониторинга. Результат – иерархический и поэтапный план стратегического управления. Поэтому главное направление современного американского стратегического мышления может быть названо «управленческим механизмом» или даже «плановым управленческим механизмом».

Ключевые слова: стратегическое планирование, долгосрочное развитие, конкурентоспособность, менеджмент, диверсификация экономики, устойчивый рост.