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## METHODOLOGICAL FOUNDATIONS OF THE THEORY OF STRATEGIC PLANNING

### Abstract

Methodological strategic planning in the modern world has been reviewed in the article, an attempt to generalize the gathered material particularly on theoretical aspects of strategic planning for the production of market economics was made. The article substantiates the stages of plan development, as well as the principles of strategic planning. Principles of planning as objective scientific categories serve as a starting basis for the construction of appropriate models. The following stages of the complex of works on the development and implementation of the enterprise development strategy are identified: analysis of the investment attractiveness of the industry; development of a scenario forecast for the development of the industry; a forecast of changes in the supply and demand situation on the domestic and foreign markets, as well as an analysis of the company's competitive position in the industry (business strength); financial assessment of strategic alternatives; formation of the image of the future enterprise; development of strategic goals and objectives, a set of works on the implementation of the strategy. None of the models focuses much attention on how to implement the recommended strategies. Favorable conditions do not arise by themselves, but largely depend on the creative efforts of the firm to identify new market segments and use the available opportunities. The competitiveness of the company can be improved by introducing various innovations and developing its capabilities to meet new challenges.

Key words: strategic planning, strategic management, long-term development, competitiveness, analysis, investment attractiveness, portfolio models.

The term methodology is derived from the Greek words «methodos» – method, technique and “logos”-doctrine, word-for-word translation of that means “scientific method, technique”.

Methodology of strategic planning is an organic unity of the logic of strategic forecasts, program drafts and plans developing; specific methodological principles and approaches; system of indicators used in the strategic planning process, as well as a system of methods for drawing up and justifying the optimality of forecast and planned indicators expressing the tasks of strategic programs and plans [1, p. 36].

During the past forty years theoretical and methodological aspects of strategic planning have been devoted to many special foreign studies and monographs. A huge contribution to the formation and development of this part of management science was made by Ph. Abrams, I. Ansoff, G. Queen, K. Andrews, E. Chandler, M. Porter, G. Hamel, K. Prahalad, G. Mintzberg, K. Hofer, G. Steiner, A. Thompson, A. Strickland. Today, we can confidently say that the classical theory of strategic planning and management has been begun from their works. These works help to identify and formulate the fundamental difference of strategic business planning. The applied developments of such leading business consulting firms as Boston Consulting Group, McKinsey, Arthur D. Little were the most significant in the field of strategic planning methodology. They contributed to the fact that the practical

benefits and need for strategic planning were realized by the business community quite quickly [2, p. 4].

The solution of any problems of management, therefore, of strategic planning, has a certain logic. The logic of strategic planning is understood as the ordered sequence, mutual consistency and validity of procedures related to the solution of any problem of strategic planning, as well as the determination of the starting point from which they must be decided and to whom the whole process of planned work must be subordinated.

The term «logic» comes from the Greek word «logike», word-for-word translation of that means “the course of reasoning, inference”. In a number of works devoted to problems of planning, the authors, describing the sequence, mutual consistency and validity of procedures related to solving the problem of strategic planning, also use a number of other terms, such as “process” derived from the Latin “processus” – a set of sequential actions for achieving any results; “Structure” comes from the Latin “structura” – collocation and connection of the constituent parts of something; “Algorithm” from algorithm is the exact order of the sequence of actions to achieve the goal in a finite number of steps; stages; cycles, etc. [3, p. 108]. From our point of view, the use of these terms does not distort the key point of the subject of research.

The foundation of strategic planning technology is the result of a comprehensive analysis of the situation in the company, in its industry and related industries. Strategic planning provides a whole range of special methods, procedures and question-hints that help to qualitatively carry out this analysis and objectively understand “who we are” and “where we are”. A superficial, incomplete situational analysis does not allow identifying the most profitable development opportunities for the enterprise, and therefore early and significant development is out of the question [4, p. 5–7].

The author concludes that the strategic goals of the enterprise are being developed only on the basis of the results of this analysis and methods of strategic planning.

One of the important things is the comparison of the planning methodology under socialist economy condition. Methodology of national economic planning reveals the internal logic of this process, which is of paramount importance for socialist society. It determines the basic principles and methods of compiling the national economic plan, the sequence of stages in drawing up a plan for the development of the national economy.

Scientifically based working-out of the plan of the national economy consists of the following stages [5, p. 31].

1. Analysis of the state of the economy to the beginning of the planning period and the trends of economic development that have appeared itself in the pre-planning period.
2. Forecast of scientific and technological progress, social needs and resources for the future.
3. The choice of specific goals and objectives of economic development for this planning period and the determination of the main directions for the development of the national economy.
4. Working-out of the main indicators of the national economic plan (the pace and structure of social industry).
5. Drawing up a detailed national economic plan.

As it follows from the above-mentioned stages of drawing up a national economic plan: economic analysis, forecasting and selection of specific goals of economic development for the planned period, provide the necessary preliminary information for planned calculations.

Strategic planning, its logic are based on certain regularities, called planning principles. The planning principle should be understood as the objective category of the planning science, which serves as the starting fundamental concept, expressing the combined effect of a number of developmental laws as a planning object and the planning practice itself, and determining the tasks, the direction and nature of compilation, the ability to fulfill planned tasks, and their implementation.

Since strategic planning is a central element of the management system of society, firm, it is also generally valid for four general management principles, which include:

- 1) the principle of economic and political unity in the priority of politics;
- 2) the principle of unity of centralism and independence;
- 3) the principle of scientific validity and effectiveness of management decisions;
- 4) the principle of combining general and local interests, with priority of interests of a higher rank and stimulating personal and collective interest in the implementation of managerial decisions.

Principles of planning as objective scientific categories serve as a starting basis for the construction of appropriate models.

The model of Harvard Business School (Harvard Group) is considered to be the basic model of the strategic planning, whose leader is K. Andrews. This model was developed by American researchers for a fairly long period of time.

G. Mintzberg calls this model a “model of the design school”, because it is based on the belief that the formulation of the strategy as a process relies on several basic postulates that provide together “design strategy” [6, p. 34–36].

According to this model, the process of strategic planning represents a certain point of intersection of the identified opportunities and threats of the external business environment, which are expressed in the form of key success factors, and strengths and weaknesses of the firm’s resource potential, expressed in distinctive abilities for development.

In our opinion, an important addition to the model of the Harvard Group can be the explanation given by I. Ansoff in his consideration of “management through the choice of strategic positions.” In particular, the author points out: “When the idea of strategic planning was firstly developed, it was clear that the opportunities for moving to new activities depend on how much the firm will be able to operate successfully in them. Therefore, one of the main rules for choosing a strategy was that new strategies in both traditional industries and in new business areas should correspond to the accumulated potential of the firm. Therefore, one of the first steps in developing the principles of strategic planning was the analysis of the firm’s potential in terms of determining its strengths and weaknesses.

But it soon became evident from experience that such a link to the accumulated potential of the firm limits its capabilities to strategic actions. Often, firms have not been able to find a promising industry of this kind for it to be able to apply the accumulated experience. Worse, even with the updating of competitive strategies within the framework of traditional activities, the accumulated experience of the firm often turned into weakness and prevented the assimilation of a new one “ [7, p. 53].

Four stages of the complex of works on the development and implementation of the enterprise development strategy can be distinguished:

- ◆ analysis of the investment attractiveness of the industry;
- ◆ development of a scenario forecast for the development of the industry;
- ◆ forecast of changes in the supply and demand situation on the domestic and foreign markets, as well as analysis of the company’s competitive position in the industry (business strength);
- ◆ financial evaluation of strategic alternatives; formation of the image of the future enterprise; development of strategic goals and objectives; complex of works on strategy implementation.

Historically, the so-called “growth-share” model (BCG matrix), developed by the Boston advisory group in the early 1970 s, is generally considered the first model of corporate strategic planning. In the last two decades, it has been widely used as a model for portfolio analysis of strategic business units of companies.

The success that accompanied the model of strategic analysis and business planning, developed by experts from Boston Consulting Group, stimulated methodological research in this area. One after another, analytical models began to appear, bearing a semantic load similar to BCG and even very similar to it in the basic idea, but at the same time, in some way different, and in some way, undoubtedly, superior to it.

Portfolio models reflect the fundamental position of the strategy that it is expedient for a company to invest in those attractive markets on which it is most competitive. The idea of the need to equip managers with applied analysis methods looks attractive. The problem is that for their understanding and ease of use, combined models need to be simplified.

None of the models focuses enough attention on how to implement the recommended strategies. Favorable conditions do not arise by themselves, but largely depend on the creative efforts of the firm to identify new market segments and use the available opportunities. Similarly, the competitiveness of a company can be enhanced by introducing various innovations and developing its capabilities to meet new challenges.

Several years ago, the role of portfolio models in strategic planning was exaggerated, today there is a risk of undue diminution of their value. Portfolio analysis models should not be viewed as a tool

for solving practical problems, they are analytical methods that allow managers to understand the essence of the business, its strengths and weaknesses, and its capabilities.

Portfolio models help to understand the direction of investment in strategic business units, but they do not allow to evaluate the strategies proposed for them. Usually the change in the value of the company's share capital, achieved through the implementation of the adopted strategy, is considered in the cost model of planning which has been proposed by the American financial analyst A. Rapoport.

The increase in the cost of equity due to the chosen strategy depends on three factors: the cash flow that ensures the implementation of the strategy; the cost of capital (which is used to discount future cash flows); market value of liabilities. The essence of the method consists in estimating the cash flow arising from the implementation of the chosen strategy. From the shareholders' point of view, an attractive strategy is that as a result of which the share of capital owned by them acquires a higher additional value.

In our opinion, P. Doyle cited the most detailed critical evaluation of the cost models of planning. In particular, the author points out: "Despite the attractiveness and growing popularity (especially in studies dealing with acquisitions), the use of cost planning involves many practical problems. The main thing is the requirement of a detailed forecast of the behavior of various variables for ten or more years ahead: the expected sales volumes, commodity mix, prices, costs, measures aimed at increasing competitiveness, volumes and directions of investments. It is unlikely that the most talented manager is able to accurately predict what the conditions of competition, demand, technological and production capabilities will be in ten, let alone twenty years.

Methodology also includes definitions of the concepts of strategic planning used.

The basic concepts of strategic planning are: plan, project, program, forecast, strategy.

The concept of "plan" is of Latin origin (*planum* – plane), that is, it is a pre-planned order, the sequence of the implementation of any work; the main features of any work.

The plan is the "route" of the organization's movement toward the goals set, including resource allocation schemes, various schedules, and intermediate tasks. Goals are a "beacon", the end results; plans – "ship", available at the disposal of the current moment means. The term planning combines a "beacon" and a "ship"; this is the process of determining the goals of the organization and the means to achieve them.

The term program is often used for other purposes than the authors indicate. "In our understanding, it refers to a set of areas of activity, or projects aimed at achieving a specific goal or set of objectives. For example, the "cost reduction program" contains a clearly defined objective. Such a program can be a set of areas of activity or a set of clearly delineated projects, each of which covers a group of areas of activity".

The above explanation does not contradict the etymology of the term "program", which derives from the Greek (*programma* – announcement, prescription), that is – a plan for the intended activity, an outline of the main tasks and goals.

Thus, the program is a system of projects. The term project, as it is known, comes from the Latin word *projectus*, word-for-word translation of that means "thrown forward." In this regard, V. Efremov notes: "It immediately becomes clear that the object of management, which can be represented in the form of a project, distinguishes the possibility of its future deployment, i.e. possibility to provide for its condition in the future. Although, various official sources interpret the concept of the project in different ways, the features of the project as a management object are clearly seen, in all definitions, due to the complexity of tasks and work, a clear orientation of this complex to achieve certain goals and time, budget, material and labor resources.

However, if the task arises regularly, and its solution turns into routine activity brought to automatism, then there is no special meaning each time, when it comes to solving it, to consider and model its complex structure. The result is known in advance and the time spent on planning will simply be lost. Therefore, the object of project management is, as a rule, a set of interrelated works aimed at solving some original task. But, in fact of the matter, in the modern business environment, with the rapid development of technology, technology and production organization, with the rapid change in the types and varieties of goods and services in the markets, the appearance of original tasks in front of the manager has become virtually the usual situation. If at the end of the fifties, at the dawn of the origin of the project management, only research and development programs were the objects of

such management, but nowadays few people can be surprised by technical, organizational, economic and even social projects. The definition of the type of project has already had the characteristics of the area of its application”.

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#### Аңдатпа

Мақалада қазіргі заманғы стратегиялық жоспарлау мәселелері талқыланды, нарықтық экономика жағдайында өндірістің стратегиялық жоспарлауына қатысты ілімдік аспектілер бойынша жинақталған материалды толықтай жиынтықтау жүзеге асырылған. Мақалада жоспар жасау кезеңдері, сонымен қатар стратегиялық жоспарлау қағидалары негізделген. Жоспарлау қағидалары объективті ғылыми категориялар ретінде сәйкес модельдерді құруда негізгі базис болып табылады. Кәсіпорынның даму стратегиясын әзірлеу және өркендету бойынша жұмыс жасау кешенінің келесі кезеңдері ұсынылды: саладағы инвестициялық тартымдылықты талдау; саланың дамуының сценарийлік болжамын әзірлеу; ішкі және сыртқы нарықтардағы сұраныстар мен ұсыныстардың өзгеру болжамын жасау, сондай-ақ салада (бизнес беріктігі) бәсекелестік позицияларды талдауды жүзеге асыру; стратегиялық альтернативті қаржы бағалауы; болашақ кәсіпорынның формасын қалыптастыру; стратегиялық мақсаттар мен міндеттерді құру, стратегияны енгізу бойынша жұмыстар кешенін жасау. Ұсынылған модельдердің бірде-біреуінде ұсынылған стратегиялық мақсаттарға қол жеткізуге жеткілікті назар аударылмайды. Қолайлы жағдайлар өздігінен туындамайды, бірақ көбінесе жаңа нарық сегменттерін анықтау және қолда бар мүмкіндіктерді пайдалану бойынша фирманың шығармашылық күштеріне байланысты болады. Компанияның бәсекеге қабілеттілігі әртүрлі инновацияларды енгізу және жаңа мәселелерді шешу үшін оның қабілеттілігін дамыту арқылы жақсартылуы мүмкін.

Тірек сөздер: стратегиялық жоспарлау, стратегиялық менеджмент, ұзақ мерзімді дамыту, бәсекеге қабілеттілік, талдау, инвестициялық тартымдылық, портфельдік модельдер.

#### Аннотация

В статье рассмотрены методологические проблемы стратегического планирования в современных условиях, предпринята попытка наиболее полного обобщения накопленного материала относительно теоретических аспектов стратегического планирования развития производства в условиях рыночной экономики. В статье обоснованы этапы разработки плана, а также принципы стратегического планирования. Принципы планирования как объективные научные категории выступают в качестве отправного базиса при построении соответствующих моделей. Выделены следующие этапы проведения комплекса работ по разработке и внедрению стратегии развития предприятия: анализ инвестиционной привлекательности отрасли; разработка сценарного прогноза развития отрасли; прогноз изменения конъюнктуры спроса и предложения на внутренних и внешних рынках, а также анализ конкурентной позиции предприятия в отрасли (прочности бизнеса); финансовая оценка стратегических альтернатив; формирование образа будущего предприятия; разработка стратегических целей и задач, комплекса работ по внедрению стратегии. Ни в одной из моделей не уделяется достаточного внимания способом реализации рекомендуемых стратегий. Благоприятные условия не возникают сами по себе, а в значительной мере зависят от творческих усилий фирмы по определению новых сегментов рынка и использованию имеющихся возможностей. Конкурентоспособность компании может быть повышена путем внедрения различных инноваций и развития ее способностей к решению новых задач.

Ключевые слова: стратегическое планирование, стратегический менеджмент, долгосрочное развитие, конкурентоспособность, анализ, инвестиционная привлекательность, портфельные модели.