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STRATEGIC ALTERNATIVES AND SUCCESS FACTORS

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Abstract. This article identifies four types of interconnected plans that play a subordinate role in relation to the overall plan, schematically presented a system of strategic planning, proposed a fundamental model of an adaptive planning process consisting of certain blocks

Keywords: *strategic choice, alternative, growth strategy, planning management.*

INTRODUCTION

There are four strategic alternatives for an enterprise - limited growth, growth, reduction, and a combination of these options [1]. Let's consider these alternatives in more detail:

Limited growth. The strategic alternative, which most organizations adhere to, is limited growth. The strategy of limited growth is characterized by setting goals from what has been achieved, adjusted for the inflation index. A limited growth strategy is used in mature industries with static technology when the organization is generally satisfied with its position.

Growth. The growth strategy is accomplished by significantly increasing the level of short- and long-term goals above the previous year's level each year. A growth strategy is employed in dynamic industries with rapidly changing technology.

Downsizing. The alternative most rarely chosen by executives and often referred to as the strategy of last resort is the downsizing strategy. Within the downsizing alternative, there can be several options:

- liquidation;
- cutting off redundancies;

- Reduce and refocus.

-Combination. A combination strategy of all alternatives is likely to be pursued by large firms active in several industries. A combination strategy is a combination of any of the three strategies mentioned.

Information impact and information security. A variety of factors influence the strategic choices made by managers. Here are some of them:

1. Risk;
2. Knowledge of past strategies;
3. Reaction to owners;
4. Time factor.

Some organizations and businesses can achieve a certain level of success without spending a great deal of effort on formal planning. Moreover, strategic planning alone does not ensure success. Nevertheless, formal planning can create a number of important and often significant enabling factors for an organization.

The current rate of change and increase in knowledge is so great that strategic planning seems to be the only way to formally anticipate future challenges and opportunities. It provides senior management with a means of creating a plan for the long term. Strategic planning also provides a basis for decision-making. Knowing what the organization wants to accomplish helps clarify the most appropriate course of action. Formal planning helps reduce risk in decision-making. By making sound and systematic planning decisions, management reduces the risk of making the wrong decision because of erroneous or inaccurate information about the company's capabilities or the external situation. Planning, because it serves to formulate established goals, helps to create unity of purpose within the organization. Today, strategic planning is becoming the rule rather than the exception.

The modern approach to strategic planning recognizes the interdependence of planning and other functions and activities of the enterprise, pointing to the need to take into account this interdependence in the design of planning systems, their information, and other supporting subsystems, as well as other processes and systems. Schematically, the strategic planning system can be represented as follows, Figure 1.

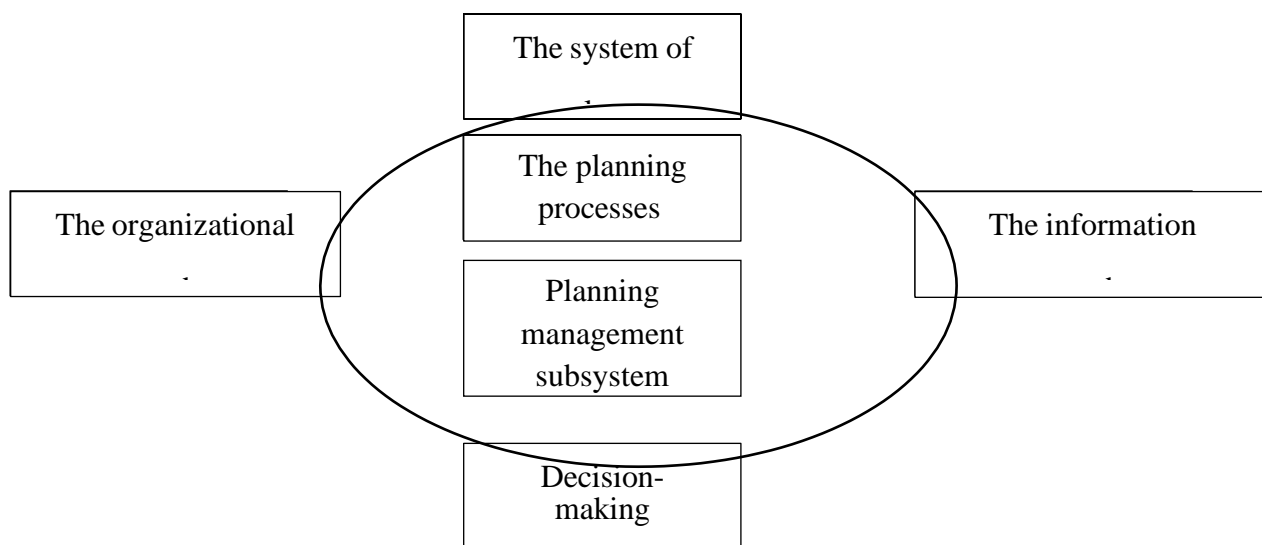


Figure 1 - The strategic planning system

It fully includes the system of plans, the planning process, the subsystem of planning management, and partially - three other elements: subsystems of organizational support, information support, and decision-making.

Tools of the information impact of modern states. The result of the process of strategic planning, its output is the planning documentation (the so-called "system of plans"), which reflects all types of planned indicators at the end of the relevant periods. The need to develop a system of plans, that is, a set of interrelated plans, is determined by the fact that the solutions to complex strategic problems are also quite complex. They are complex in the sense that they require the consideration of factors as different in nature as scientific, technical, technological, financial, and so on, the participation and support of the organization's diverse clientele.

Because plans must contain, as a critical element, proposed "solutions" to complex problems, they themselves must be no less complex than those problems. It follows that a simple plan or a simple hierarchy cannot serve as an adequate means of solving the problems of a modern firm. Rather, it should be a system of interrelated and interdependent private plans, reflecting and taking into account various aspects of the complex problems that the enterprise will face in the future, the possibilities of their resolution, the influence of different groups of actors, as well as the relationship between these or other elements of these plans. It is possible to distinguish four types of interconnected plans, which play a subordinate role in relation to the consolidated plan [2].

The main directions of development and strategy for the foreseeable future.

Perspective plan, which goes beyond one year and usually includes the prospects for improving products and services, as well as the transition to the production of a new generation of goods and services performed by the firm.

Production (short-term) plan, usually developed for one or two years and covering mainly the current activities of the firm.

Special plans (projects), which specify such special objectives, as the development of new types of services, penetration into new markets, implementation of new technologies, restructuring of the organizational structure by merging separate divisions of the firm, mergers with other firms, and so on.

All of these interrelated plans serve as forms of materialization of planning activities and the basis for linking objectives, goals, and strategies. These types of plans are also designed to reconcile the results of planning at different levels of management and in different units of the firm, as well as covering different periods of time.

The main directions of development of the firm fix the strategy for achieving the general objectives, and the main directions of its activities. The perspective plan is developed in a more detailed breakdown. It covers a long period of time, and takes into account the possibility of introducing new services and using new resources.

In the production plan, the planning horizon is much narrower, but in other respects, this plan is not inferior to the previous one. Special plans (projects) have different time horizons but are already focused, focused on the achievement of a limited number of specific goals and the use of a narrow range of resources.

The two types of plans named first are the main outputs of the system of strategic planning. However, they should be based on the current plans of projects, programs, and production. They should be transformed into future products and special plans (projects). The latter two types of plans are also part of the strategic planning system. Just as important as the relationship between the various plans that make up the planning system is their content. Each of these plans should include an adaptation mechanism allowing the firm to adapt to future conditions, to grow, or, conversely, to wind down activities. Such mechanisms can be plans for the takeover of other firms, plans for the development of the resource base, contributing to the achievement of general goals, and many other elements that ensure the prosperity of the enterprise in the future, which can be very different from the current situation.

In order for the development and use of a complex system of plans to be effective, the planning process must proceed in an organized manner. Therefore, in order to

properly assess the interrelationships, interactions, and interdependence of firm elements, activities, and programs, a certain order is necessary. The principle model of the adaptive planning process consists of the following blocks: a preliminary description of goals, forecasts of the external environment, planning prerequisites, choice of goals, evaluation of alternatives, development of plans, and development of strategies [3].

The process of strategic planning begins with a preliminary definition of goals. The definition of these goals has a preliminary character and is intended to establish the boundaries of future opportunities and the point of reference, in relation to which the need for information necessary to assess these opportunities is assessed. Defining the future goals of the firm can cause serious difficulties because it forces you to think in unfamiliar categories, different from those used in everyday practice.

The main purpose of forecasts is to look into the future, allowing planners to build a model of the likely future state of the external environment. This model reflects the nature of social, economic, political, legal, scientific, and technical factors with which the firm will have to deal in the future.

Assumptions contain the basic background information necessary for strategic planning. They can be specific, such as those related to inflation rates, or more general, such as assumptions about changes in society's core value system.

Planning assumptions provide information that complements that contained in the projections. These assumptions allow the planner to complete the model of the future that is created, which can then be used as the basis for evaluating and selecting strategic goals.

Goal selection. This step involves refining, detailing, and specifying previously formulated goals. Broadly defined organizational goals unify and guide the subsequent steps of the planning process.

Evaluation of Alternatives. The next step in the process is to identify and evaluate alternative ways of using the firm's resources to achieve its goals. Thus, the process of evaluating alternatives is a decision about the best direction for the firm's development under given constraints and future conditions. Along with assessments of risk and uncertainty, these alternatives form the core of strategic planning. In order for them to be meaningful, they must be evaluated according to what must be done and what can be done, based on given goals and possible risk factors-future.

Development of plans. After goals are selected and alternatives are evaluated, the main focus of the process of developing plans is to ensure consistency of goals and

alternatives prepared by various departments of the firm and for different types of its activities. At this stage, everything necessary is also undertaken to ensure that these plans correspond to global objectives: the selected goals, alternatives, and those activities that ensure their implementation are recorded in written, documented form.

Development of implementation strategies for the plans. Exploring alternatives for achieving the goals through the selected strategies and activities should be given as much attention as selecting strategies and activities. Part of the strategy for implementing plans is inherent in the plans themselves since alternative ways of effectively executing them have been considered in the development of the plans. The strategy for implementing plans has one very complex aspect that often needs to be considered: the motivation and behavior of people. In doing so, the planner should ask himself the following questions: What will be the reaction of employees to this decision? How should the plan be presented to them so that they will contribute to its successful implementation? What part of this plan can be announced? When?

ASTROTURFING

This approach to considering the impact of people's behavior on the implementation of the plan serves to improve the plan through an implementation strategy. This strategy is designed to manage all activities arising from the plan, not just the distribution of work and assignments, which is usually considered the main result of planning.

Most questions about the "organization adequate for strategic planning" usually boil down to one of the following: whether such a unit should be linear or headquarters, and whether the long-range planning service should be at the corporate level, its divisions, or tied to both at the same time. These questions should be approached creatively.

Strategic planning does not arise by itself; it needs motivation. Important elements of motivation are the managers' attitude to it and the climate at the firm [4].

Thus, planning is a type of organizational activity that requires a significant investment of time and resources. As such, it will degrade if its importance is not understood, if it is not stimulated by the proper attitude of employees, and if it is not managed as thoroughly as other activities at the firm.

CONCLUSION

Part of this "planning management" involves paying due attention to the organizational climate necessary for planning to be creative. An effective method of

creating this climate is to encourage broad participation in planning by employees at all levels. Employees can be encouraged to offer suggestions for improving the planning of new products, and services, modifications of output, changes in organizational structure, new strategies, etc. Such suggestions should be sufficiently reasoned and documented so that planners can evaluate them and see whether each suggestion merits further study.

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СТРАТЕГИЯЛЫҚ БАЛАМАЛАР ЖӘНЕ СӘТТІЛІК ФАКТОРЛАРЫ

Аннотация. Бұл мақалада жиынтық жоспарға қатысты бағынышты рөл атқаратын өзара байланысты жоспарлардың төрт түрі көрсетілген, стратегиялық жоспарлау жүйесі схемалық түрде ұсынылған, адаптивті жоспарлау процесінің принципті моделі белгілі бір блоктардан тұрады.

Түйін сөздер: стратегиялық таңдау, балама, өсу стратегиясы, жоспарлауды басқару.

СТРАТЕГИЧЕСКИЕ АЛЬТЕРНАТИВЫ И ФАКТОРЫ УСПЕХА

Аннотация. В данной статье выделены четыре вида взаимосвязанных планов, играющих подчиненную роль по отношению к сводному плану, схематически представлена система стратегического планирования, предложена принципиальная модель процесса адаптивного планирования состоит из определенных блоков.

Ключевые слова: стратегический выбор, альтернатива, стратегия роста, планирование управления.