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IMPROVING THE EFFECTIVENESS OF STRATEGIC PLANNING IN THE ENTERPRISE

Abstract. Strategic planning is a crucial process that guides enterprises towards their long-term objectives. However, despite its importance, many organizations struggle to implement effective strategic planning processes that lead to successful outcomes. This article explores the factors influencing the effectiveness of strategic planning, identifies common pitfalls, and proposes a set of best practices aimed at improving the overall efficiency and effectiveness of strategic planning in enterprises. By integrating contemporary frameworks, tools, and a focus on alignment between strategy and execution, this paper offers insights that can help organizations enhance their strategic planning processes and achieve sustainable competitive advantage.

The purpose of this article is to explore how enterprises can improve the effectiveness of their strategic planning process. We will examine the common challenges faced during strategic planning, factors that contribute to success, and practical methods for improving both the formulation and implementation of strategy.

Keywords: Strategic planning, effectiveness, enterprise, organizational strategy, competitive advantage, implementation, alignment.

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ПОВЫШЕНИЕ ЭФФЕКТИВНОСТИ СТРАТЕГИЧЕСКОГО ПЛАНИРОВАНИЯ НА ПРЕДПРИЯТИИ

Аннотация. Стратегическое планирование - важнейший процесс, который направляет предприятия к достижению их долгосрочных целей. Однако, несмотря на его важность, многие организации с трудом внедряют эффективные процессы стратегического планирования, которые приводят к успешным результатам. В этой статье исследуются факторы, влияющие на эффективность стратегического планирования, выявляются распространенные подводные камни и предлагается набор лучших практик, направленных на повышение общей эффективности стратегического планирования на предприятиях. Благодаря интеграции современных систем, инструментов и сосредоточению внимания на согласовании стратегии и исполнения, этот документ предлагает идеи, которые могут помочь организациям усовершенствовать процессы стратегического планирования и добиться устойчивого конкурентного преимущества.

Цель этой статьи - изучить, как предприятия могут повысить эффективность своего процесса стратегического планирования. Мы рассмотрим общие проблемы, с которыми сталкиваются при стратегическом планировании, факторы, способствующие успеху, и практические методы улучшения как формулирования, так и реализации стратегии.

Ключевые слова: Стратегическое планирование, эффективность, предприятие, организационная стратегия, конкурентное преимущество, внедрение, согласование.

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КӘСІПОРЫНДА СТРАТЕГИЯЛЫҚ ЖОСПАРЛАУДЫҢ ТИІМДІЛІГІН АРТТЫРУ

Аннотация. Стратегиялық жоспарлау-бұл кәсіпорындарды ұзақ мерзімді мақсаттарына жетелейтін шешуші процесс. Дегенмен, маңыздылығына қарамастан, көптеген ұйымдар табысты

нәтижелерге әкелетін тиімді стратегиялық жоспарлау процестерін жүзеге асыру үшін күресуде. Бұл мақалада стратегиялық жоспарлаудың тиімділігіне әсер ететін факторлар зерттеліп, жалпы тұзақтар анықталып, кәсіпорындардағы стратегиялық жоспарлаудың жалпы тиімділігі мен тиімділігін арттыруға бағытталған озық тәжірибелер жиынтығы ұсынылған. Заманауи құрылымдарды, құралдарды біріктіре отырып және стратегия мен орындау арасындағы сәйкестікке баса назар аудара отырып, бұл құжат ұйымдарға стратегиялық жоспарлау процестерін жақсартуға және тұрақты бәсекелестік артықшылықтарға қол жеткізуге көмектесетін ақпаратты ұсынады.

Бұл мақаланың мақсаты - кәсіпорындардың стратегиялық жоспарлау процесінің тиімділігін қалай арттыруға болатынын зерттеу. Біз стратегиялық жоспарлау кезінде кездесетін жалпы проблемаларды, табысқа ықпал ететін факторларды және стратегияны тұжырымдауды да, іске асыруды да жетілдірудің практикалық әдістерін қарастырамыз.

Түйін сөздер: Стратегиялық жоспарлау, тиімділік, кәсіпорын, ұйымдастырушылық стратегия, бәсекелестік артықшылық, іске асыру, теңестіру.

Introduction. Strategic planning is widely recognized as a critical function in guiding an enterprise toward its long-term goals. It involves setting objectives, defining the direction, and determining the actions necessary to achieve desired outcomes. Despite its centrality to organizational success, many enterprises struggle with the effectiveness of their strategic planning efforts. A well-constructed strategy can provide clarity and focus, but without effective execution, even the most well-designed strategies can fall short.

The importance of effective strategic planning. Strategic planning plays a fundamental role in determining the future trajectory of an enterprise. An effective strategic plan allows organizations to:

- Set clear, achievable objectives aligned with long-term vision and mission.
- Anticipate and adapt to market changes, technological disruptions, and competitive pressures.
- Optimize resource allocation and prioritize investments in growth opportunities.
- Align internal processes, structure, and culture with strategic goals.

- Monitor performance and adjust plans based on feedback and changing circumstances.

Without a robust strategic planning process, organizations are at risk of becoming reactive rather than proactive, missing out on opportunities or failing to adjust to market dynamics [1].

Common challenges in strategic planning. Despite the recognized importance of strategic planning, many enterprises encounter difficulties in making the process effective. Some of the most common challenges include:

Lack of alignment between strategy and execution. One of the primary reasons why strategic plans fail is the disconnect between the formulation of strategy and its execution. Many organizations fail to translate strategic goals into actionable tasks and fail to align operational processes with strategic priorities. This misalignment often results in the inefficiency of resources, missed deadlines, and the inability to achieve strategic objectives.

Inadequate stakeholder involvement. Strategic planning must be a collaborative effort involving key stakeholders across various levels of the organization. Lack of engagement from

key departments or individuals can lead to strategic plans that are disconnected from the realities on the ground. When employees feel excluded from the planning process, their buy-in and commitment to the plan may diminish, further reducing its chances of success.

Insufficient data and analysis. Effective strategic planning is based on data-driven insights, but many organizations lack access to high-quality data or the tools to analyze it effectively. Without an accurate understanding of market conditions, customer preferences, competitive landscapes, and internal capabilities, enterprises may develop strategies that are either too optimistic or unrealistic.

Overemphasis on long-term vision at the expense of short-term execution. While long-term strategic vision is crucial, focusing exclusively on distant goals can result in neglecting the short-term actions required to achieve those goals. This imbalance often manifests in unclear priorities, lack of tactical clarity, and missed opportunities for quick wins that could build momentum toward achieving broader objectives [2].

Best practices for improving the effectiveness of strategic planning. To address these challenges, enterprises can adopt several best practices designed to enhance both the formulation and execution of strategic plans. These best practices focus on integrating effective frameworks, ensuring alignment across the organization, leveraging technology, and creating an adaptive approach to strategic planning.

Incorporating a balanced approach: strategy, execution, and adaptation. A successful strategic planning process must include three key

components: strategy formulation, execution, and adaptation. Enterprises should not only focus on creating a visionary strategic plan but also ensure that there is a clear execution roadmap with measurable milestones. Moreover, strategic planning should not be a static process; it must be adaptable, with periodic reviews to adjust the strategy based on market changes or performance feedback.

Building cross-functional collaboration. For strategic plans to be successful, they must have buy-in and support from all relevant stakeholders, including senior leadership, middle management, and employees at all levels. The inclusion of cross-functional teams in the planning process ensures that the strategy is realistic, operationally feasible, and aligned with the needs of the organization as a whole. It also fosters a culture of ownership and accountability, making it more likely that the strategy will be successfully executed.

Utilizing data-driven insights. The integration of data analytics into the strategic planning process is critical. Enterprise-wide access to accurate, real-time data about market conditions, consumer behavior, and internal performance can inform better decision-making. Predictive analytics can help identify trends and potential disruptions, enabling organizations to anticipate and respond proactively rather than reactively.

Establishing clear metrics and key performance indicators (KPIs). To ensure that strategic goals are met, organizations should establish clear, measurable KPIs. These metrics provide a framework for tracking progress, identifying challenges, and making data-

driven adjustments to the plan. Additionally, a strong feedback loop—built on continuous monitoring and reporting—allows organizations to measure performance and identify areas for improvement early in the process.

Ensuring flexibility and agility. The business environment is dynamic, and even the most well-thought-out strategies may need to be adjusted in response to changes in the marketplace. By adopting an agile approach to strategic planning, enterprises can remain flexible and adapt to new opportunities or threats. Regular strategic reviews and scenario planning allow organizations to pivot as needed without losing sight of their core objectives [3].

Case studies of effective strategic planning.

Case study 1: Apple Inc. Apple is an example of a company that has effectively integrated strategic planning with execution. By continuously aligning its product development, marketing, and operational strategies with its core values of innovation and user experience, Apple has maintained its position as a market leader. Apple's success lies in its ability to focus on long-term vision while remaining adaptable to consumer preferences and technological changes.

Case study 2: Toyota motor corporation. Toyota has long been known for its robust strategic planning process, which includes a combination of long-term planning and short-term execution goals. The company's emphasis on lean manufacturing and continuous improvement through its "Kaizen" philosophy is a key part of its success. Toyota's ability to balance efficiency with innovation has helped the company navigate global competition and supply chain

challenges [4].

Conclusion. Improving the effectiveness of strategic planning is essential for enterprises that aim to achieve sustainable growth and competitive advantage. By addressing common pitfalls such as poor alignment, inadequate stakeholder involvement, and insufficient data, organizations can enhance the quality of their strategic planning process. The integration of best practices, such as cross-functional collaboration, data-driven decision-making, and flexibility in execution, can significantly improve both the formulation and implementation of strategies.

The future of strategic planning lies in creating an agile, responsive process that is capable of adapting to ever-changing market conditions while remaining focused on achieving long-term objectives. As organizations evolve, their approach to strategic planning must also evolve to reflect the complexities of the modern business environment.

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