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TOOLS OF STRATEGIC PLANNING OF A CONSTRUCTION COMPANY ACTIVITY ON THE STAGES OF ITS LIFECYCLE

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Summary. The methods and models of construction company strategic planning on the stages of its lifecycle are studied in the article. The dependence of company goals and strategies on life cycle stage is analyzed.

Keywords: *strategy, stage, life cycle, construction company.*

Market economy creates a special economic mechanism, management structures, methods of operative and strategic planning including the level of enterprises. Only creative analytical approach, which sets the aim to coordinate the system of strategic planning with changes of environment, and active influence on the forming outer conditions are able to provide efficient functioning on the lifecycle stages and development of an enterprise. Major targets of strategic planning are: choice of main directions of the production development; creating the strategy of behavior on the market; creating the commodity strategy on the market; orientation on innovations.

Planning is one of the basic functions of management; therefore, it cannot be avoided either by practitioners or by scientists. Among the different aspects of planning (operative, current, prospective) most scientists nowadays pay most attention to the prospective one, which is based on the models of enterprise development strategies in changeable conditions of the outer environment.

For the recent years, scientists working on the problem of strategic management and developing the corporate behavior strategies in the outer environment have created the integral system of major knowledge about strategic management and planning. Despite the achievements of foreign and native scientists, many theoretical and practical issues in this field have not been solved.

The aim of the article is broadening the existing theoretical propositions about the tools of strategic planning of an enterprise activity on the stages of its lifecycle.

Main objectives of the work are investigation of the essence of strategic planning, analysis of existing

methods of strategic planning, defining dependence between targets and strategies of an enterprise according to the stage of its lifecycle.

Strategic planning means transformation of the databases, received as a result of analysis of outer and inner environment as well as missions and targets, into the strategic plan of a construction enterprise.

Enterprise targets depend on the stage of its lifecycle, that is why strategies, in particular marketing strategies are chosen according to the location of the enterprise on the lifecycle curve. There is also the opposite dependence: through the help of forming and fulfilling appropriate strategies, management of the enterprise lifecycle is accomplished.

For the single-component enterprise, the unified general strategy is chosen to define the direction of the curve for its lifecycle development. For the enterprises with diversified activity a number of general strategies is chosen while the vector of general corporate strategy will take the position of primary set for definite directions of general strategies for particular goods (activity directions, strategic economic zones). Depending on the strategy implemented by the company, it chooses appropriate marketing tools.

The tool of the strategic planning of the enterprise is a model.

In the native scientific literature definite reflection of economical processes and phenomena formalized in terms of economical-mathematical methods is accepted for understanding the concept of a model. In the market economy there is a wide-known concept of model as a tool of creating strategies, not obligatory formalized in mathematical relations, but the one, which reflects the dynamics of the processes in both inner and outer environments. In this aspect,

methods and model are considered as synonyms to some extent.

After thorough investigation of the most widespread methods and models of strategic planning of an enterprise activity on the stages of its lifecycle, it is clear that all the explored methods and models can be implemented in the native construction enterprises, but their common disadvantage is that they take into account only one factor of an enterprise activity.

The most acceptable among all the models of strategic planning of an enterprise activity on the stages of its lifecycle is the model ADL/LS. The basic theoretical proposition of the model is that definite kind of business of any enterprise can be located on one of the lifecycle stages, therefore, it should be analyzed according to this particular stage.

However, even including that advantages of obviousness and completeness of the enterprise position in the particular stage, as well as prospects of the stage development, comparing to the previous models are obvious, the matrix ADL/LS has the same problem – limits of implementation. Improvement goes on the line of obviousness of perception, supplement of the number of recommended strategies (widening of strategy choice), but estimation of market positions here also is hampered by the level of indeterminacy as well as human factor which cannot be avoided in this approach.

That is why, having explored the tools of strategic planning of an enterprise activity on the stages of its lifecycle, we can mark out the following:

- strategic planning is a number of actions and decision made by the company management leading to the development of the specific strategies determined to help the enterprise to prove its mission and achieve its targets on every stage of its lifecycle;

- with a view on the multidimensional character of its activity, every enterprise has to form its own strategy or set of strategies. Strategic planning of

commodity range should be in the center of the attention of the modern company management. Also there should be implemented such new approaches and technologies as orientation on business processes, logistic approach to the managing of material flows, development of informational provision of decision-making;

- the process of strategic planning is the tool that helps to increase the level of reliability on management decisions in the system of strategic management. Its major distinguishing feature is justification of innovations and changes in the activity of the given enterprise;

- strategic analysis, which forms the basis of strategic planning is better to start from exploring facilities of the inner environment and then its outer environment. In this case the amount of information necessary for decision-making decreases sharply;

- in modern conditions strategy should be considered not as the long-prospective target or particular direction of the activities, but as the sphere of the primary development of the enterprise by the optimization of the influence resources, as the method of activation;

- reliability of strategic planning of the enterprise depends on timely implementation of non-stop informational support of products lifecycles. For coordination of all the set of actions, connected with production process in the enterprise, it is necessary to provide integration of the data by the elements of product lifecycle, by structure subdivisions accounting their hierarchy, starting from the group of enterprises creating the corporation to particular centers of responsibility for the kinds of products, which is manufactured, including every series or individualized business processes, kinds of overheads (financial, material etc.) on a specific kind of activity of production of the item, fulfilling the order.

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