

**MODERN TECHNOLOGIES OF STRATEGIC MANAGEMENT IN ORGANIZATIONS AS A BASIS  
OF SUPPORT OF CHANGES**

**YAUHEN HAIDAU, MARINA HAIDAVA**  
*Polotsk State University, Belarus*

*A model linking the operational and strategic levels of management in an organization in a highly dynamic environment. It connects the mission, vision and strategy of the organization with evaluations of the results of current activities, thereby enabling the rapid adoption of managerial decisions, the tools that are applicable to the organization to support ongoing changes.*

**Introduction.** Strategic management, according to one of the latest definitions of the leading consulting organization McKinsey, is a constantly reproducible management activity aimed at the formation of an optimal integrated set of actions throughout the organization to create sustainable competitive advantages [1].

Today, the external environment is changing much faster and more dramatically, which puts new demands on the approaches used in developing strategies.

There is no universal strategy for all organizations, just as there is no universal algorithm for strategic management. Every organization is one of a kind and the process of strategy development is unique for every organization. This is due to the organization's market position, its internal capacity, the behavior of competitors and customers, the dynamics of its development, the characteristics of goods or services, the state of the economy, cultural environment and many other definitions [2].

One example of a new generation of methodological approaches to strategy development is a strategy that combines analytical methods with processes and tools that provide creativity, dynamism and an interested attitude to the work of the organization's staff. This approach to developing a strategy has three fundamental differences from the traditional one:

- creation of a substantive part of the strategy, based on the vision of the future of the organization and ambitious goals;
- taking into account the behavioral aspects of the organization's personnel and managing them in order to ensure compliance with the goals;
- continuous process of change management, based on a balanced system of criteria.

The problems of constant development and constant changes in the organization in the 21st century came to the fore. An effective means of solving these problems were business-engineering technologies, which formed the basis for new approaches to management. The financial-oriented management, which has prevailed until recently, is replaced by a new "innovative management", which presupposes a constant restructuring of enterprises with a view to realizing the chosen strategies. In the most advanced organizations, financial success began to be seen as a side effect of a successfully implemented strategy. The profit criterion became necessary, but insufficient. The share of non-financial and non-quantitative business estimates increased, and in the strategy they became dominant.

In addition, if in the traditional planning the future is determined from the past (based on the trends of the previous development), in today's strategic planning, the present is determined from the future. Traditional planning models are good for stable and relatively easily predictable development or evolution of the environment. However, revolutionary nonlinear changes that occur or can occur every day cannot be accounted by traditional mathematical methods. And these changes need not only to foresee, but also to react to them faster than others.

Previously undeniable advantages of prosperous enterprises - a stable organizational structure and well-established processes - now turn into a drawback, since the inertial organization does not allow responding in a timely manner to changes in market requirements.

The most advanced organizations themselves provoke this mobility, constantly introducing innovations. The aggravation of competition in the world and domestic markets has given rise to a special tactic and strategy of industrial organizations for which the accumulation, reservation and timely use of innovations has become a primary tool in the struggle for markets. Overseas management innovations are introduced everywhere, which are much cheaper than technological and innovative ones. It is no accident that the European Commission stated that managerial innovation will be one of the main factors of increasing competitiveness in the world

market in the coming years [3]. As an innovative management approach, industrial organizations need more widely implement the process approach in management; it is advisable to master the methods of business process reengineering.

Strategic decisions related to the serious restructuring of business organization began to be taken more than once in five years, but almost every year - sometimes and more often.

Therefore, the most urgent were the following tasks:

- choice of development directions with the help of modern technologies of strategic monitoring, analysis and strategic decision making;
- an accurate representation of the organization of activities that is necessary to carry out the changes;
- coordination of strategic and operational management tasks, for which the strategic block sets targets.

The general principles of implementing modern approaches to strategic management are based on the widespread use of information technology. The strategic model, the most important part of the technology of business engineering, includes a consistent series of concepts from a carefully designed mission - the vector of the determining direction of the organization's development to the construction of a harmonious system of indicators that forms the correct "adjustment" of workers to a strategy that guarantees a true strategic focus.

Any enterprise is a purposeful socio-economic business system in which strategic installations should be spelled out explicitly.

Nevertheless, as a rule, organizations do not explicitly express the formulated strategy or its elements are expressed very fragmentarily, and most of this important information is "in the heads" of the top management and the owners of the organization. The setting of strategic management usually begins with the extraction, structuring and introduction of this information into the model, as well as its integration with information obtained from external sources.

Usually the following stages of building a strategic business model are distinguished:

- identification of the internal and external environment of the organization, justification of the initial activities (determined by the market demand, the capabilities of the organization and its aspirations);
- formation of a "development vector" (directions of potentially possible expansion of activities);
- description of business credo (principles of interaction of the organization with all parties interested in its activities).

The identification of this information and allows to form the Mission of the organization as an invariant of behavior (development vector + business credo), which allows making correct decisions at the moments of change. Moreover, the work on modeling the strategy is moving along three axes:

- I want - aspirations of the system (values of the subject - desires and limitations);
- I can - the capabilities of the system (evaluation of available and available resources, technologies, skills and experience);
- it is necessary - the needs of the environment (evaluation of the market and wider environment of the organization).

In addition, it is desirable to have a comprehensive strategic evaluation of decisions, comparing the external and internal environment of the organization (the "it is necessary" and "I can" axes). This can be done using a SWOT-analysis matrix, which is also supported by business modeling tools.

The SWOT-analysis matrix provides the organization's leaders with a structured information field in which they can strategically orient and make decisions. The most attractive thing in this method is that the information field is formed directly by the leaders themselves, as well as by the most competent employees of the organization on the basis of generalizing and harmonizing their own experience and vision of the situation.

As a result of building such a model, the company receives the following structures of valuable information:

- systematized factors of external and internal environment, which significantly influence the activity and direction of the organization's development;
- systematized knowledge about the directions of business development and the basis for choosing such a direction.

Such a strategic analysis and revision of the business development vector should be of a permanent nature - it is conducted either periodically, or when significant events occur in the external and internal environment.

The next task is to identify the goals and indicators that characterize the achievement of strategic success in selected areas (areas) of activity.

## Economics

We will proceed from the fact that at present the universally recognized goal of the highest level is the value of the organization. Most modern management technologies already use a cost approach to business valuation.

To build a model of the goal tree leading to this "strategic success" it is recommended to use the Balanced Scorecard (BSC) methodology - a balanced scorecard [4]. Structuring knowledge using standard methodologies is a very useful technique, at least at the stage of creating a knowledge management system. In most cases, only by mastering the standards can you go to more individualized systems.

The BSC methodology has become one of the main discoveries of modern management theory, made in the early 90s of the 20th century. This methodology was also based on the fact that in the decision-making process, managers and owners are increasingly demanding information not only of a financial nature (as in traditional financial-oriented management). In the conditions of rapidly developing markets and the most intense competition, non-financial information, based on the assessment of the company's intangible assets, is becoming increasingly important, and modern management can increasingly be described as "innovative".

According to the BSC methodology, branches of the target tree form the so-called "critical success factors" of the organization - KFS. Knowledge, i.e. an explicit definition of these factors will allow us to constantly monitor trends in behavior and organize activities in such a way as to influence the change of these factors in a favorable direction.

In addition, the existence of a system of KFS allows us to compare with them the significance of any activity (any organization processes).

The quality of implementation of key processes must also be monitored. Therefore, for measurable goals (at least, lower levels), measurable indicators should be identified that can determine the degree to which the goals are achieved. Sometimes they are called "key performance indicators" (KPI).

Building a "goal tree", selecting KFS and KPI structures the most important level of the organization's business model - the level at which the transition from "strategy to action" takes place.

**Conclusions and suggestions.** Thus, the proposed model allows linking the strategic and operational levels of management, to form a true strategic focus. It connects the mission, vision and strategy of the organization with evaluations of the results of current activities, thereby enabling them to quickly make management decisions aimed, if necessary, to adjust the situation as soon as it becomes necessary.

## REFERENCES

1. Современные технологии стратегического менеджмента: бизнес-инжиниринг как средство управления изменениями [Электронный ресурс] / Паис Консалтинг. ISO 9001. – Режим доступа: <http://www.iso-9001.ru/index.php3?id=477&mode=>. Дата доступа: 13.01.2019.
2. Гайдова, М.В. Готовность организации к стратегическому подходу в управлении как необходимое условие разработки стратегии управления персоналом / М.В. Гайдова, Е.А. Костюченко // Вестник Полоцкого государственного университета. – 2018. – № 13.
3. Блинов, А.О. Реинжиниринг бизнес-процессов / А.О. Блинов. – М. : Юнити-Дана, 2010. – 334 с.
4. Разработка системы сбалансированных показателей [Электронный ресурс] / Market-journal.com. – Режим доступа: <http://www.market-journal.com/vnedrenie/29.html>. – Дата доступа: 11.01.2019.