



CREATING ORGANIZATION DEVELOPMENT STRATEGY

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Article history:	Abstract:
Received: 10 th April 2023 Accepted: 11 th May 2023 Published: 11 th June 2023	The following article explains the concept, content and importance of strategic management in a market economy. Effective strategic management methods in enterprises and organizations, ways to increase the effectiveness of strategic management and planning of enterprises will be studied.
Keywords: enterprises, strategic management, market economy, operational management, marketing, management.	

The relevance of the strategy consists in eliminating the stagnation that occurs during the development of the organization and ensuring the integrity of the organization's actions. It is for this reason that a strategic approach to organizational development is becoming widespread in many companies. Modern market conditions are characterized by high levels of uncertainty. This situation forces the management of the company to create flexible and flexible strategies for the development of the organization. Currently, a strong competitive environment has formed in most industries. In such a market situation, it is required to manage the organization's marketing and economic-financial activities taking into account competitive relations in the market.

The relevance of this research is related to the uncertainty of the external environment, and it is necessary to actively implement the strategic structure of their development in enterprises.

Strategy means, first of all, choosing a course of action and analyzing and summarizing initial actions and using them to search for new directions. The term "Strategy" has the following meanings: plan, agile and clear actions, principles of behavior, situation, perspective and others. In general, strategic management can be described as the process of planning, clarifying and implementing the activities of the organization for the long term.

Taking into account the multifaceted aspects of strategies, A. Thompson divided them into five groups [2,119]:

1. Leadership strategy based on low costs, becoming a supplier of own goods and services, attracting a wide group of consumers.
2. Diversification or individualization strategy, achieving that one's goods are sharply different from competitors' goods and that this difference attracts consumers.
3. The best pricing strategy. Having a low cost and product price compared to similar products of competitors.
4. Strategy of concentration on a narrow segment of the market based on low cost.

5. Strategy of concentration in a narrow segment of the market by differentiation of services and goods.

Business development strategies that are common in business practice can be divided into three groups:

- Growth strategies (concentrated growth, modified growth);
- Stability strategies (pausing, moving forward cautiously, freezing profits)
- Exit strategies (partial relinquishment of operational independence, sale of part of assets, liquidation of bankruptcy)

Creating a strategy consists of the following steps:

1. Identification of functional areas. According to the researchers, the strategy comprehensively reflects the company's activities, and in order to realize the goals, it is necessary to plan the activities of all its constituent elements, which include logistics, marketing, production, personnel activities, commercial activities, etc. Evaluation of the effectiveness of the communication system should be carried out taking into account the operation of the operating system and investment development programs.
2. Determination of goals. Defining the goals is the next step, if the strategy is not formed first, then the goals are not defined. If identified, time and money can be saved. But it is known from experience that it is necessary to review and clarify the goals of the enterprise, because indicators and planned numbers (amounts) can change dramatically from time to time. Similarly, it is necessary to consider alternative options based on strategic marketing research and SWOT analysis. Based on this analysis, the company's strengths and weaknesses, opportunities and risks are determined. At the same time, the goals must be clearly measured, require all the efforts of the organization and must be at the level that the organization can fulfill.
3. Diagnosis. A list of the company's strengths and weaknesses is compiled during the diagnosis period. This list can be made by



the responsible employees of the enterprise or an external party directly responsible for creating the strategy.

3. Analysis of the external environment. The analysis of the external environment makes it possible to compile a final list of factors that affect not only the enterprise's activities, but also the entire network. Undoubtedly, these factors should be taken into account in the process of creating a strategy. The list of factors can be prepared and compiled using the expert-questioning method. But this method should be used, taking into account the level of precision required by the strategic plan. In addition, the strategic plan for the development of the enterprise is discussed at several levels of management.
4. SWOT analysis. This analysis is used to compile information about the organization's position in the market. A conclusion is made about the strategic alternative options, taking into account the quality of matching the strengths and weaknesses with the opportunities and risks. Implementation costs are carried out within the investment development plans of the enterprise. An important condition for the effective implementation of the organization's strategy is who is assigned the responsibility for the implementation of this plan. Usually, the functional departments, first of all, the marketing department is responsible for this process.
5. Thus, the above situations determine the conditions for creating a strategy by the organization's employees or with the involvement of external consultants. In connection with this, there are specific approaches and methods for choosing the right direction for the strategic development of enterprises.

The methods of creating a strategy can be as follows.

- Formalized - usually in the form of a matrix, based on mathematical analysis;
- Informal - intuitive approach based on creative approach.

Usually, more formalized methods and various matrices are used, because they fully reflect the influence of the internal and external environment of the enterprise. Matrices have the following forms:

- I. The Ansoff matrix is used to create strategies in growing market conditions. This matrix is used to

reflect the differences between the actual development of the enterprise and the planned development.

2. M. Porter's model is used to determine the relationship between the company's income and its market share.

3. When evaluating the company's business portfolio, the Boston Consulting Group (BKG) matrix represents the situation of the company's enterprises, taking into account the growth rate of a specific industry and the relative share of the market.

4. The GE/McKinsey matrix, proposed in collaboration with General Electric and McKinsey consulting group, was created to compare and describe the company's business direction.

5. The ADL/LC model was created by a well-known consulting company and focuses on network life cycles. Accordingly, the competitive position of the company is compared.

The process of strategy formation goes through the following stages, like any other management objects from an organizational technological point of view:

1. assessment stages;
2. determination of development directions;
3. formation of direct planning parameters of object development;
4. controlling the implementation of decisions and coordinating them.

In general, it is recognized by scientists that there is a stage of the control function:

- determining the goals of theories;
- expressing the results in numbers;
- analysis of activity results to determine the reasons for deviations from plans;
- to comply with the methods of performing tasks specified in the plan as specified in the requirements and to eliminate them when deviations are detected.

Thus, creating an organization development strategy is a closed cycle and a continuous process. Therefore, the implementation of the strategy should be regularly monitored and should be consistent with the company's mission, strategic vision and goals, and should include the implementation of adaptive actions when necessary. Formulating a strategy that fits the organization's activities and its implementation requires the use of all the resources available in the organization. The management process should be flexible to the modern market economy and micro-macro level changes in the effective management system. A strategic management system that meets these requirements will be able to effectively manage the organization.



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World Economics & Finance Bulletin (WEFB)
Available Online at: <https://www.scholarexpress.net>
Vol. 23, June 2023
ISSN: 2749-3628,

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