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artum80@mail.ru**ENTREPRENEURIAL ACTIVITY
AS A FIELD OF STRATEGIC PLANNING**

Abstract. Despite the fact that by now considerable experience has been accumulated in the strategic planning of entrepreneurial activity, this problem, as before, remains relevant and insufficiently studied. There are still ambiguous interpretations of the concept of “strategic planning” in relation to entrepreneurial activity; there is a lack of elaboration of comprehensive theoretical and methodological tools and practical mechanisms for strategic planning of entrepreneurial activity. This article discusses the essence and content of the concept of “strategic planning” in relation to entrepreneurial activity. The necessity of implementing strategic priorities for the development of entrepreneurial structures based on modern scientific approaches and technologies is proved.

Keywords: strategy, strategic planning, business environment, entrepreneurial activity, planning.

Introduction

In modern conditions when requirements to competitiveness of economic entities increase, strategic planning is urged to provide the basic parameters of efficiency of development of business structures, such as, steady position in the market, timely adaptation of systems of production and management to dynamic changes of an external environment. With the increasing dynamism of the economic environment, the planning process, which corresponds to the competitive type of reaction of the entrepreneurial structure, becomes insufficiently effective. In this case, the actions of business structures can not be reduced to a simple response to changes. In these conditions, the role of strategic planning increases, the main purpose of which is to justify the choice and implementation of strategic priorities for the development of business structures on the basis of modern scientific approaches and technologies.

The adaptability of economic entities to the changing market environment in modern sociodynamics is one of the important conditions for their successful functioning. The combination of actions that allow you to adapt to changes in market conditions, ensures the competitiveness of the business, regardless of its size. Large, medium, small and micro enterprises are looking for ways to survive in the new conditions of existence. It can be evolutionary, gradual changes following the movements of the external environment. As practice shows, such a path of trial and error in modern socio-economic dynamics is doomed to failure[1].

A more effective way, as demonstrated by the last 50 years, is strategic development, which is a set of actions that ensure the competitiveness of business, puts forward-looking planning in the framework of specific tools-a set of methods, procedures, tools that allow businesses to determine their position here and now and view it in the dynamic future.

Currently, one of the main tasks for Kazakhstan is to increase the competitiveness of the country's economy, its regions and enterprises. Modern trends in the development of the country's economy are characterized by a variety of forms of entrepreneurship with different organizational and legal status and type of ownership. For civilized entrepreneurship, focused on innovation, the study of entrepreneurship as an object of management becomes relevant.

Methods

One of the key indicators of long-term development of Kazakhstan is the increase in GDP per capita to 60 thousand dollars.⁵ and achieving 50% of the share of small and medium-sized enterprises in the country's GDP by 2050 [2].

Currently, the business structures of Kazakhstan are represented to a greater extent by individual entrepreneurs, but small and medium-sized enterprises are also distinguished. At the beginning of 2019 in Kazakhstan, the number of operating SMEs amounted to more than 1186 thousand units, most of which were individual entrepreneurs and peasant (farmer) farms. The subjects of large business included 2362 active legal entities. 994 of them are state — owned, and more than 100-affiliated with the state. Thus, 99.8% of all business entities belong to small and medium-sized enterprises.

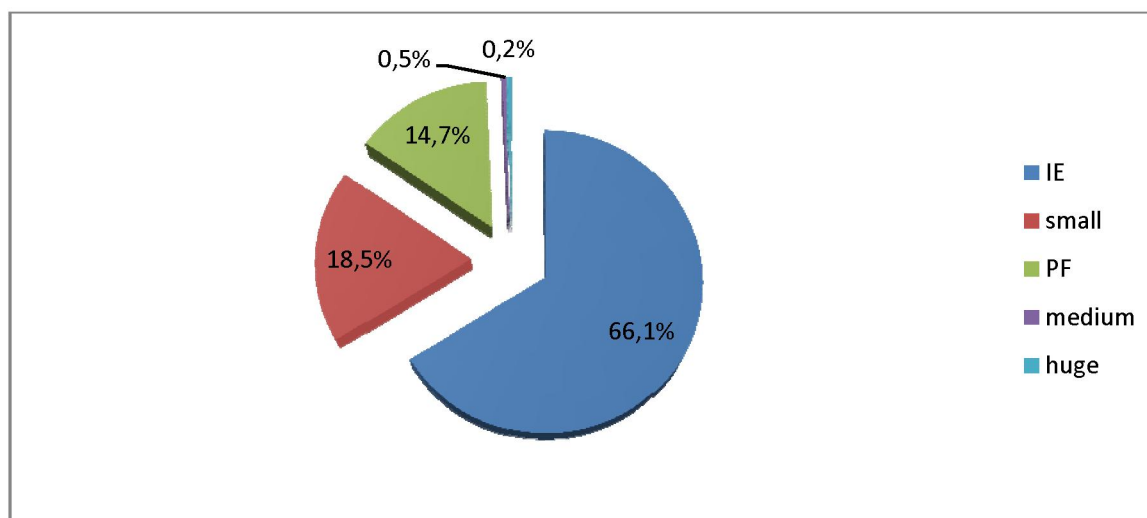


Figure 1 - Structure of existing business entities by size, as of January 1, 2017. (Source:SCMNERK)

In 2018, the number of existing SME entities decreased by almost 56 thousand units, or 2%. This fall is due to the reduction in the number of individual entrepreneurs by 69 thousand in the sphere of trade, about 55 thousand enterprises closed or went into the shadows. The transport and warehousing sector decreased by 7.4 thousand IE. In the sphere of accommodation and food services, the number of individual entrepreneurs decreased by 2.1 thousand. at the same time, the number of existing legal entities of small business increased by almost 14 thousand units [3].

In 2018, according to the statistics Committee MNE RK, medium and small businesses of Kazakhstan provided 27.1% of all jobs in the country and produced 25.4% of gross domestic product. While in developed economies (USA, EU, China) medium and small businesses provide almost 80% of all jobs and produce 40 to 70% of total gross domestic product. Both small and large businesses meet their goals and face challenges that are often similar.

The main problems of business structures in the Republic of Kazakhstan are underdevelopment, unpredictability, "close horizons" of activity planning. The demand for strategic planning of PS development is currently dictated by the need to calculate their actions in the market and be ready for possible changes, as well as the ability of business structures to justify their applications for funding and prove that it is able to successfully implement the proposed projects and get a significant financial return in the long term.

Entrepreneurship is a special type of economic activity carried out on an innovative and risky basis. Innovation objectives cover the reproduction process as a whole or as a separate part of this process, and they are aimed at generating entrepreneurial income. The development of entrepreneurial activity of the enterprise is a consistent and purposeful process of changing its quality.

Current trends and problems in the development of entrepreneurial activity of the enterprise determine the need and the possibility of combining goals and strategies in solving existing problems, especially if the task is to maintain and improve competitiveness.

The purpose of development of business activity of the enterprise is achievement of such condition of future reality which the enterprise wishes to achieve own efforts.

Strategy business development enterprise is a complex political and economic settings and long-term programs of actions in which frameworks it is planned to achieve development objectives [4].

The purpose and strategy of development of business activity of the enterprise represent a uniform complex since not only the purpose defines strategy, but also strategy considerably influences definition of the purpose. Thus, the achievement of certain specific goals can be carried out by some specific strategies, but to apply these strategies to the enterprise does not always allow its own potential. If the potential of the enterprise does not allow creating the necessary conditions for the development of entrepreneurial activity, then not only the strategy but also the goal should be revised.

Theoretically, each company has goals and strategies that regulate its business activities. The strategic-target complex defines the main directions of search of market opportunities for development of business activity, supports within the planned limits of expenses, defines quantity and qualification of the personnel. The goal of development of business activity, worked out and accepted at the enterprise strategy brought to each worker, force the personnel to adapt personal goals to the General purpose, personal strategies - to the General strategy [5].

The introduction of an adequate developed strategy for the development of business activity frees the top management from routine work and the need to make decisions on all small issues, creates the possibility of delegating tactical decisions to the middle management and employees in the field.

Mainpart

Comprehensive development of business development strategy should be carried out by the enterprise in the following main cases:

- a sharp change in the market situation, for example, when a powerful competitor appears on the market, etc.;
- changes in the company's own capabilities-limitations as a result of restructuring, expansion of financing opportunities;
- change of owners or management;
- acquisition of existing and creation of new business;
- achievement by the enterprise of the earlier planned purposes (at the present stage many firms "somehow suddenly" realize that the planned as a whole is executed, new reference points are necessary - it too some kind of crisis).

The strategy of development of business activity of the enterprise should not be imposed from outside, copied from the "smart book", "presented" by the consultant. Only the manager is able to decide whether he is satisfied with a specific goal, whether a specific strategy is applicable for him, since it is the Manager who is fully responsible for the effectiveness of the developed strategy.

At the same time, the use of professional assistance in the elaboration of individual aspects of the strategy and the strategy as a whole is also very useful. The use of counseling can help to avoid many mistakes, and sometimes-to identify additional opportunities.

The policy of creating a modern, highly efficient and competitive business entity should be the strategic goal of business development.

In modern market conditions, achieving this goal requires the use of business strategic approach, which explains the close relationship of objective and strategy of business development of the company.

In practice, many Kazakh enterprises are characterized by the "blurring" of the strategic target complex for the development of entrepreneurial activity. The usual goals are to obtain a "good" profit and the development of entrepreneurial activity of the enterprise, strategies, traditions or convenient for a particular situation. Such strategies lose their guiding and stabilizing effect, allow any creativity of personnel, justify any costs, contribute to the dispersion of forces and means[6].

Sometimes the purpose of business development is quite clearly formulated by the management, but it serves mainly only for "internal" use. Some aspects of the strategy to achieve a certain goal are brought from time to time to the middle management. This policy is due to confidentiality concerns, and more often-the inability of the manager to delegate authority or underestimation of the possibilities of "automatic" coordination of activities of all staff, which provides the adopted strategy. As a result, the

staff has its own (and different) ideas about the purpose and strategy of business development of the enterprise, which is guided in their actions.

The absence of an adequate strategy for the development of entrepreneurial activity, even if there is a clearly formulated goal, provokes the acquisition of tactical advantages in the market to the detriment of strategic ones. Maximum profit "today" is not always useful to the enterprise. For example, it is sometimes advantageous to restrict sales to large wholesalers who may become competitors, to provide "extra" benefits to buyers to increase the barrier of entry of competitors into the market. Long-term benefits fall out of sight of line personnel if the method of achieving them is not set programmatically [7].

As a rule, entrepreneurs start business in the area where they are most competent. This is more typical for small and medium-sized businesses. At the same time, such managers often lack professional managerial competencies, in particular strategic planning and forecasting skills, they are not able to critically assess the viability of their own business ideas and probabilistic models of market development, seeing only the positive sides of their undertakings.

A business plan drawn up by a future entrepreneur may contain a biased assessment of possible environmental disturbances, risks and opportunities. Extrapolation of past trends to the future leads to unidirectional and unviable strategy, reducing the chances of the business structure to obtain and retain a competitive advantage in the long term. In the absence of skills in business planning, development strategy and preparing a business plan the heads of business structures involve external consultants, the results of which often become coping strategies, divorced from real business practices and market conditions and therefore difficult to achieve [8].

The lack of change management skills and experience of entrepreneurs hinders the implementation of the strategy. It remains on paper - not implemented and not revised. Even with a formalized strategy, top managers of an educated business structure are focused on solving operational management tasks, on making a profit in the short term. In order to pay back their investments as soon as possible, they tend to participate in new risky and seemingly promising projects, while not wanting to invest in the development of the internal environment and forecasting possible scenarios of changes in the external environment. Operational problems dominate over strategic ones, which leads to the overload of top managers and forces them to use reactive type of management, which causes the loss of won positions in the market or stagnation of business.

Ananyev A. A. presents the management system of business structures in the form of six interrelated blocks: strategy, organizational structure, business processes, information technology, evaluation and motivation, personnel and corporate culture. At the same time, the strategy occupies a dominant position in the hierarchy. In our view, such a concept does not reflect the need for mandatory periodic review of the strategy in response to changes in the external environment. In addition, the choice of five specified elements subordinated to the strategy is not obvious [9].

In modern scientific literature it is noted that the process of strategic management begins with the definition of the mission and goals of the organization. In our opinion, this is not a completely correct position, ignoring the existing experience of the entrepreneurial structure in business. The processes of developing the strategy of the created business structure and the existing one are different. The traditional approach is suitable for a new organization, while for a functioning business structure it is necessary, first of all, to diagnose the chosen direction of development. Let's call this stage "identification of the current strategy".

As mentioned above, a significant number of business structures (especially small and medium-sized) do not have a developed, formalized strategy, but this does not mean that it does not exist.

Most approaches to the development and justification of the strategy are applicable only for large companies, as they were developed within the framework of the activities of corporations and, accordingly, do not take into account the specifics of small businesses. At large enterprises there are units of up to several dozen people who are engaged in strategic planning. The systematic approach, which allows us to speak about the commonality of the main characteristics of entrepreneurship inherent in its various forms, at the same time warns against crippling transfers.

Small firms can not be considered as a reduced model of large: they are not able to maintain such units, as this is associated with significant financial costs, an increase in the administrative burden on employees – performers, which for a small enterprise is not only impractical, but also unacceptable.

Moreover, small business by its nature is not focused on stability. Persistence, despite the transformation of the external environment, is characteristic only of large corporations [10].

The need to use strategic planning in small business activities is due to a number of potential advantages of this type of planning:

- strategic planning allows you to coordinate the use of limited resources of a small enterprise and management potential in the direction of achieving long-term competitiveness and long-term goals of the enterprise;
- the use of strategic planning significantly reduces the risks of small businesses due to special attention to long-term threats and weaknesses of the organization;
- strategic planning enables a small enterprise to determine the effective sequence of actions and behavior model in the acute competitive struggle;
- strategic planning creates a basis for making informed and effective long-term management decisions.

According to F. Analoui and A. Karami, despite the obvious advantages of implementing a strategic management system in a small enterprise, in practice it is practically not used. Often, small business leaders, for the most part, do not realize the important role in the development and application of strategic planning. They are more likely to think that only large enterprises or corporations are engaged in strategic planning, since they have the necessary resources and personnel. Also, in most cases, managers do not have the necessary qualifications and knowledge in the field of strategic management.

Most enterprises do not use the tools of strategic planning and are limited to the development of simplified annual plans or business plans, as well as conducting in the process of their preparation of superficial market research. As empirical research shows, the situation is primarily due to the fact that the existing theoretical and methodological framework for strategic planning, developed without taking into account the specifics of small business, can not be used by small business leaders without appropriate adaptation.

From the theoretical point of view, the General scheme of the strategic planning process in small, large and medium-sized enterprises is similar, and the main idea of improving this type of planning in relation to small business is the possibility of simplifying the technology of passing certain stages and developing a methodology that adapts the use of strategic analysis tools. That is, for a small enterprise, the question of the applicability of existing strategic planning tools in small business is updated.

The scheme of strategic planning for functioning business structures has the following form.

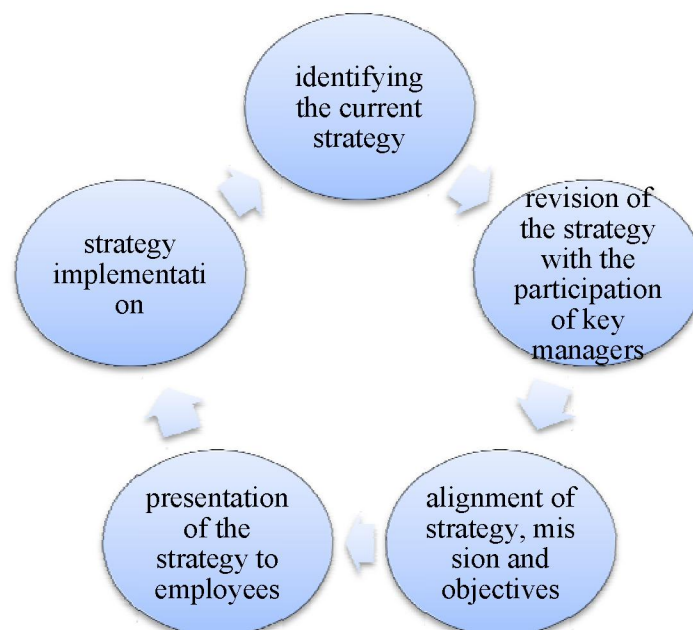


Figure 2 - Scheme of strategic planning of business structures

Existing modern approaches to the coverage of entrepreneurship practically identify small business and entrepreneurship as a process or factor of economic development. In the conditions of tough competition for state orders and rapidly changing situation, enterprises should form a new strategy of their behavior in the market, based on the principles of entrepreneurial activity, not only to focus on finding or "punching" state orders, but also to develop proactive activities to find new non-state orders. To do this, it is necessary to form a strategy not only for the top management of enterprises, but also for all hierarchical levels of management of complex productions[11].

At the stage of strategy identification, it is recommended to involve an external consultant to objectively assess the direction of the company's development and determine the actually implemented strategy of the company on the basis of three basic: cost leadership, differentiation, focus. If possible, the diagnosis can be carried out independently. Next, top management will have to determine whether they plan to continue to do business as it was until now, or choose a different path of development. This approach to strategic planning is more logical, because the goals of an operating company are usually already clearly defined, and it is much easier to formulate a mission. Identification of the current strategy will allow the head of the business structure to move from a reactive type of management to a conscious choice of the direction of further development.

It is extremely important to involve key managers in modeling possible scenarios of development and strategy development, because they are the driving force of changes in the organization, and it is on them that the successful or unsuccessful implementation of the strategy will depend. In a separate stage, which precedes and greatly facilitates the implementation, it is worth highlighting the information and presentation of the strategy to the company's employees. The strategy is subject to periodic review. The cycle repeats.

The obtained results (conclusions)

Thus, the study of the strategy of entrepreneurial activity, the features of its implementation in the new political and economic conditions allowed us to draw the following conclusions:

1. Not every business entity is able to develop and implement its own strategy. Profit and prospects of existence can be based on economic mimicry, adaptation to the external environment, therefore, for successful activity, the subject of strategic management must have sufficient potential to form a strategy adequate to the external and internal environment, and be able to use its resources to restructure the external environment, unconditional application of its favorable opportunities and prevention of lurking threats, orientation of activity to obtain sufficient profit in the long term;

2. The definition of long-term activities of the company, the choice of one of the options for economic growth is the starting point not only of strategic planning, but also of the concept of entrepreneurship, which should:

- be based on the assessment of real prospects in the field of politics, economy, technology, to take into account the external situation in order to move from a special domestic orientation to a global orientation;

- formulate the initial management functions and tasks of senior management in order to determine the market position of the enterprise for the future to optimize it as much as possible.

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СТРАТЕГИЯЛЫҚ ЖОСПАРЛАУ ЖӨНІНДЕГІ КӘСІПКЕРЛІК

Аннотация. Бұл мақалада кәсіпкерлік қызметке қатысты «стратегиялық жоспарлау» тұжырымдама-сының мәні мен мазмұны қарастырылған, заманауи ғылыми тәсілдер мен технологияларға негізделген кәсіпкерлік құрылымдарды дамытудың стратегиялық басымдықтарын іске асыру қажеттілігі дәлелденген.

Түйін сөздер: стратегия, стратегиялық жоспарлау, бизнес-орта, кәсіпкерлік қызмет, жоспарлау.

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ПРЕДПРИНИМАТЕЛЬСКАЯ ДЕЯТЕЛЬНОСТЬ КАК ПОЛЕ СТРАТЕГИЧЕСКОГО ПЛАНИРОВАНИЯ

Аннотация. Несмотря на то, что к настоящему времени накоплен значительный опыт стратегического планирования предпринимательской деятельности, данная проблема, по-прежнему, остается актуальной и недостаточно изученной. Все еще существуют неоднозначные трактования понятия «стратегическое планирование» применительно к предпринимательской деятельности, ощущается недостаточная разработанность комплексного теоретико-методического инструментария и практических механизмов стратегического планирования предпринимательской деятельности. В данной статье рассмотрены сущность и содержание понятия «стратегическое планирование» применительно к предпринимательской деятельности. Доказана необходимость реализации стратегических приоритетов развития предпринимательских структур на основе современных научных подходов и технологий.

Ключевые слова: стратегия, стратегическое планирование, бизнес среда, предпринимательская деятельность, планирование.

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