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# The Importance of Strategic Planning In the Development of Service Enterprises

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**Abstract:** This article discusses strategic planning in the development of a service enterprise, the influence of the external and internal environment, the functional orientation of planning, the development of current and long-term plans for its socio-economic development, forecasting the economic results of the long-term development of the service sector, as well as production parameters in the system of rational management of long-term development service enterprises.

**Keywords:** service, development, planning, strategic planning, socio-economic system, functional direction, current and long-term planning, direct and indirect factors.

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We know that planning is a form of regulation and management of socio-economic processes at different levels of the national economy (at the micro level - by enterprises and their individual divisions, as well as groups of enterprises, industries, sectors and regions; at the macro level - the whole economy).

It can also be characterized as a rationale for planned calculations, determining the optimal level of objectivity for increasing resource supply, focused on the efficiency and effectiveness of production, the national economy and its components, emerging market enterprises under the influence of unstable external factors.

Representing a high level of business planning, it serves to increase sales and profitability. The main part of planning is strategic planning. Strategic planning is the ability of an enterprise to achieve high results in the future, to know the place and role of an enterprise in the economy, the socio-economic life of the country, to develop ways and means to reach a new level. There are no clearly calculated indicators in strategic planning, but the results that can be achieved based on various forecasts must look into the future.

In our opinion, an indicative<sup>1</sup> feature of planning is the conditions for the development of relations between market participants. Because the directive and managerial nature of planning cannot be at the level of the national economy, business entities, their corporate associations, otherwise it excludes the implementation of successive stages of transition to a developed market.

According to various economists, the direction of inductivity is inherent in the plans for the socio-economic development of the national economy that are being formed. Business plans developed at the level of business entities and their corporate associations are also indicative and recommendatory in nature.

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<sup>1</sup>Indicative planning is the activity of public organizations to prepare economic plans aimed at informing economic entities about the goals, objectives and tools of state economic policy and directions of economic development.

Indeed, if we exclude the fact that business plans (usually drawn up by business entities for 1-2 years) are purposeful, then the current activities of specific business entities to achieve certain quantitative and qualitative indicators of the economic development of individual and corporate structures in the future and the influence of unstable factors external environment on the economic and social results of future development, the directive orientation of their achievement in an emerging market. At the same time, it is necessary to follow the principle of achieving a balance between supply and demand in constantly changing market conditions, when enterprises cannot meet market requirements.

The functional direction of planning the long-term development of a particular socio-economic system is, in essence, not only the implementation of economic, financial, innovative, marketing, and organizational measures to achieve economic and social results determined on a prognostic basis. , but also negative factors of the external and internal environment, to ensure its commensurate with the level of planning and compliance with the intended goal in order to achieve the intended goal, based on the principles of significant mitigation, neutralization, implementation of the planned goal. This may be within the framework of the interaction of the planning function with other elements of the management system for the socio-economic development of an enterprise, industry and the entire economic system.

Regular and balanced development of the socio-economic system based on the implementation of the indicative (recommended) plan takes place in a combination of current, long-term and strategic planning, their various levels of systemic management of socio-economic systems. (Enterprises, industries, complexes, sectors of the economy) can be. In this case, under the influence of unstable external factors in an indefinite period of production, the efficiency of services will play a coordinating role in order to achieve the highest results in planning and the coordinated implementation of complex measures and actions within a specific socio-economic system.

At the same time, achieving a balanced socio-economic system in the face of significant changes in the external environment will not only ensure certain growth rates in the production of products and services, reduce the cost of services, the level of competitiveness required for high-potential market participants in the market position, but the organization of mutually agreed activities of the economy, its industries and divisions of the enterprise. At the same time, in order to achieve the established mutual understanding and rational organization of complex relations, it must be regulated by both the state and the market mechanism based on methods and tools.

Planning, with its functional orientation, focuses on individual components of socio-economic systems, on the specific level and nature of their connection with the development of resources, the efficiency of investments, the production of certain types of necessary products, services, the performance of work, the identification of their priorities and regulation should provide a solution.

The components of the national economy that increase the role of planning in the activities of enterprises largely depend on the time to achieve planned and estimated socio-economic results in the implementation of current and prospective (medium-term, long-term) plans, resource efficiency and the level, the level of rationalization of labor incentives depends on the level of performance of official duties service process managers.

At the same time, the main role of the planning function in the management system of service enterprises is that the preparation and implementation of plans is aimed at ensuring a balanced development of service enterprises and achieving balance in the emerging market of

supply and demand for services. goods and services.

In addition, ensuring the sustainable development of the components of a number of service enterprises is important for the efficiency of service enterprises, planned calculations based on a certain measure of economic and social results, a variety of planning methods and the use of labor and material resources. and their rational integration depends on.

Commitment to the functional direction of long-term planning of business entities in the service sector in conditions of significant environmental factors can only provide customer service, the production process based on certain volumes of consumption of all types of resources. It is also necessary to determine the minimum amount of resources (norms) for a single individual or complex service and service unit, which is an important factor affecting the efficiency of the use of all types of resources.

Accordingly, in the context of economic transformations, the service sector is functionally and purposefully focused on achieving certain socio-economic results based on the principles of proportionality, regularity and balance in the activities of enterprises and their long-term development. At the same time, the cost of achieving results based on planned calculations, the amount of resources consumed can be very high.

In the future, following the principles of sustainable development, the functional orientation of planning in the management system of service enterprises will be achieved in the near future based on the use of labor, logistics and other resources in the dynamics of several periods. (years). This will not only speed up production, increase overall efficiency, but also ensure a sufficient level of competitiveness of the organizational and legal structures of the service sector. In turn, the achievement of highly planned and calculated productivity in the service sector, while maintaining the normal consumption of labor and material resources, will have a positive impact both on improving these economic results and reducing the growth rate of costs.<sup>2</sup>

However, as we can see, the average annual volume of fixed assets excludes not the legitimacy of the problem of increasing the material elements of working capital and their efficiency, but the need to intensify the production process in the social sphere, its components, and services in enterprises.

However, in the functional direction of planning, it should be borne in mind that the growth of the integral level of efficiency in the use of all types of available resources in the future does not prove the negative impact of environmental factors on the current coefficient of results and costs innovative, technical capabilities of business entities in the service sector to save labor and material resources with a planned increase in the cost of Services.

According to our approach, the normative functional orientation of planning in the management system for the prospective development of social enterprises reflects the equilibrium level of compliance with the planned volume of products and services provided with the existing resource potential.

In addition, the normative adequacy of economic results and availability of resources in the forecast period is determined by ensuring the balance of supply and demand in the service market, based on the demand for services. Also, the balance, the normative sufficiency of resource provision and the achievement of economic results in the coming period will be determined by the formation of demand for services, the relationship between supply and

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<sup>2</sup>Loshkarev V.G. Business development: the first three years of operation. - St. Petersburg: Publishing House "Peter", 2008. - 224 p.

demand in the services market. This is a functional orientation of planning to achieve maximum economic results on a regulatory basis at low costs for the planning period in the forecast period, stratification by organizational and economic measures of transformation.<sup>3</sup>

In our opinion, a balanced and structural and functional orientation of planning should be aimed at achieving economic results that regulate the efficient use of resources by service enterprises.

The functional-logical direction of planning the development of enterprises in the service sector makes it possible to increase the efficiency of resource consumption, the importance of planning and the level of objectivity to achieve a certain level of economic results.

It should be noted that the predictive estimates of economic and other results of the prospective development of the service sector, in terms of their accuracy and objectivity, correspond to the prevailing trends in actual or comparative estimates, changes in the predicted selected time interval.

Over time, the accuracy of assessing the forecast of economic results depends on the assessment of the ratio and forecast of the dynamics of the efficiency of the use of all types of enterprise resources that are an integral part of the social sphere.

In our opinion, the functional direction of planning the development of socio-economic systems in the service sector should correspond to the accuracy of assessing their economic results and the efficiency of resource use both in the medium term (2-3 years) and in the long term. (5-6 years) forecast errors increase significantly. If the members of the dynamic series include a number of predictive estimates in a ratio of 2:1, which has a high statistical significance of the forecast equation, then such a forecast can be the basis for the objectivity of planning and calculation bases to achieve the necessary economic results.

At the same time, it should be taken into account that the objectivity of the functional orientation of planning to achieve the set goal by service enterprises depends on a combination of various factors that directly or indirectly affect the level of efficiency of economic results and the use of resources. These factors include: factors of the external and internal environment associated with significant fluctuations in the service market; regulation; levels of competitiveness of service market participants; logistics channels for the sale of services (products); the degree of product diversification, the amount of funds raised to finance an investment project, issue shares, bonds, etc. (Figure 1).

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<sup>3</sup>LapyginYu.N. Strategic management. - M.: Publishing house "INFRAM", 2007.- 250 p. Mokichev S V . Strategic management. -Kazan: KGU, 2007.- 460s.



**Figure 1. Factors influencing the achievement of the goals of service enterprises<sup>4</sup>**

For example, the functional direction of organizing the process of providing services at an enterprise is associated with the rationalization of the interaction of employees with fixed and working capital - a material and technical component in the activities of an economic entity. At the same time, based on the activities carried out within the framework of the service organization function, the organizational and legal structure of the service sector should ensure the achievement of economic and other indicators of the interaction of all types of resource potential planned for the future period.

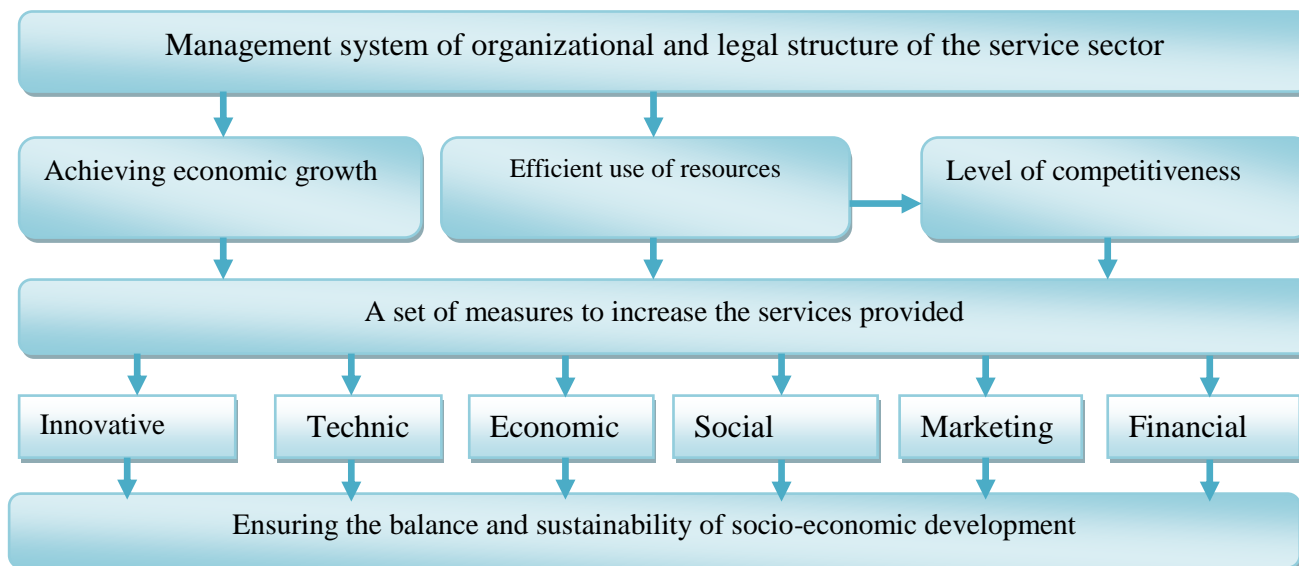
It should be noted that the totality of economic, social, marketing and innovative activities implemented within the framework of the planning function only determines the reality of achieving economic results in conjunction with other management functions.

In this regard, it is advisable to separate the goals of the subject of management of the service enterprise and the socio-economic system itself. In our opinion, the target orientation of the socio-economic system is to minimize the cost of consuming all types of resources in the process of providing individual or complex services to consumers and improving economic results. As the main features of this system, the main economic results can be expressed in value or physical terms.

Production indicators in the system of rational management of the prospective development of service enterprises consist of achievements and economic results in management activities due to the rationalization of the interaction of the elements of this system. The purpose of this

<sup>4</sup>Developed by the author

management system is to increase the level of manageability of the socio-economic system, to achieve economic results in accordance with the criteria of this system (for example, achieving the optimal cost of services for consumers, providing services that meet the standard consumption of resources).



**Figure 2. The role of the planning function in the management system of the organizational and legal structure of the service sector<sup>5</sup>**

The role of planning in the management system of the organizational and legal structure of the service sector, in our opinion, is to achieve economic growth and efficient use of resources or expand business positions in a particular market segment, its competitiveness, innovation, technical and economic, implementation of a complex of social, marketing, financial and other measures allows to ensure the balance and structure of socio-economic development (Fig. 2).

Therefore, the role and functional orientation of planning in the management system for the development of the service sector can be determined by the socio-economic system by providing resources for the implementation of current and long-term plans, and the achievement of appropriate economic results.

The implementation of the functional orientation of planning in the context of the negative impact of external and internal environmental factors on the components of the service sector, increasing its expediency and significance should form the ability to classify and classify services according to the nature of service groups.

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<sup>5</sup>Developed by the author

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