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Strategic Planning in the Field of Digital Economy

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Abstract: In market conditions, every enterprise (firm, corporation, company, plant, factory) is an open production-technical system associated with certain relations with the external environment.

Introduction. In market conditions, every enterprise (firm, corporation, company, plant, factory) is an open production-technical system associated with certain relations with the external environment.

Analysis. Under market conditions, the enterprise must timely determine the upcoming scientific, technical, organizational, economic, socio-political and other types of impacts (negative and positive) on the environment and make appropriate planning decisions. This significantly changes the attitude to the enterprise management system, because organizational management schemes must take into account not only the nature of strategies, the type of structures, planning and control procedures, but also the quick response of management and the readiness of the enterprise. employees must respond adequately to environmental changes rather than ensuring the guaranteed financial well-being of the controlled entity.

As an open system, enterprises can be simple (small firms), complex (medium-sized companies) and highly complex (large integrated corporations). Each enterprise has certain capabilities, so its management system should ensure the most efficient use of available resources (main, circulating, labor).

Thus, in order to be successful, every enterprise must perform two main functions at the same time:

- Ensuring the company's solvency through efficient current operations;
- To increase the potential of the enterprise by updating technology, production capacities, products (services), that is, to develop the enterprise, to ensure that the internal environment corresponds to the tasks before it.

In order to perform these functions at the same time, it is necessary to maintain a balance of the allocated resources of the enterprise, compliance with operational (current) and strategic goals.

Excessive activation of the development of the enterprise (a large assortment of updated products, frequent changes in technology, radical innovations, etc.) requires large investment costs, and the current activity on the sale of products cannot provide the necessary solvency. short term.

As a result, debt obligations (short-term and long-term) increase, reasonable ratios between own funds (capital) and debt obligations are violated, and the enterprise falls into a crisis situation (bankruptcy is possible).

Otherwise, if only the current activity is shown and development is not paid attention to, the enterprise may operate successfully in the short term, but may lose its competitiveness in the long term, because the sales volume and market share will decrease, and the financial stability will decrease sharply. , and it goes bankrupt.

Thus, in order to successfully perform the functions of the current activity and develop the enterprise, it is necessary to effectively plan all its types.

Planning in an enterprise is a means of designing the desired future and effective ways to achieve it.

When forming the internal planning system of the enterprise, it should be taken into account that in market conditions, all subjects of the economy develop periodically, that is, in certain periods, the enterprise may experience decline or depression, growth or stable growth.

The cyclicity of the state is related not only to the impact of the crisis of the external environment, but also to internal factors.

Every recession has a negative impact not only on the economy of enterprises, regions, countries, but also on the life of society.

In a crisis situation resulting from the disruption of the balance of demand and supply for products formed on the market, this in turn leads to stagnation in the development of enterprises, increases unemployment and worsens the previously achieved standard of living of the society.

At the same time, the crisis situation is a catalyst for revitalizing activity in all directions, and it is necessary to take into account the cyclical nature of economic development in order to get out of the crisis and ensure further growth.

In order to take cyclicity into account in the planning process, it is necessary to have an idea of the factors influencing cyclical development. In order to learn how to manage an enterprise in cyclical development, it is necessary not only to consider growth and decline curves in these crisis periods, but also to know the factors (external and internal) that affect the ability to manage enterprise.

External factors include:

- The general state of the economy of the country, region, sector to which the enterprise belongs;
- The level of consumer demand;
- Position of suppliers;
- inflation rate;
- Bank loan interest rate.

The dynamics of changes in these factors can greatly affect the economy of the enterprise, and the enterprise itself cannot influence them.

Managers of enterprises should monitor such changes and adjust their activities taking into account changes in external factors.

Internal factors affecting the economic development of the enterprise include:

- Personnel capacity;
- Condition of fixed assets (equipment, etc.);
- Volume of working capital;
- The amount of debt obligations (short-term and long-term);
- The level of utilization of production facilities;
- Progressiveness of the technologies used;
- the level of compliance of the development of the production infrastructure with the current tasks;
- Manufacturing operational capability to upgrade products.

The management of the enterprise can control internal factors, so they should be developed taking into account the cyclical development of the external environment.

Every enterprise experiences changes in its financial situation depending on management decisions made in connection with changes in the external environment. These fluctuations also occur when the state of balance between current and strategic activities is disturbed.

Thus, there is a transition period in the process of assimilation of new products and advanced technologies in the enterprise, which is inevitable.

All innovations focus the enterprise on the product policy that meets the needs of the product consumer and adaptation to the changing external environment. The art of leadership in making planned decisions is determined by understanding these correspondences.

Since each stage of enterprise development requires investments, resources should be collected for further development in the current process, that is, to increase economic and financial potential and to develop competitive advantages of the product.

Thus, in the planning process, it is necessary to take into account not only the current activity and the possibilities of increasing the enterprise's potential, but also the cyclicity associated with the economic, technological, product and organizational stages of production. development of the enterprise.

Discussion. Planning within the enterprise is an organic element of the management system and affects all aspects of the enterprise's activities.

Since planning is a process of designing the desired future and effective ways to achieve it, the final result of such a process is to strengthen the competitiveness of products for the reliable further target activities of the enterprise in the market.

Planned decisions are interconnected with a complex of organizational, technical, economic, financial and social decisions, and take into account the necessary conditions for the development of the enterprise in the present and near future.

Like any process, planning is done continuously through iteration, which brings the planned solution closer to the actual new capabilities of the enterprise. Thus, the planning process is aimed at determining the conditions under which it is possible to achieve the desired state of the planning object, which is determined by the strategy and tactics of the enterprise's development.

Disadvantages of current planning practices in budgeting are prioritizing current tasks. As a result, the prospective activity of the enterprise remains without proper attention and funds. In order to prevent such

a situation, it is necessary to ensure a balance between the strategic and current directions of the enterprise's activities during the planning process.

To solve this problem, planning is divided into a two-way system with two independent action plans (strategic and current) and two-way financing (separate budgets - current and strategic).

The tasks of the current budget are as follows:

- Ensuring continuous profit from the use of the existing capacities of the enterprise;
- Current investment of resources to increase capacity;
- Cost reduction costs.

The strategic development budget is characterized by:

- Development of product policy and investments in improving the competitiveness of products;
- Market expansion;
- Investments in production diversification.

The need to develop enterprise development strategy and tactics determines the use of strategic and tactical (current) planning for their implementation.

A whole set of plans exists in the activity of the enterprise, but the formation of each of them differs in the level of detail, the level of data collection (magnification), the set of indicators used, goals and other differences.

In terms of responsibility for the formulation and implementation of plans, each level in the management hierarchy has its own type of planning.

Conclusion. Thus, the highest level of management (top management) is responsible for the enterprise's mission, development strategy, strategic goals and strategic planning. In this regard, the management structure should be built in such a way that the general management is separated from the solution of current tasks as much as possible.

The middle level of management carries out functional management and is responsible for tactical - current planning, although it participates in the formulation of strategic plans.

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