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CONCEPTUAL APPROACHES TO STRATEGIC MANAGEMENT OF COMPANY DEVELOPMENT UNDER THE CONDITIONS OF INNOVATIVE ECONOMY FORMATION

The article describes the approaches to strategic management of companies' development. Basic elements and tendencies are outlined and the model of strategic management of companies' development in the emerging innovation economy of Kazakhstan is formed. The structure of cluster formation that has practical importance in the manufacturing industry is offered.

Keywords: strategic management; management; innovation activity; cluster.

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КОНЦЕПТУАЛЬНІ ПІДХОДИ ДО СТРАТЕГІЧНОГО УПРАВЛІННЯ РОЗВИТКОМ КОМПАНІЇ В УМОВАХ ФОРМУВАННЯ ІННОВАЦІЙНОЇ ЕКОНОМІКИ

В статті наведено підходи до стратегічного управління розвитком компаній. Окреслено основні елементи, тенденції та сформовано модель стратегічного управління розвитком компаній в умовах становлення інноваційної економіки Республіки Казахстан. Запропоновано структуру кластерного утворення, що має практичне значення у переробній промисловості.

Ключові слова: стратегічне управління; менеджмент; інноваційна діяльність; кластер.

Табл. 1. Рис. 4. Літ. 19.

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КОНЦЕПТУАЛЬНЫЕ ПОДХОДЫ К СТРАТЕГИЧЕСКОМУ УПРАВЛЕНИЮ РАЗВИТИЕМ КОМПАНИИ В УСЛОВИЯХ ФОРМИРОВАНИЯ ИННОВАЦИОННОЙ ЭКОНОМИКИ

В статье приведены подходы к стратегическому управлению развитием компаний. Определены основные элементы, тенденции и сформирована модель стратегического управления развитием компаний в условиях становления инновационной экономики Республики Казахстан. Предложена структура кластерного образования, имеющая практическое значение в перерабатывающей промышленности.

Ключевые слова: стратегическое управление; менеджмент; инновационная деятельность; кластер.

Problem statement. Transformational processes, which presently take place in the companies of Kazakhstan, are in many aspects connected with changes in economic, financial, innovative and social areas. Social and economic difficulties, due to the financial and economic crisis, dictate the necessity and priority of application of strategic management that basically forms the system of complex solutions. The realization of strategic management is connected with the problems, which have the features of dynamism, changeability of external and internal environments.

Recent research and publications analysis. Among scientists of Kazakhstan, who studied the problem of innovative and strategic development of the companies, it is worth mentioning the following: F.G. Alzhanova (2000), A.A. Barlibaeva (2011), O. Sabden (2004). And among foreign scientists we should name I. Ansoff (1989),

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A.P. Grechan (2006), P. Druker (2003), S.M. Illiashenko (2012) B. Santo (1990), A. Thompson (2011) etc.

Research objectives. The aims of the research are the analysis and the development of conceptual approaches to strategic management of company's development under the conditions of innovative economy formation in Kazakhstan.

Key research findings. Transformation of strategic management structure of a company itself including organizational, methodological, theoretical and innovative aspects, lies in the implementation of strategic management practice into the activity of companies.

Formation of conceptual approaches to strategic management of company development is based on the schools of scientific management (Emerson, 1992; Taylore, 2002) of classical or administrative and functional management school (Faiol', 2002), the science of management (Akoff, 1974; Ansoff, 1989; Druker, 2003), who formed the principles of rational organization of production.

Among the innovative conceptual approaches to strategic management of company's development we can emphasize: the theory of 7S by T. Piters (1986), R. Waterman (1986): (strategy, structure, management system, staff, style, qualification of personnel, organizational values; the concept of management of work effectiveness by M. Armstrong (1980) (the creation of the unified vision of the aims and tasks of organization on the basis of functional integration); the concept of "management without hierarchy" (depersonalization of power of authorities; creation of autonomous groups) by A. Cox (1989).

The practice of enterprise development in the conditions of innovative economy in Kazakhstan shows that the quantity of innovative active enterprises in % fluctuates from 2.3% to 5.7%, at that the expenses on fundamental research increase, and the part of innovative products in the Republic GDP decreases from 1.27% to 0.86% (Table 1).

Table 1. The enterprises development dynamics within the innovative economy of Kazakhstan during 2004–2011, estimated on the basis of (www.stat.kz)

Indicator	2004	2005	2006	2007	2008	2009	2010	2011
The level of innovative activity of companies, %	2.3	3.4	4.8	4.8	4.0	4.0	4.3	5.7
Share of innovative products in GDP, %	1.27	1.58	1.53	1.19	0.69	0.51	0.66	0.86
Internal current expenditures on R&D, mln KZT	13863.3	20036.0	23236.0	25737.5	33685.9	38538.0	40414.5	44513.3

The dynamics of investments into the fixed capital of the enterprises of the Kazakhstan Republic during 2004–2012 demonstrates a stable increase for 319.8% to 545037 mln KZT (Figure 1).

The expenditures for ICT (hereinafter referred to as information communication technologies) increases dynamically – during 2004–2011 from 25957.4 mln KZT to 214179.7 mln KZT, instead of it the increase of the expenditures for scientific research works of the companies is not so rapid (Figure 2).

The usage of the conceptual approach to strategic management of companies in Kazakhstan demonstrates the prevalence of 3 approaches – the planned one – usage

of strategic plans, programmes, budgets in management, projects, calendar plans; the network approach – strategic orientation on intercorporate partner relations, the development of networks; and the entrepreneurial approach with orientation on intuitive management used at small companies (Katkalo, 2002).

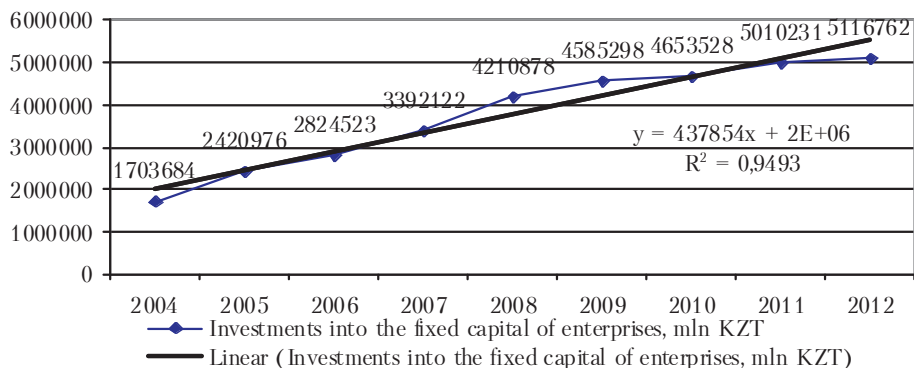


Figure 1. The dynamics of investments into the fixed capital of enterprises of the Kazakhstan Republic during 2004–2012, mln KZT (www.stat.kz)

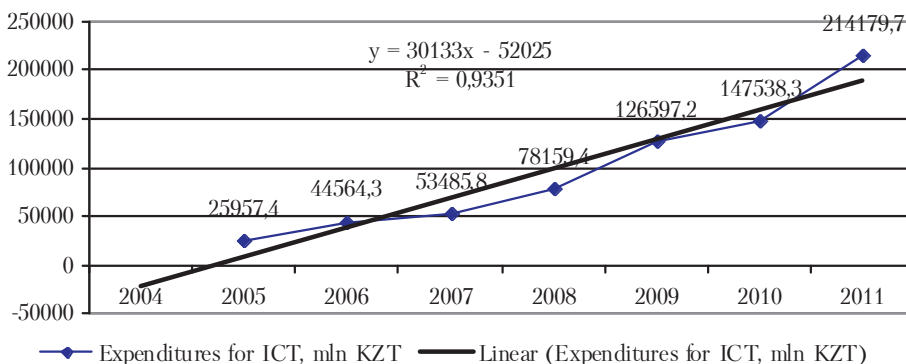


Figure 2. The dynamics of expenditures for ICT of the enterprises of the Kazakhstan Republic during 2004–2011, mln KZT (www.stat.kz)

Innovative economic environment of the economic development of the Kazakhstan Republic is characterized by the influence of simultaneously strong global and local tendencies – the dynamics of information technologies; the strengthening of integration processes; innovative activity and cooperation at the global markets; instability of institutional conditions and intensification of entry barriers at the entrance on the market.

The current stage of the industrial sector development in Kazakhstan is characterized by such key indicators as scale and meaning of the industry in economy; not high barriers of entrance at the market; considerable level of competitiveness with domestic and foreign enterprises; the absence of advanced technologies of production in the industry; the increase of the market on the background of decrease of investment financing of industry by state that weakens technological and competitive posi-

tions of domestic enterprises; mergers, acquisitions and takeover; the increase in the dynamics of business processes.

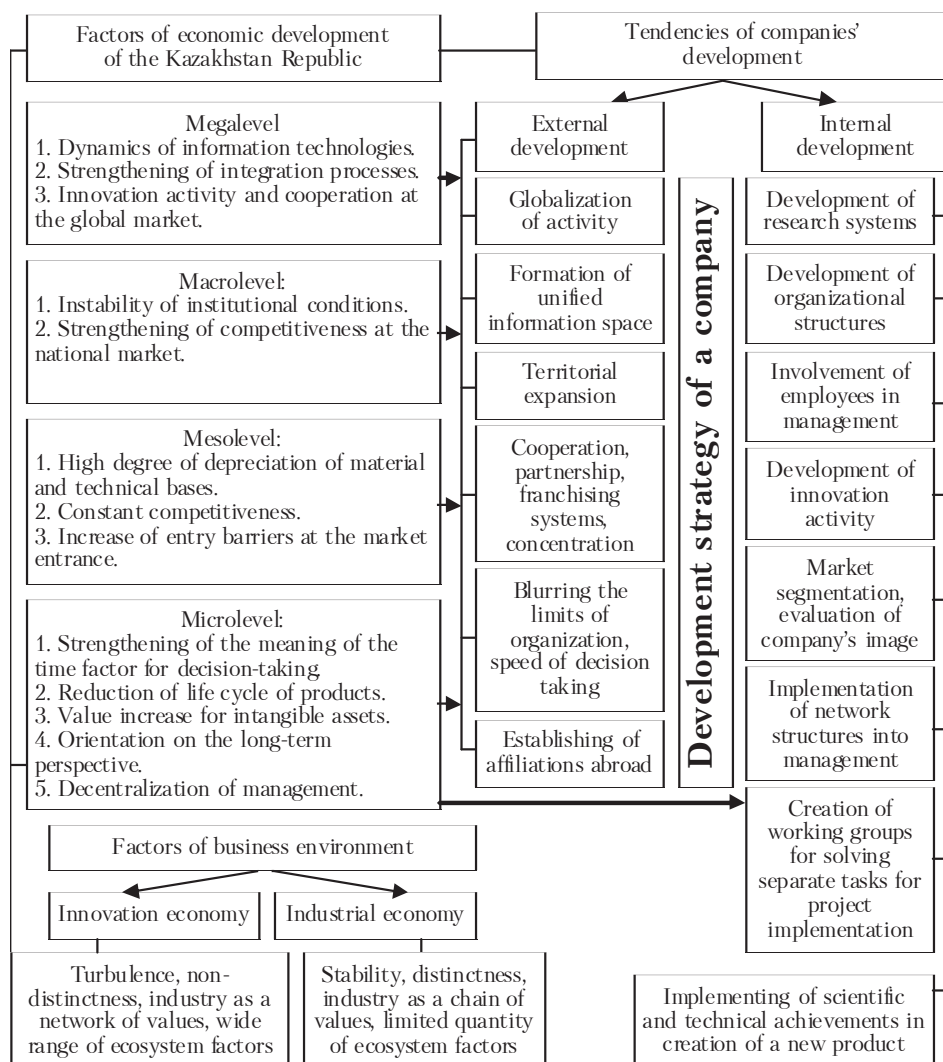


Figure 3. The influence of innovation tendencies on the strategic management of enterprises in Kazakhstan, author's construction

Accordingly, new trends in the development of companies in the Republic under the conditions of innovative economy include the formation of unified information space, territorial expansion, cooperation, partnership, franchising systems, concentration; involvement of employees in management; the development of innovative activities; introduction of network structure of management; the creation of working groups for solving separate tasks with project execution as represented in Figure 3. New challenges for companies management in Kazakhstan form perspective conceptual approaches (tendencies) to developing management strategies through the posi-

tioning of innovative processes among which are benchmarking, engineering, reengineering, outsourcing, information communication technologies (ICT), electronic commerce etc.

There appears the need for new structural formations between companies – cluster formations and internal structural formations – virtual offices.

At that strategic management is possible in two ways – external and internal. The external direction where environment (market, competitors and etc.) is considered as decisive indicators, which must be taken into account by the enterprise, is dominating (Porter, 1980), and the general aim is the adjustment to the conditions of changing environment, the search for the balance between internal environment of a company and often environment unfavourable for it. The internal one is the direction which is based on the resource theory, where decisive factors are internal resources and enterprise possibilities, which are considered as the means for achievement of competitive advantage and evaluated from the point of uniqueness and accessibility for competitors (Katkalo, 2002).

We formed the model of strategic management of enterprise development with the application of innovation processes as specified in Figure 4.

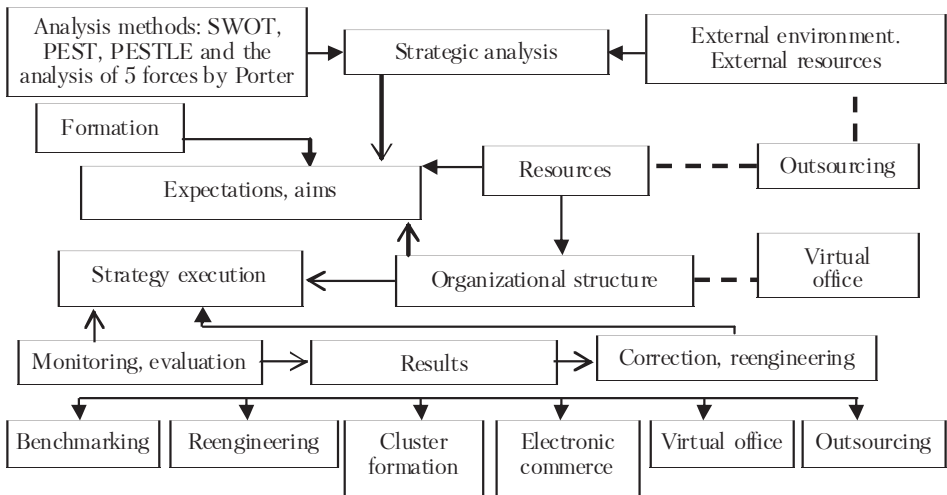


Figure 4. The model of strategic management of enterprise development with the innovation economy, author's development

Using of external sources of other companies via outsourcing in the system of communication of the management structure reduces the costs of business processes; increases the quality of the services provided; reduces the risks of ineffective execution of separate business processes of enterprises etc. By engineering of enterprises it is possible to reach reorganization of functional arrangement of organization and separation of key business processes of the development, where each is managed by the multidisciplinary command.

Cluster strategy is directed at formation of separate groups of geographically close and interrelated enterprises. They can play the role of accretion points of the national economy. As the potential clusters of Kazakhstan economy we may define the following: tourism cluster, machine-building cluster (in particular, oil-and-gas

machine-building), textile industry cluster, food industry cluster etc. The model of food industry cluster can include: village economies; personal subsidiary economies; farming economies; processing companies; trade enterprises, agrarian institutions; agrarian associations and public associations. Formation of such clusters gives a possibility for diversification and the reduction of excessive dependency of the economy on the heavy industry, further development of clusters on the basis of already existing high competitive ability on the national level and the possibility to give impulse to the development of depressive rural regions of the Republic.

Conclusions and prospects for further research. Using new conceptual approaches to companies management through reengineering, outsourcing, and by means of clusters formation will give a possibility to upgrade the activities of separate sectors of the Republic's economy through cooperation and minimization of expenditures. Working-out the models of reengineering and cluster formations in the branches of economy defines further perspectives in scientific research.

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