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Composing of Scenarios Development in Strategic Planning

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Abstract:

Today, there are different points of view on the strategic planning of the production activity at enterprises and approaches to its implementation. In conditions of high uncertainty and rapid changes in the surrounding environment developing a strategy, relying only on probabilistic forecast is too risky. In an unstable environment, there are many possible options of future, which raises the need to design scenarios for key areas of development.

In addition, it should be noted that many Russian enterprises during strategic planning of production activities "thinking scenario" has not taken root. In part, it happened due to of complication of development process and identification of scenario's reliability. Preparation of the scenarios required significant time, while in most cases the whole system of industrial relations in the domestic enterprises built with reliance on short-term goals.

In the above scientific paper, the authors reveal some theoretical features of the strategic planning of production activities, the approaches formed in Russia according to strategic planning, as well as the importance of developing the scenarios in the

planning of activities, which directed to achieve the strategic goals of the organization. The author notes that the main meaning of development scenarios for strategic planning of industrial activity is to construct different and equally plausible options for the production development in the future. It is emphasized that the development of scenarios should be one of basic conditions for the strategic planning of industrial activity, which is capable of quickly and effectively prepare the production process and the whole enterprise for the new economic conditions.

Keywords: enterprise; strategic planning; scenario developing; management and production activities; manufacturing; strategy

JEL Classification: M11; Q56; O21.

Introduction

The modern enterprise is a complex economic system, and it operates in rapidly changing environmental factors, which provides a strong influence on the formation and development of domestic production capacity of an economic entity. Moreover, the variability of the environment of market relations, which subordinated activities of the company leads to the fact that developed and implemented in the not so far past as well as in the present period, the methods and tools of increasing the efficiency of the enterprise may not be popular or relevant, that It entails the need to find and develop new approaches to adaptation of the economic entity to the new conditions and increase its it's stability in the future.

It is undoubtedly that in the future one of the main tools to increase the effectiveness of the company and ensure its competitiveness is the strategic planning, which covers all the processes that occur at the level of production and it is considering production activities as the basis for the development of an economic entity in the future.

The process of contemporary strategic planning is characterized by different socio-economic prerequisites of the company. In defining the main priorities of economic development of the enterprise, at the same time it creates conditions for the development of human resources by adjusting their labor and other relations that clearly determines its social significance.

The main characteristics of the development process and implementation of strategic planning led us to conclude that this is one of the most complicated process in the enterprises, and its development and implementation affect all hierarchical divisions, as well as their relationship with the environment, in order to determine the stages of the various actions, capable of winning market position in the long term. In other words, it may be noted that first and foremost strategic planning is defining of the development stages of the enterprise and the forming of its long-term future in a certain way.

As we know, the effectiveness of the strategic planning depends on the applied methodology of planning, which is based on a specific methodology. According to many Russian scientists, technique of strategic planning is a set of methods aimed at solving specific problems in the development and implementation of the plan. For example, Yusubaliev MF Nowicka Y. define method of strategic planning as "the totality of methods, techniques of development, studies and analysis of forecasts, strategic plans and programs at all levels and temporary horizons, the settlement system of targets, their mutual coordination" (Yusubaliev and Novitskaya 2009).

One of the key elements of the strategic plan is developing of scenarios for the anticipated event, which predetermine the activities of the enterprise in the future. As we know, the development of a strategic plan based only on the probability of occurrence of a single event is one of the main reasons for the failure of the enterprise and can lead later to a long-term loss of competitiveness in the market. Business executives seeking to improve the efficiency of the company in the long-term strategic planning and forecasting should primarily come from the likelihood of both positive and negative events, consisting of a combination of various key factors external and internal environment. The scenario approach to strategic planning is one of the elements, allowing the company to adapt quickly enough to new market conditions with low financial, labor and other costs

1. Research Background

One of the main direction of improving the businesses competitiveness in the current economic conditions is defining the strategic priorities and the creating of conditions for their achievement on the basis of an optimum combination of resources, financial, industrial base and human resource capacity of the organization. So, today, in competitive environment the main instrument for achieving sustainable development of industrial enterprises is a strategic planning.

The definition "strategy" (from the Greek word «strategos») for the first time in its activity began to apply military and it meant "Art of control by the military or Art". In economic terms strategy was used firstly in the 1950s. Exactly at this period in the theory and in the practice of economic relations specialists begin to use the term

"strategic planning", which in its original form was developed as a long-range planning and was aimed at identifying trends in the development of the enterprise in the future.

In general, the evolution of the strategic planning process consists of a series of historical stages, which characterized by a variety of economic relations of economic agents by environmental factors (Table 1).

The modern strategic planning is a system of relationships of all administrative units of the company and it is aimed primarily at creating a plan to implement the mission of the enterprise; defining long-term goals, develop strategies to achieve these objectives and the allocation of resources according to the strategy; long-term planning on a change in the reaction of the environment (Bannikova 2004); strengthening of the productive capacity of the enterprise; training alternatives to achieve the general goals, etc.

The system of strategic planning is not intended nor what the future will be better than the past, nor that can it be studied by extrapolation, that fully complies with the current situation in Russia. Therefore, extrapolation is replaced by strategic analysis, whose main task is to find out those trends, the dangers, the chances that, on the one hand, able to change current conditions, and on the other hand to prepare organization to unexpected changes (Bannikova 2007).

Table 1. Historical stages of development of the strategic planning of industrial activity

Stage of Management development	Strategic	Characteristic of organization development planning	Possibility of forecasting of event future development	Tools of Organization Development Management
Reactive 1930-1950 years		Planning on the basis of the outcome of the budget and financial control	Reducing familiarity and predictability of the future	Budgeting and financial control, analysis of internal reporting
Forecast 1950-1960 years		Long-term planning on the basis of extrapolation	Extrapolation of the future based on past	Long-term planning and forecasting, investment programs
Research 1960-1980 years		Forecasting and planning of organizational changes	Change the current situation on the basis of possible future scenarios	Strategic planning, analysis of internal and external environment, market positioning
Adaptive 1980-present		Management based on flexible emergency solutions	Limited capacity of planning	The scenario approach, indicative planning and ranging of strategic goals

Source: Developed by authors based on Bolovintsev U.A. 2013. Theoretical and methodological approaches to strategic planning activity of organization. *Russian Entrepreneurship*, 23 (245): 74-80.

Today, foreign and domestic literature lists a number of definitions that characterize the strategic planning from different points of view. For example, one of the founders of Strategic Planning A. Chandler believed that strategic planning - "this definition of the basic long-term goals and objectives of the company, approved the course of action and allocation of resources needed to achieve these goals" (Chandler 1962).

At the end of the 90s of the twentieth century, some Western scientists (David 1999) suggested a strategic planning as structuring of management decisions on the priority areas of economic entities in terms of business competition.

One of the founders of strategic management Ansoff I. (1989) notes that one of the distinctive property of a long-term strategic planning is that if the system of long-term planning goals are transforming into action programs, budgets and plans for the profits being developed for each of the major divisions of the company, and the main conclusions were based on extrapolated values system, so in the system of strategic planning extrapolation replaced deployed strategic analysis that links perspectives and goals between them to develop a strategy.

Later foreign researchers (Zahradníková and Vacík 2014) define strategic planning as a process of the formation of the future image of the company and focus on the fact that "planning, especially strategic, is a necessary condition for the expression of the desired state of a business entity on the horizon, planned in the future."

In The Russian scientific sources strategic planning is summarized as the establishment of guidelines for the future of the company, including the continuation of established trends in the development and defining of new key areas of business.

For example, AN Lukshin in his book "Strategic Management" (Lukshinov 2000) gives the following definition «strategy - a set of rules to decide which organization is guided in its activities" and on a strategic plan he defines as a set of measures aimed at implementing the above-mentioned rules.

Other authors, such as Vikhansky OS, Kruglov MI (Petukhov 2009) consider that the content of the strategic planning stems from: the formation of the enterprise's mission and to identify high-priority areas of development; Analysis of external and internal environment and determine the potential of the organization; development and adaptation scenarios for the subject in the conditions of market volatility.

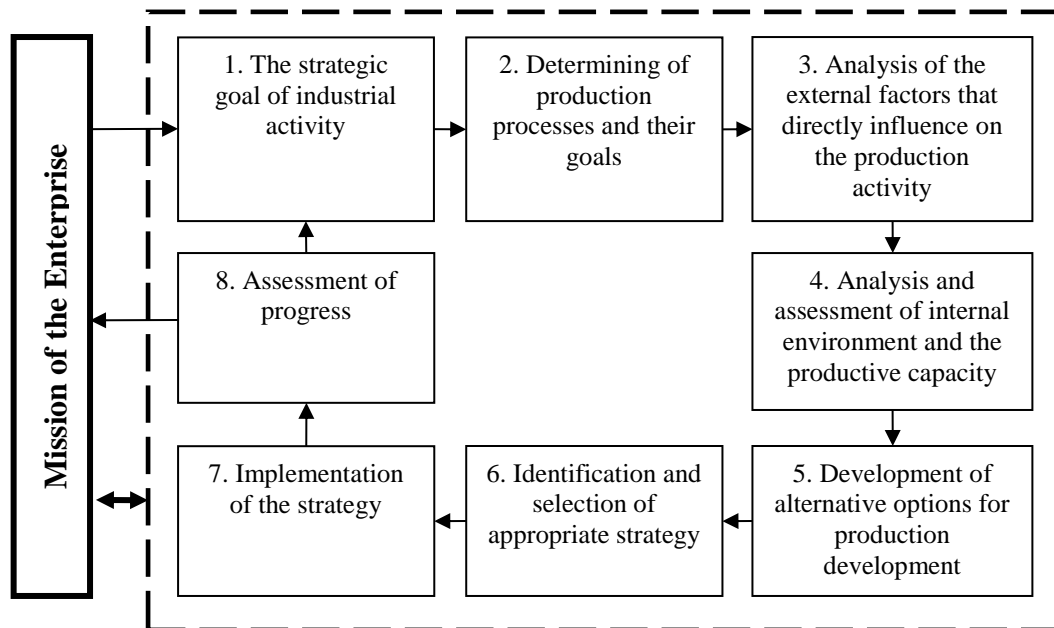
Petukhov A.N. describes the strategy as a vision of the direction of future development of the socio-economic system with a fundamental understanding of the expense of what the future will be achieved, and the process of planning the strategy of industrial activity as all activities in the enterprises, directly related to the production process and to give effect conceived to reality (Petrov 2012).

Thus, it should be noted that today is not formed consensus on the content of strategic planning at the enterprises, especially in the area of industrial activity. This often leads to the fact that the determination of the main priorities of the development of productive activities used methods which treated various points of view.

2. Methodology

Production activity is a key component of the overall activities of the company and the strategic planning process is affecting almost all of the production processes, which related with both the beginning of the chain of production and with the output into the market in the form of the final finished product. For this reason, the development and implementation of strategic planning of the production activity is carried out through a number of stages while maintaining their sequence (Figure 1) and comes mainly from the overall mission of the enterprise.

Figure 1. Scheme of the strategic planning of the enterprise production activity



Source: Developed by authors

Strategic planning of the production activity is a complex and multidimensional process and is closely connected with other areas of activities at the enterprises, which influence on the formation of the strategic priorities in the area of production (Figure 2).

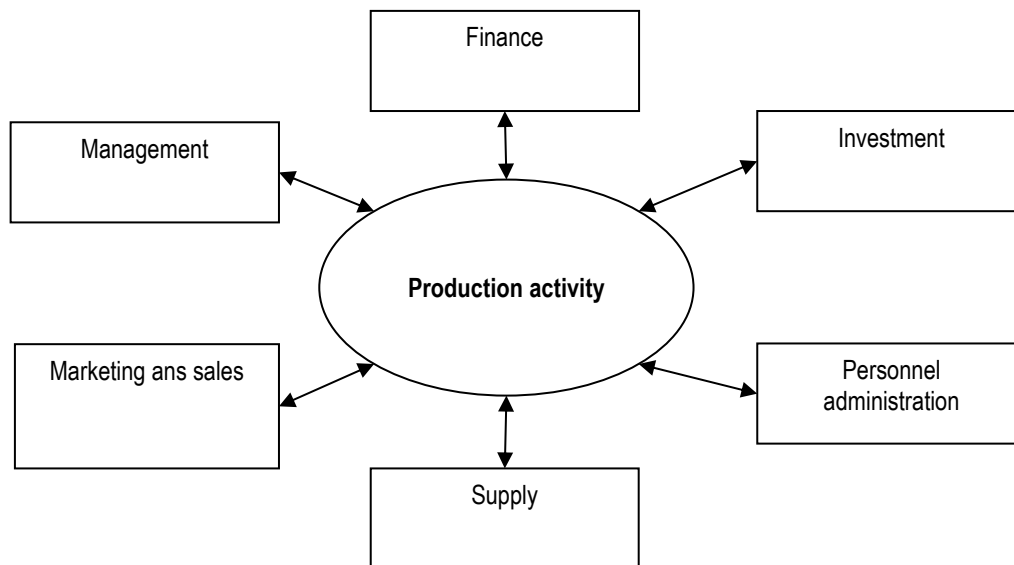
In addition, it should be noted that the development of scientific principles and mechanisms to improve the efficiency of the planned activities of the enterprises in Russia formed two main approaches to strategic planning:

1. Prescriptive approach. Supporters of this approach supported the view of the priority of exogenous factors and increasing of the predicting role in the strategic planning, the direction of the planning process from the future to the present, they also developed active-adaptive mechanisms of implementation of the strategy, considered the process of strategy development as a selective and competitive-oriented activities;

2. Descriptive approach. The characteristics of the concept of the supporters of this approach include: strengthening the role of the theoretical and methodological basis of the strategic planning process; diversification

of developing plans for levels and spheres; widely used methods for iterative adjustment of the strategy; strengthening management at the stage of implementation of the strategic plan.

Figure 2. Interaction production activity with other industrial activities of the company



Source: Developed by authors

In general, strategic planning of industrial activity - it is a complex multistage process, implemented by the company in cooperation with other activities and aimed at defining and achieving the priority aims of the development of production, which combine with the mission of the enterprise. The effectiveness of strategic planning, first of all, depends on the degree of processing and analysis of incoming information, and the development of scenarios of anticipated future events, which leads to the choice of priorities of the strategy.

3. Results

One of the most important areas of creating and using of scenarios is the decision-making in the selection of the optimal strategic option development.

Strategic options - it is an opportunity to decide how to focus internal manufacturing resources to ensure the development of the enterprise, which are described in different partial scenarios.

Other definitions of scenarios define it as a method of analyzing the complex environment in which there are many important, besides affecting each other trends and events (Laeva 2006). Scenarios offer a picture of the future of certain strategic issues where possible images are built on the quantitative and qualitative elements and their relationships. A very important aspect of the scenarios theory - resistance within the system.

Other scenarios put forward understanding D. Ratcliffe (2000), according to which the scenario may be:

- Descriptive models of variants of the future projection;
- management tools that improve the quality of administrative decision-making, as well as supporting the choice in favor of a better and more reliable strategic decision;
- binding machines, representing the future and aimed at clarifying the current activities in terms of the possible and desirable future.

M. Porter defined the script as "internal noncontradictory idea of what may be the future - not a forecast, but one of the options for future consequences" in his book "Competitive Strategy" (1980). (Porter 2005)

Thus, the scripts constitute possible integration of the future and the selected type of reaction of enterprise on such developments. The way to react to a specific event could be the formulation of the strategy of industrial activity and adjustment of the production process for it.

The exact formulation, determination of the time and coherence of all content on the script - a necessary condition for the expression of the desired state of development of productive activities planned on the horizon of the future. Reasonable planned perspective is medium-term, but it is almost determined by the nature of the main industrial activity. It follows that the related strategic objectives of industrial activity are derivative, which together with basic strategy of the enterprise constitute a strategic base, which is the main script. The script describes the shift of the enterprise to the final position on the basis of known information, attitude of participants of the production

process and the allocation of resources. In addition, qualitative developed scripts can help company's executives to recognize the basic signs of impending events in a timely manner, i.e. correct interpret signals of the present allow us to see the future and uncover the features that it brings.

As its known, draft of the main script is developed with sufficient certainty, and probability of occurrence of unforeseen circumstances are minimized (the likelihood of unforeseen circumstances depends on the quality of analysis and reliability of incoming information).

One of the main tools of scripting is scenario analysis and it is intended to define a set of detailed description of the sequence of events which with predicted probability can lead to desired final state or to possible outcomes, on occasion, when a writer considers different variants of development (Laeva 2006). This method is used to select the option of strategic management processes, which have a high level of uncertainty and runs in quite fast-paced environment.

The scenario approach as a tool of strategic planning is most relevant in the cases:

- displays a high level of uncertainty regarding the prospects of business development;
- formation of sustainable trends of low-income enterprise activity, whereupon there was an urgent need to diversify production;
- low "quality" of strategic thinking (strategic planning) at enterprise, the lack of successful experience of implementation plans of activities;
- changes of ownership for means of production, and mainly for basic resources;
- significant changes of management process of the property, in particular in connection with the transformation of the organizational and legal forms of management that put the rights of owners in the management framework;
- entry to the large foreign enterprise market that could become serious competitors to domestic producers and in the activities of which are widely used scenario planning, adapted to the conditions of our market (Dannikov 2004).

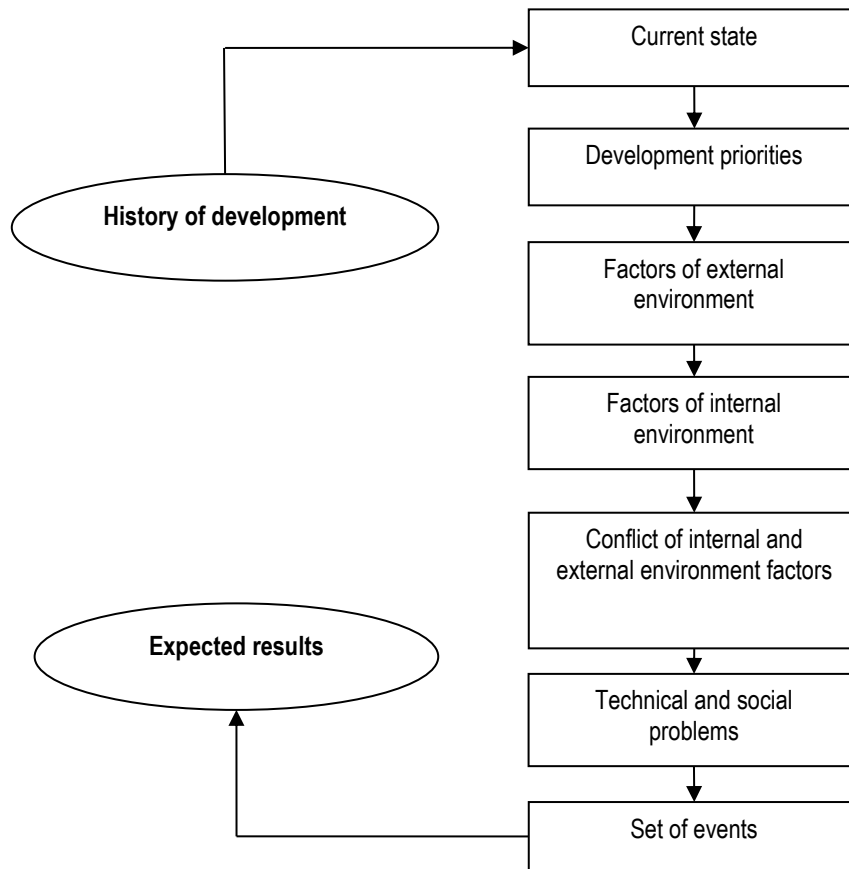
The main significance of the scenario approach to development lies in the fact that in the scenario are estimated uncertainties and these uncertainties make it possible to develop a plan of investments in order to minimize the number of negative moments in the investment process. On the other hand the role of the script that it is like a futures whereby are estimated investment strategies industry. The third party of scenario approach - is that the script is part of the strategic planning (management).

Thus, the scenario approach is contrasted with the approach of the only possible (only correct) perspective solution to the problem of enterprise development. In other words, the scenario approach is a way to solve issues of planning in the conceptual plan.

The algorithm for constructing the main long-term development scenarios and test their reliability

In developing the script, in the main circumstances are based on their structure, which consists of a substantial part (Figure 3) and quantitative parameters (Ivasenko 2011).

Figure 3. Structure of the script content



Source: Developed by authors

Specific process of building strategic scripts can be divided into six main stages:

1. Identification of risk factors and assessment of their significance;
2. Selection of key risks that have a significant impact on the implementation of the strategic objectives;
3. The construction of scripts and test their reliability;
4. Determination of the degree of probability in which they may occur;
5. Carrying out "defects analysis" for the implementation of the analysis possibility of achieving the strategic goals;
6. Adjustment of scripts based on the risk of influence of various factors.

In addition, from our point of view, the methodological approaches to scenario planning should be based on:

- Forecasting methods of development prospects;
- Method of calculating the statistical data;
- Methods of analysis of the obtained solutions.

Based on the characteristics of industrial activity in the strategic planning usually are developed four basic scripts:

- optimistic scenario, which takes into account the continued existence of certain features that can be used by internal potential of the enterprise as an advantage. The optimistic script assumes a positive growth performance indicators upon the occurrence of the events in question;
- realistic scenario that thinks over formulated a perspective image and long-term goals for the most realistic hypothesis of production;
- pessimistic scenario that emerges from the onset of the worst events in the future that could have a strong negative impact on the development of productive activities;
- neutral scenario where the picture of development of productive activities in the future is forecasted in conditions when for stimulating growth or eliminating negative factors nothing are being done.

In the system of risk management are considered even unusual development which leads to development of "cautionary script", which is based on critical account of the risk progression. In business practice, this process is known as situational planning.

In constructing scripts usually only one of the scripts represent most possible development of conditions, and rest depict less likely option of the future state of development activities.

The statistical characteristics of variability, such as a deviation defining shift, coefficient of variation are classic risk factors, which are used for the most part in the planning of financial performance indicators.

Setting possible situations in which the scenario may occur

In setting the probability of partial scripts should proceed from a number of identified risk indicators and evaluation of the probability of values, where the sum of the probabilities of each of indicators in script are equal to particular factor.

Assess the degree of interference of developed scripts and strategies can be through the development of influence matrix or scenario-strategic matrix (Khizhnyak 2013) (Table 2), which are included in the cell of evaluation a strategy for appropriate script.

Table 2. Scenario-strategic matrix

	Scenario 1	Scenario 2	Scenario 3	Scenario n	$\sum P_n \cdot X_{kn}$
	p1	p2	p3	Pn	
Scenario 1	X11	X12	X13	X1n	$\sum_{i=1, \dots, n} P_i \cdot X_{1i}$
Scenario 2	X21	X22	X23	X2n	$\sum_{i=1, \dots, n} P_i \cdot X_{2i}$
Scenario 3	X31	X32	X33	X3n	$\sum_{i=1, \dots, n} P_i \cdot X_{3i}$
Scenario k	Xkn	Xkn	Xkn	Xkn	$\sum_{i=1, \dots, n} P_i \cdot X_{ki}$
pi –probability of occurrence of the script i, where i=1, ..., n					

Source: Developed by authors based on (Laeva 2006)

As a result of calculation based upon a matrix, you can determine how strategic objectives of industrial activity is dependent on the possible scenarios of environmental factors, and also to assess how many scripts are successfully developed for a specific situation (Table 3).

Table 3. Possible results of calculating matrix

Strategies	Scenario 1	Scenario 2	Scenario 3	Scenario n
Scenario 1	+	+	*	-
Scenario 2	-	-	-	-
Scenario 3	+	*	-	-
Scenario k	*	+	*	-
“-“ - unsuccessful strategy “+“ - successful strategy “*“ - a very successful strategy				

Source: Developed by authors

It should be noted that the scenario approach is effective only if it is treated as changeable process. Guidelines to take into account changes in risk indicators, while the business environment, resulting in adjustments to make, even if the impact of these indicators have not considered serious. Communication scenarios with management action lead to providing flexibility of production activities at the tactical and operational levels of management. In order to determine that factors of external and internal environments meet certain content scenarios are created detection signals. In case of severe changes established limits of previously defined values (the turning point), responsible person or tproduction department must take appropriate measures to avoid the crisis. The main requirement of the effectiveness and timeliness of actions taken is transparency and communication of each scenario on the upcoming events.

Identification of risk factors for scenario and the assessment of their significance

Identification of risk factors is a process of detecting factors that have a significant impact on strategic framework of the script. The quality and reliability of generated scripts depends on the quality and volume of received and processed information.

Integrated methodology, which focuses on identifying and developing sources of information, including studies and business environment represent "business intelligence" and "competitive intelligence." This methodology flows from the development of proven and open to the public data, which may include: statistical data, government information, analytical documents and materials; websites and media reports; online database; interviews and reports; financial reports, business presentations and business meetings; company press releases, and other institutions.

Risk factors should be selected by relevance. The usual method of selecting is a qualitative or semi quantitative evaluation. Firstly, we study the probability of occurrence of risk factors, and second, the intensity of exposure to the risk factor on operating results of enterprise.

Each step of the scale of the likely negative impact of certain factors must accurately characterize degree of risk for production activities. One of the main methods of risk assessment is a matrix assessment of risk factors (Table 4), which may be based on the results of expert assessments.

When identifying risk factors that affect scenario, risk acceptance criteria are determined. These criteria are meant to show the influence of negative factor for specific scenario.

Typically, the following criteria:

- Forecast time intervals see the results of realization of particular scenario. Hard and minimally exposed to the influence of intervals express high stability of the test strategic options;
- The results of pessimistic scenario. Designed to assess the development of industrial activity upon the occurrence of the worst events.
- Statistical indicators of development of key industrial products (rate of capital productivity, productivity, energy intensity of production, etc.).

Table 4. Determination of the risk class according to condition of implementation

Terms of realization of danger	Classes of risk at the level of danger			
	tolerable	critical	considerable	threatening
In case of accident (incident)	3	3	2	2
When performing repair, commissioning works	3	2	2	2
When servicing equipment	2	2	2	1
Constantly at the workplace (when performing this type of work)	2	2	1	1
class 1 - unacceptable risk (should be reduced before implementation or continuation of performance, using the workplace, further operation of hazardous production facilities);				
class 2 - unacceptable risks (it is necessary to evaluate feasibility of risk reduction measures);				
class 3 - acceptable risk				

Source: Developed by authors based on Assessment of operational risks // Online free encyclopedia Wikipedia [www.wikipedia.org]

"Analysis of shortcomings" as a tool of index implementation for assessing strategic objectives"

Many developed scenarios are designed based on impact of potential risk indicators and definition of the condition of their symptoms (Kuznetsov and Rudenko 2013, Ivanov 2013). After determining the risk and degree of their influence, expert team carries out pre-testing the scenario, which occupies an important place work to determine the error or deviation in scenarios and their correction, *i.e.* they carry out analysis gap.

Analysis of shortcomings is a definition of actually achievable performance deviations from expected results of implementation of the planned scenario. If detected deviation is unacceptable, development activities are carried out, aimed at reducing difference in the actual performance from the planned.

Conclusion

Thus, this study allows to conclude that strategic business planning is one of the main processes implemented in the enterprises and in conjunction with other operations (financial management, investment, marketing, and other activities) aimed at ensuring the competitiveness of production and enterprise as a whole in determining the future.

The effectiveness of strategic planning of production activity, first of all, depends on the correct definition of strategic priorities and reasonable measures to achieve them in a variety of events. In this case, one of the most effective tools of strategic planning is a development and implementation of scenarios that aim to identify effective measures to achieve strategic objectives within the future development of various conditions.

Development and implementation of scenarios are based on different stages, which are aimed at determining the effectiveness of measures necessary for implementation of priority and their implementation. As research shows, main stages of development and implementation scenarios for strategic planning of production activities include: the construction of scenarios and test their reliability; posing possible situations in which the scenario may occur; identification of risk scenarios and assessment of their significance; gap analysis.

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