



Emerging Markets Queries in Finance and Business

# Elaboration of enterprise development strategy in real sector of economy using quality management tools

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## Abstract

A contemporary situation in the industrial sector of the Russian economy is characterized by contradictory tendencies. On the one side some post-crisis stabilization is typical for it, on the other side there is a persistent tendency of reduction of innovational and investment activity indicators. In the context of globalization of domestic economy and companies' capital assets concentration, there become updated issues connected with the increase of strategic management efficiency and planning of activity of large manufacturing enterprises with a high level of concentration of material, financial and labor resources the use of which defines the dynamics of business entities' activity indicators, territories of their placement and the dynamics of the national economy activity indicators on the whole, providing certain stability, controllability and predictability of economic processes.

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## 1. Introduction

Changing of strategic planning paradigm, refusal from the technocratic concept in favor of the integration one defines priority trends of manufacturing enterprises development. The basis of this development

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is orientation to the quality of products, satisfying consumers' claims and constant improvement of the management system, the condition of competitiveness of a business entity and its products.

All the mentioned above proves that elaboration of problems, defining basic ways and methods of manufacturing enterprises development on the basis of strategic planning system improvement with the use of quality management tools, is a topical issue which has its novelty and practical value.

Issues of formation and improvement of strategic planning were reflected in the sufficiently large amount of both foreign and domestic researchers. In our research we used scientific works written by outstanding scientists among which the ones by D.J. Bowersox, D.J. Kloss, M. Christopher, M.P. Linders, H.E. Firon, D. Waters, J.B. Heywood and others. Foreign scientists D. Aaker, I. Ansoff, R. Akoff, J.M. Juran, H. Mintzberg, M. Porter, A.D. Chandler, A.A. Tompson, A.J. Strickland, L. Fairey, R. Randall, K. Bowman, R.C. Caplan, D.P. Norton and others made a weighty contribution to the development of problems of strategic planning.

The works by such Russian scientists as V.G. Versan, A.V. Glichev, O.P. Gludkin, A.V. Shvandar and foreign researchers as W. E. Deming, J.M. Juran, K. Ishikawa, F. Crosby, K. Meller, T. Peters, H. Rampersad, S. Singo, B. Smith, G. Taguchi, A.V. Feigenbaum, J.H. Harrington and others.

Treatises written by foreign (K. Fink, N. Olve, O. Greiner, G. Krause, D. Aaker, P. Khorvat, P. Hassey, D. Clifford, P. Niven and others) and Russian researchers (G. Andreeva, O. Vishnyakov, A. Gershun, G. Gedro, V. Grachev, L. Grigoryev, S. Gorelik, V. Ivlev, S. Kalinin, V. Kandalintsev, A. Korobkov, E. Kosova, D. Kudryavtsev, D. Popov, A. Savitskaya, J. Smotrich, E. Solonenko, M. Starovoytov, L. Solomonov, V. Tolkach, V. Sharapov and others) deal with substantiation of advantages of strategic planning tools and the role of balanced system of the indicators.

The works by the authors mentioned above made a considerable contribution to the development and establishing of theory and strategic planning, quality management theory. Alongside with that it is necessary to note that almost lack of publications, which bind strategic planning and strategic management with manufacturing enterprises' quality management. The necessity of strategic planning efficiency increase, its implementation into the activity of domestic enterprises, the necessity of strategic planning tools objectification made conditional upon the choice of the theme of the research, defined its aim and tasks.

## **2. Research aims and basics**

The aim of this research is scientific substantiation of theoretical and methodological foundations and methodic approaches to the formation of strategic planning system of a manufacturing enterprise based on quality management methods, and also in elaboration of practical recommendations based on the conclusions received which provide the efficiency of a strategic plan implementation.

Modern tendencies of manufacturing enterprises development confirm growing recognition of importance of stakeholder participation in setting of goals of corporate management and planning, in other words of all those groups which influence or feel the influence of the organization's activity, its products, services and processes. It is explained by the reaction to an increasing role of large business in economic, social and political sphere on the part of the society, which interests this business infringes (Bagautdinova, 2003). In this respect a rigid attitude was formed: interaction with stakeholders is a necessary element of stable development and viability of a manufacturing enterprise for what it is necessary to include it into the process of corporate strategic planning defining possibilities of effective participation of stakeholder groups.

The authors adhere to the position that characteristics quality as the basis and aim of strategic planning, the way of competitive advantages achievement, the opportunity of constant development, which allows to define the tolerance zone providing it with sensible balance of interests and the search for compromises is an integrator which lessens the conflict of all the interests of stakeholders of a manufacturing enterprise.

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