Summary

The article presents a system of planning to increase the economic potential of an enterprise. On the basis of a systems approach to the planning process, the author proposes a list of logically interrelated steps that allow one to create an integrated system of decision-making. The author proposed a definition of the essence of strategic planning as the variety of planned activities in the enterprise. It also includes a generalization of the long-term, medium-term, the current (annual), operational planning.

Keywords: system planning, economic potential, prognosis, stages of planning, strategic planning

Introduction

Market conditions, under which machine building plants have been working for more than 10 years, emphasize the importance of long-term development programs both for the entire country and for particular enterprises. The problem of formulating development plans is especially acute. Non-availability of methodology for planning at the enterprise level, the pursuit of “instant” problem solving, a decrease in qualified planners and the absence of succession have caused a substantial gap in plan-formulating work and, as a result, in the whole economic work of the majority of machine building plants.

As a result, if even enterprises formulate some plans, they (the plans) are, as a rule, operative, created for a particular buyer and formulated according to earlier concluded agreements on goods supply. Certainly, such plans do not (and cannot) contain long-term (or medium-term) measures directed toward development and economic potential enhancement. Such organization can be acceptable only in small-sized enterprises, which do not presume long life of goods and services in the market. What concerns machine building industry plants, which is the biggest and key industry of the national economy, the current situation does not point to the fact that there is an effective system of development planning for enterprises. The non-availability of plans for development, of a strategic management system cast doubt on the maintenance of the national sales market and its survival in a long-term perspective.
1. Multi-level system of enterprise potential enhancement planning as an element of strategic management

After studying the system of enterprise economic potential enhancement planning in our dissertation research, we think that it is possible to concern such a system in a framework of the entire system of strategic management and planning for the enterprise. This fact is, in mind, evident and does not require additional comment. So, all qualities, advantages and disadvantages of the system are characteristic of the system.

One of the most significant methodological problems connected with planning at the machine building plants has been the problem of linking together differently directed plans. Thus, a large company management system operates in a two-regime system: in regimes of strategic and current management. It is necessary to admit that most authors characterize the management system on the basis of the comparison of strategic and operative management. In mind, the two-element system is not capable of living under the condition of permanent environmental changes because there is an evident gap between strategic long-term goals (and corresponding plans) and operative ones. So, we think it would be reasonable to introduce correctives, because it is more logical to compare strategic and tactical (medium-term, short-term and operative) management and formulate a multi-level management system.

While speaking about a new multi-level system of enterprise potential enhancement planning as an element of strategic management, which combines different kinds of planning and levels of enterprise management, it is necessary to pay attention to solutions to the following problems:

1. The planning process must be relatively simple theoretically and practically. It must be divided into separate stages. At each stage, the main types of activities, responsibility and participation of divisions are determined. Specially-arranged organizational structures, such as commissions, committees, conferences, will help reach stabilization in making decisions connected with planning.

2. It is necessary to predict the possibility to use internal and external development sources. For instance, bank credits, on condition that there are substantial reasons for using them, are one of the most important sources of enterprise development, used in a lot of highly developed countries.

3. In the process of drawing up the system of economic potential enhancement planning at the enterprise level, it is necessary to pay close attention to the transfer from long-term to medium-term and annual planning. Meanwhile, the time factor is also important. This factor is of importance while synchronizing perspective, annual and operative planning, as well as providing their correlation and succession.

4. And, in the end, while formulating the plans for economic potential enhancement, one should take into consideration that the realization of such plans (strategies) also requires using accumulated potential (or some particular element of economic potential). Besides, the periods of development without potential enhancement as the main goal are possible.

Thus, looking back at the question of interdependence of planning and management systems, one may conclude that strategic planning is an inalienable element of strategic management, and being its element, strategic planning must be the principal element for a new planning system.
After analyzing a great number of Ukrainian and foreign authors’ studies: A. P. Gradov, L. L. Pokryshkina, L. I. Dankova, I. Ansoff, U. King, F. Kottler concerning strategic planning, determined distinctive features of this phenomenon:

- mainly purpose-oriented [1, 5];
- determination of different means of the set goal achievement [2, 3, 6];
- flexibility of temporary orientation [7];
- interpretation of future with the help of analysis method of gaps between the goals and results that are being achieved [4, 5].

At the same time, to our mind, the essence of strategic planning should be interpreted as the system of all diversity of types of planning activities for the enterprise. This planning includes and is the generalization of long-term, medium-term, current (annual), operative planning. Its main aim is making operative, current management decisions well grounded, first of all, from the position of the future.

In our mind, the plan as an inalienable element of the planning system can be viewed in two aspects: firstly, as a process, and, secondly, as a result of the process – a document. According to the interpretation as the process, the plan is characterized as the formulation of an image of the future and the process of making decisions for the successful manufacturing operation. If one understands a plan as a document, one can say that it is a system of interdependent, united by common goal assignments, directed to the effective enterprise operating.

Thus, the system of economic potential enhancement planning must include a set of different plans and characteristics of the particular planning process, natural to this system.

According to E. Lobanova, the definition the planning process may have five stages: prognostication, goal setting, finding out and choosing development variants, working out the program of actions and budgeting [8].

At the first stage, prognostication is made in three directions (vectors): temporary, of immediate direction, where possible future tendencies are determined and quantitative, meaning that an attempt to determine the degree of future changes is made.

At the second stage, the most optimal variant of development is chosen among those that are available.

The third stage is, in fact, working out a strategic plan; at this stage, the goals are being determined and formulated and deadlines of achievement for these goals are fixed.

At the fourth stage, working out the program of acts and designing the content of a performance schedule take place. The results of this stage reflect in the system of functional plans.

The fifth stage is budget formulation (or budgeting). At this stage, a cost estimation of the program and distributive resources takes place [2]. In our mind, the succession of the planning process described above is quite logical and we are ready to accept it. However, some notions should be clarified.

Thus, the terms “prognostication” and “long-term planning” are often considered as synonyms. The main difference between prognostication and long-term planning is that prognostication means making an attempt to predict as exactly as possible the economic, political, legislative situations in the future. Prognostication can result in formulating tendencies of the country’s economic development prospects, establishing connections between data, which characterize the production, company, industry, sales markets, competitors and the general economic state for a definite period of time. At the same time, prognostication provides only the basis upon which particular programs of acts will be built.
later. The goal of long-term planning is to work out the state of a desirable future, expressed in particular figures on the basis of the received prognoses.

Thus, having conducted research on the basis of the system approach, we distinguish the following logically-connected stages of the planning process for the enterprise economic potential enhancement (fig. 1):

**Fig. 1. Stages of the planning process for the enterprise economic potential enhancement**

Source: own study based on [4, 5, 9, 10].
1. Strategic planning stage. At this stage, all possibilities of achievements and joint goals are analyzed. A lot of alternative variants are considered and the most optimal are chosen. After that, the chosen optimal means is formulated as a particular strategy or a set of strategies. We suppose that it is important to distinguish long-term planning within the framework of strategic planning.

A strategic development plan has the goal of working out a strategy and a long-term plan embraces the prognostication of trends concerning changes of demand and supply; it also embraces analysis of the external and internal environment of the enterprise as well as a determination of the desirable position of the company in the prognosticated environment as joint long-term goals with concretization in figures.

The peculiarity of this planning stage consists in distribution of responsibilities. For instance, long-term prognostication and analysis are done by an external consultant and the development strategy is worked out by the team with the external consultant is a member of this team.

2. Tactical planning stage. At this stage transformation of the general strategic development, directions into the goals and tasks of tactical plans takes place. This transformation is carried out on a more itemized basis concerning both the terms of realization and particular directions (informational potential, innovation potential, human resources, manufacturing, etc.). Particularization with the help of mid-term, short-term (current) and operative plans takes place within the framework of tactical planning.

3. Monitoring. At this stage, the gathering and analysis of all data concerning the process of realization of each stage of planning of the enterprise economic potential enhancement take place. After that, depending on the analysis results, a decision concerning the necessity of corrections or changes is made. We have suggested an approach to the planning process that allows one to provide an integrated system of the decision-making process.
2. System the economic potential enhancement planning

It must also be taken into consideration that the use of a systematic approach to the planning of economic potential enhancement will undoubtedly cause reconsideration of the entire system of planning within the enterprise. Implementation of the system approach into the planning process begins from plans divided into different levels and their further integration into one system (fig. 2).

![Fig. 2. System the economic potential enhancement planning](source: own study.)

Meanwhile, not only a vertical, but also horizontal distribution of the plans is foreseen. In practice it may mean, that, for instance, senior managers (deputy development directors) are responsible for the determination of perspectives of enterprise potential enhancement. However, managers of economic offices, employees and consultants, who are responsible for information gathering and tendencies prognostication, take place in the process of the formulation of development prognostication [11, 12].
During the management and planning process, while considering an organization as an open system, one should take into consideration not only an internal organizational system, which includes functional relations between divisions, an organizational structure, mission, goals and politics of the organization, but also a number of other systems, such as a macrosystem (system of the external environment), which includes general political, economic, social, cultural and other conditions under which the enterprise works; the system of competitive relations, which are characterized by mutual relations between competitors, industry structure and “manufacturer – consumer” relations, characteristic of the definite industry, where the company competes with other manufacturers [13, 14, 15].

Thus, effective planning requires an information supply from each of these systems and further processing of this information in the process of making particular plans of operations.

Speaking about a multi-level system of planning within the enterprise, the system capable of integrating the system of the economic potential enhancement planning, it is necessary to pay attention to the plans being worked out at the enterprise. Thus, in our mind, the combined system of planning at the enterprise level must include the following plans;

- long-term prognostication plan;
- strategic plan;
- medium-term and short-term functional plans;
- operative plans.

A long-term plan is worked out by the senior executives of the enterprise. Input data for a long-term plan contain information about research and developments, the results of sales markets research, and financial reports. Market research for long-term prognostication plan can be done in different ways. They can include permanent work of a part of the company staff, different intermittent research or using consulting offices services.

The necessity of long-term planning is conditioned by two reasons. Firstly, by a long duration of making up complicated objects; secondly, by the necessity of having clear ideas about the scales of economic development and country’s culture, its industries and regions for a definite perspective. A perspective prognostication plan gives the possibility to define real development opportunities, resource limits and to define quantitative and qualitative development results.

According to prognosticated information and taking into consideration internal firm’s capacities, the senior executives of the firm do prognostications for production items. On this basis, the volume of production is determined and then the draft of the financial plan and the plan of materials supply and raw materials supply are drawn up.

This is a long-term plan should not contain too many particular figures. They must be replaced by the interval meaning. A long-term prognostication plan is of a conceptual nature; it is mostly descriptive and the figures are used only to confirm expressed provisions. At the same time, a long-term plan contains decisions according to spheres of activities and the choice of development directions.

According to the higher suggested succession of process of planning after making a long-term prognostication, plan the senior management of the enterprise chooses the most optimal way of achieving the main goals of the firm. That is the process of strategic planning.

A strategic plan is in its way a nuclear of perspective planning. Strategic lines of achieving the main goals of the firm are determined by this plan. The strategic plan determines the enterprise potential enhancement, i.e. the way of achieving such complex operating factors that could allow the enterprise to occupy a desirable place in the market economy system.
We also want to point out the interaction of above-listed elements of the system of planning. That means that interaction of the planning timelines must evidently influence the essence of plans. For instance, if a short-term plan is not available at the enterprise, there is no sense in formulating a similar long-term plan. Thus, making a long-term plan of general planning system consists of four elements: sales planning and prognostication; capital investments and profit planning; enterprise development planning (enterprise economic potential); resource supply planning. Notwithstanding the distinct determination of directions for long-term prognostication and planning, the content of such plan’s parts can be brought into correlation with the interests of a particular enterprise and, correspondingly, some necessary information can be added.

In our mind, a strategic plan must be a set of functional strategies and big programs. Meanwhile, senior management makes a decision if these are several strategies in different directions or if this is a united strategy of development. A combination is also possible. Each of the worked-out programs must foresee the ways of monitoring the process of carrying out, stages and ways of correlation with operative planning.

In connection with above stated, the following items should be included in the strategic plan for enterprise economic potential enhancement:

1. The goals and tasks of the enterprise development.
2. Current operation and long-term development tasks.
3. Strategy of the enterprise (basic strategy of development, main strategic alternatives).
5. The most significant (priority for realization) development drafts.
6. Description of external operations.
7. Capital investments and resources allocation.
8. Formulating of back up strategies, “systems of immediate reaction”

One cannot claim that enumerated above items are dogmatic and should be obligatory as part of a strategic plan of potential enhancement. Analysis of the literature on strategic planning showed that both the essence and number of stages of strategic planning, as well as its shape, could change radically under the influence of many specific peculiarities of the enterprise and objective activities conditions.

To our mind, the duration of strategic planning can vary too. Foreign economists are also not unanimous concerning this problem. Thus, for example, American specialists accentuate that the difference between temporal duration of similar (in definition) plans of varying firms depend on the industry they belong to and on the level of the available equipment.

So, strategic plans may be worked out both for a rather long period of time (up to 10 years) and for relatively short periods (up to 5 years). Different programs as to the duration of being carried out may be parts of the strategic plan.

Medium-term and short-term functional plans are formulated according to the created long-term prognostication plan and worked out strategic plan.

Medium-term plans contain exact goals and characteristics given in the form of quantity. The duration of medium-term plan embraces, as a rule, a period of two or three years.
3. Conclusions

The formed system of the enterprise economic potential enhancement agrees with the task of providing interaction of all elements and levels of planning. Thus, elements of long-term and strategic plans are realized with the help of medium-term, short-term and operative plans. Moreover, the suggested system provides interaction between parts inside this or that plan: that is, each element of a current or medium-term plan is closely connected with the correspondent element of the plan of longer action. At the same time, all elements of a particular plan also interact. The whole complex of correlations is provided and controlled with the help of a branched net of information support, correction and monitoring in the framework of the unitary mechanism of the strategic management by the economic potential enhancement.

Bibliography

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WIELOPOZIOMOWY SYSTEM PLANOWANIA EKONOMICZNEGO POTENCJAŁU PRZEDSIĘBIORSTWA

Streszczenie

Artykuł jest poświęcony problemowi systemowego planowania ekonomicznego potencjału przedsiębiorstwa. Na podstawie systemowego podejścia, podczas procesu planowania są proponowane poszczególne etapy logiczne, powiązane między sobą, które zezwalają na utworzenie integrowanego systemu uchwalania decyzji. Autor zaznacza sedno strategicznego planowania, jako systemu całej różnorodności gatunków planowanej działalności na przedsiębiorstwie. Strategiczne planowanie łączy w sobie oraz jest uogólnieniem długookresowego, średniookresowego, potocznego (rocznego), operatywnego planowania.

Słowa kluczowe: system planowania, potencjał ekonomiczny, prognoyowanie, etapy planowania, planowanie strategiczne

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