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DEVELOPMENT OF A STRATEGIC PLAN OF A CONSTRUCTION ORGANIZATION

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The development of a strategic plan is an important stage for any construction organization focused on successful development. The article describes the key aspects of developing a strategic plan, including analyzing the internal and external environment, defining the organization’s mission, vision, and goals, as well as strategic priorities. Particular attention is paid to the definition of competitive advantages, risks and opportunities, as well as mechanisms for monitoring and evaluating the implementation of the strategic plan. The article examines theoretical and practical issues of strategic management as a modern direction of enterprise development. The theoretical and practical aspects of the formation and implementation of a strategic set of construction enterprises, taking into account the peculiarities of their industry, are considered. The performed analysis made it possible to generalize the methodological principles of creating a strategic set for construction enterprises, including its essence, components and procedural aspects. The article proposes to consider the strategic set as a hierarchical system of interconnected strategies of various levels and types, developed by the enterprise during a certain time period, taking into account the peculiarities of their functioning, potential and promising directions of development. The strategic orientation and positioning of the enterprise in the external environment is also determined based on the achievement of strategic goals. The features, structure of strategic management and the sequence of its main tasks in the management of the enterprise in the construction industry are characterized. The theoretical and practical aspects of strategic management as a modern direction of enterprise development are studied. Features, structure and sequence of the main tasks of strategic management in the context of management of enterprises in the construction industry are described. Criteria for assessing the competitiveness of a construction company have been developed, factors affecting the formation of its competitive advantages have been determined, and organizational measures have been proposed to increase the level of its competitiveness. Issues of internal management, resources, communication and involvement of interested parties are analyzed. The importance of strategic planning for the successful functioning of a construction organization in modern market conditions is revealed.

Keywords: construction industry, construction enterprises, competitiveness, strategic plan, strategic management, strategic management, strategy, management decision.

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Problem statement

Competition in the construction industry, which consists in the ability of market participants to use their advantages to ensure sustainability, is an important factor in the development of the company. Enterprises aim to achieve competitive advantages through effective

management, which is the result of the constant efforts of management personnel. Since the external environment of construction companies is complex and unpredictable, the use of strategic management becomes necessary. It also provides for a thorough and reasonable approach to strategic management in

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order to develop and implement organizational development strategies that take into account the dynamics and uncertainty of the external environment. Thus, the introduction of a strategic management system and the development of a single strategic set are critical conditions for the successful functioning and development of construction enterprises in the long term.

Analysis of recent research and publications

The formation of a strategic plan was studied by such scholars as: L.P. Artemenko, L.E. Dovgan, T. Holovko, G.M. Lozova, V.D. Markova, A.J. Strickland. However, a huge amount of scientific research on the problems of strategic plan development indicates that this problem has not yet been sufficiently studied in both theoretical and practical terms.

Formulation of the objectives of the article

The purpose of the article is to systematize theoretical concepts and provide recommendations for creating a strategic management system for enterprises in the construction industry. To achieve this goal, it is necessary to conduct a study of the strategic management process at such enterprises and analyze the factors influencing their activities.

Presentation of the main research material with full justification of the scientific results obtained

The introduction of a strategic approach to enterprise management is due to the emergence of such processes as the variability and complexity of the environment, the growing level of globalization and the rapid development of technology. In today's environment, companies need to actively identify priority areas of development, adapt to changes in the external environment, use new technologies to organize management processes and change their business strategies. In turn, this means that they must carry out strategic management. Strategic management is defined as a type of activity that includes defining the goals and objectives of the organization and ensuring the relationship between the organization and the external environment, taking into account its internal capabilities and allowing it to remain responsive to external requirements [1].

The ideology of strategic management is based on the assumption that it is impossible to predict long-term trends with sufficient accuracy, which reflects the post-industrial era. The strategic planning process plays a key role in the strategic management system. By studying the strategic management system, theoretical aspects can be used in practice for construction companies that are currently facing the need to strengthen their market positions. When formulating a strategy, it is important to take into account all the factors that affect the functioning of

the enterprise, such as its goals and objectives, the external environment with direct and indirect impact, potential opportunities, staff qualifications, size of the organization, etc. It is also important to identify the strengths and weaknesses of the enterprise. The process of strategic management in the construction industry includes a number of components and stages (Fig. 1).

The first and most important task in determining the direction of the company's development is to develop a strategic vision and mission of the company focused on solving the problems of housing. Setting goals will help to determine what the company seeks to achieve through its core business, what construction volumes it plans to carry out, and what performance and profitability indicators it should achieve [2].

An assessment and analysis of the construction sector in Ukraine should include aspects such as gross national product, inflation, unemployment, bank interest rates, and an assessment of the legal, technological, and political environment. A management analysis of the strengths and weaknesses of an enterprise can be carried out using a SWOT-analysis, which will help identify problematic aspects of the enterprise's activities and possible strategic alternatives. The choice of strategy determines how the construction company will develop, the main steps and measures to achieve the planned results. The last step is to assess the level of strategy implementation and compare its theoretical basis with the practical results of its implementation. The strategy of a construction company should be based on four key aspects.

The strategy will take into account all possible priorities and goals of the company's activities in the construction industry, which is a special industry sector. It will be built on the basis of financial, consumer, internal and educational perspectives. The construction industry is characterized by a long payback period, complexity and high cost of services provided [3]. Due to the multifaceted and multidimensional nature of construction companies' activities, there is a need to develop a set of interrelated strategies that form a single system known as a "strategic set". This set consists of hierarchically organized and interconnected strategies of different levels and types, which are developed by a construction company for a certain period of time, taking into account the specifics of its functioning, potential and promising areas of development. The set also determines the strategic orientation and positioning of the enterprise in the external environment based on the achievement of strategic goals. The main characteristics of the strategic set include (Fig. 2):

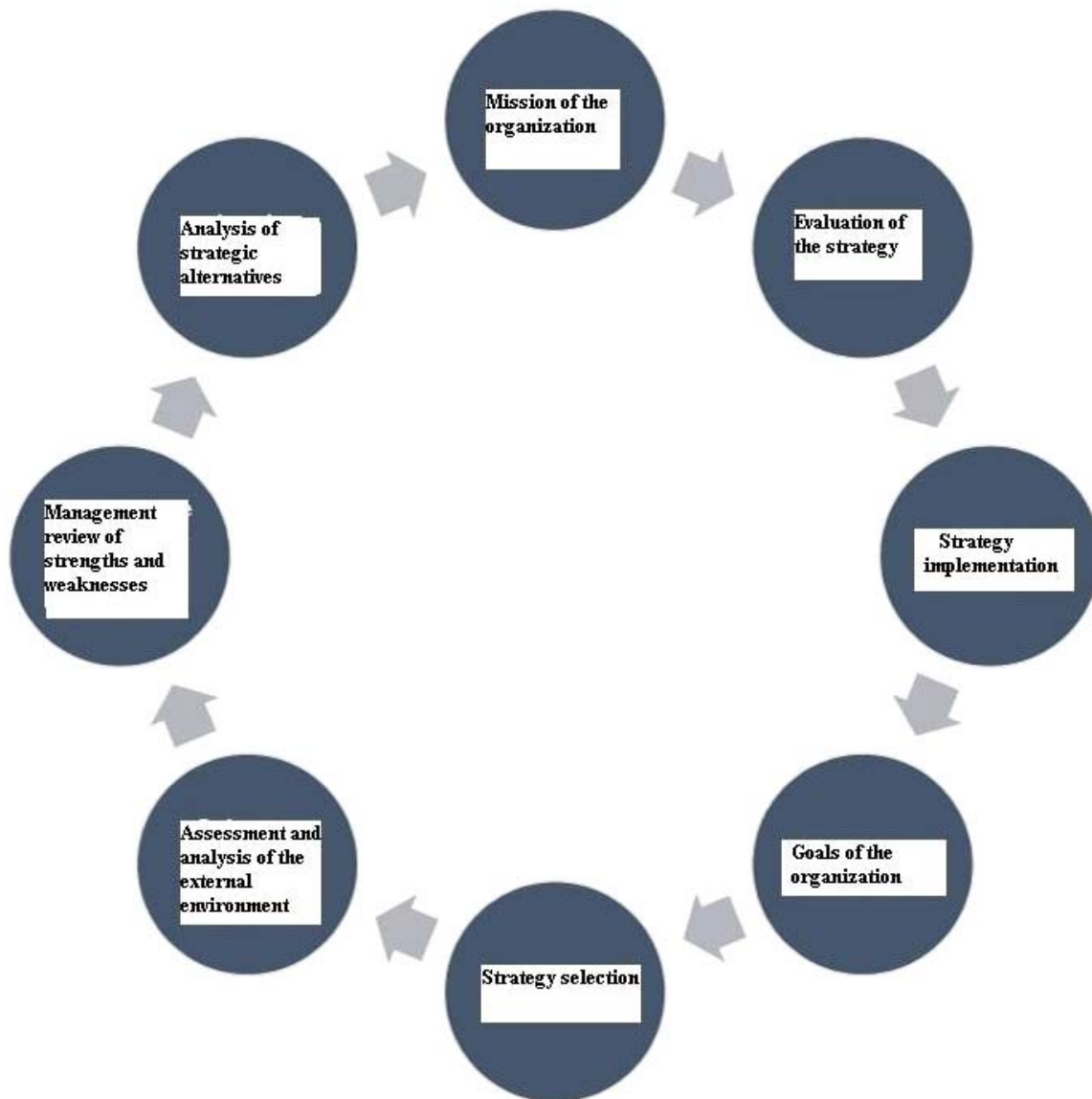


Fig. 1. Stages of the strategic management process

Due to the complexity of construction companies, the development of a strategic set is complicated by the need to take into account various dynamic, vague and not always formalized goals, as well as to take into account the impact of the constantly changing internal and external environment and to predict its dynamics and direction of development. The following types of strategies are usually developed, which form a single “strategic set”: corporate strategy, which describes the general path of development of the construction company as a single system that includes all its divisions; competitive strategies that define how to compete in individual business segments; functional strategies focused on managing individual functional

subsystems of the enterprise; resource strategies aimed at providing the necessary resources to achieve the strategic goals of the construction company.

The development of a corporate strategy includes determining the combination and scale of various business lines, forming a business portfolio, selecting key markets and priorities, and allocating resources. At the same time, individual business lines of a construction company develop their own business strategies [5]. Functional strategies, as part of the strategic set, are focused on achieving strategic goals through optimizing the activities of functional management subsystems.

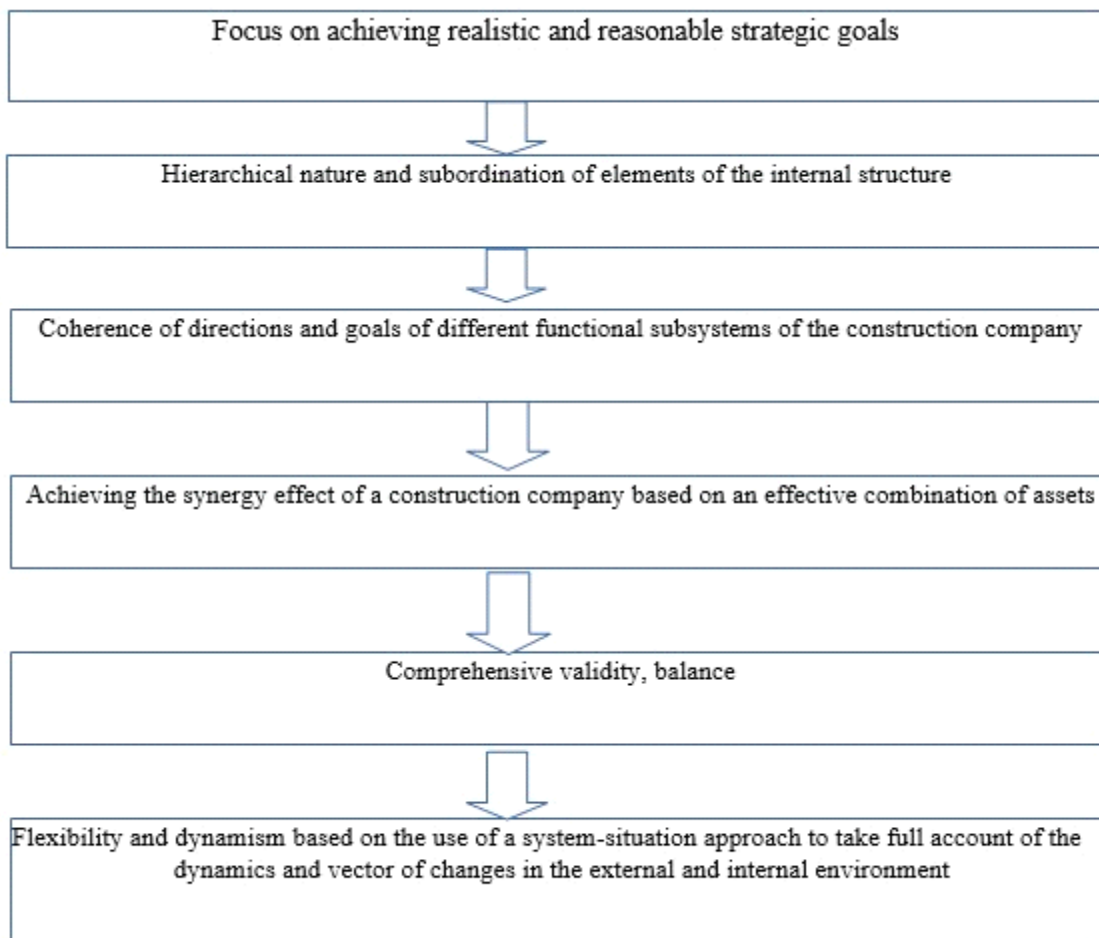


Fig. 2. Features of the strategic set

Source: [4].

It is recommended to develop an intellectual capital management strategy aimed at increasing the value of a construction company by using both explicit and tacit knowledge embedded in its intangible assets, such as human potential, organizational structure and relationships. This strategy combines various aspects of increasing competitiveness, innovative development and improving the efficiency of construction companies based on new methods and approaches to management.

The product and market or production strategy of a construction company determines which products will be produced, in what volumes and for which consumer groups and markets. It is based on the results of a strategic marketing analysis conducted as part of the marketing strategy of construction companies. The marketing strategy determines the strategic orientation and focus of the marketing subsystem of the enterprise management, including customer market segmentation, pricing policy, customer interaction, advertising and other aspects that ensure efficient production and sales

activities and growth.

Formulating a marketing strategy is a complex process of developing marketing goals and ways to achieve them over a certain period of time. The innovation strategy defines the policy on the development and implementation of innovations, including the choice of new product development areas and the attraction of resources for this purpose. The logistics strategy is focused on optimizing logistics processes, such as supply and warehousing flows of resources and goods. The resource strategy determines what types of resources will be used, their volumes and sources of supply [7].

Construction companies should actively develop alternative strategies to solve economic problems and find sources of financing, using strategic management to ensure sustainable operation. Prospects for the development of construction should be based on the country's social and economic growth strategies, taking into account state and regional targeted programs.

The effectiveness of these programs should be ensured by professional planning and management, including adjustment mechanisms, control over funding and compliance with deadlines. In order to maintain the competitiveness of construction

companies, strategic management should pay special attention to the quality of construction of residential buildings and cottages. The main steps in the development of the quality management system, as proposed, are shown in Fig. 3.

Technological development system
Documented organizational system
Standardization and certification system
Customer relations system
Environmental management system
Supplier relations system
Employee motivation system
Staff training system

Fig. 3. Construction quality system

Source: [8].

By combining a strategic development plan with a competitiveness plan, a company can create a comprehensive plan aimed at successful development and survival in the construction services market.

It is recommended to manage the competitiveness of a construction organization using a process approach, which includes identifying the company's main business processes and determining the points of failure in their implementation. The main advantage of the company's process management is its focus on the result with the optimal use of resources to achieve it.

A company's business process is a sequence of interrelated actions and functions necessary to achieve a certain result that is important for an external or internal consumer. The business processes that should be studied and analyzed in detail include: project initiation (creation of project documentation, development of technical specifications, approval of the construction project, project budgeting, attracting investors, etc.).

Construction organization includes analyzing the working design, selecting contractors, obtaining the necessary permits, and streamlining production processes, etc. Logistics of the project includes the development of specifications for the required material and technical resources, selection of suppliers, development of estimates, execution and payment of

orders, etc. Construction (repair) works and commissioning include carrying out works, testing the facility, acceptance of the completed works, preparation of the facility for commissioning and provision of maintenance services to the facility [9].

It is important to identify and eliminate the so-called "bottlenecks" in business processes. Using business processes as objects of management allows you to optimize or reorganize their implementation in order to improve performance and determine where additional competitive advantages can be gained. A timely analysis of the company's business processes helps to avoid financial losses and critical errors in the management of the enterprise. When analyzing the business processes of a construction organization, special attention should be paid to compliance with project scheduling deadlines; analysis of the work execution plan; analysis of the project's logistics; analysis of planned and actual resource costs; margin analysis of the project, etc.

The next stage of competitiveness management is to determine the criteria for assessing the competitiveness of a construction organization. The list of criteria is not exhaustive, as each company chooses them independently, taking into account the specifics of the market in which it operates, as well as the potential of the main participants in this market.

The competitiveness of an enterprise cannot be assessed by a single static indicator, as the concept itself is a complex attribute that cannot be measured by a single metric.

Assessing the competitiveness of a construction organization according to certain criteria and evaluating its potential is possible using a variety of qualitative and quantitative methods. The most common of them are expert methods based on the analysis of comparative competitive advantages; strategic analytical models (PEST-analysis, SPACE-analysis, SWOT-analysis); matrix methods of competitiveness assessment (BCG, General Electric/McKinsey, ADL matrices, etc. etc.); index methods based on the theory of effective competition; a method based on determining the strength of a reactive position; a method based on the theory of equilibrium between firms and industries; and an integral assessment method.

As for the block of defining goals and setting objectives to improve competitiveness, each construction company must formulate them independently. This may include increasing market share, increasing profitability, expanding the range of services, improving the company's image and consumer confidence, etc. The definition of tasks is carried out taking into account the goals and results of the analysis of the internal and external environment, especially in terms of identifying problems and threats that affect the competitiveness of construction companies in the market.

In the course of our research, we have identified a number of problems that are common to many construction companies and may negatively affect their competitiveness. The list of these problems and threats affecting the level of competitiveness of construction companies is not exhaustive, and the importance of certain aspects will differ for each company. However, by analyzing the above factors, a construction company can assess their impact on the level of competitiveness and take appropriate measures.

The last steps in managing the competitiveness of a construction organization are the development of a strategic plan to achieve competitive advantages and the implementation of measures for its implementation [10].

Measures may be defensive or offensive, depending on the methods of competition used in the industry and the stage of the construction organization's life cycle. In today's environment, special attention in developing a strategic plan for achieving competitive advantages of a construction company should be paid to the energy efficiency of buildings for any purpose, work in complex engineering and geological conditions, and geotechnical aspects of design, construction and

operation of structures.

The implementation of the strategic plan to achieve a certain level of competitiveness of the construction company should be organically integrated into the functional strategies of the company, in particular, into the innovation and scientific and technical development strategies, as well as into the overall management system, including a clear division of functions, increased control over the implementation of tasks, optimization of business processes and development of motivation mechanisms for employees, including stabilization and development of human resources.

Conclusions from this study and prospects for further research in this area

To ensure the successful operation of construction companies in the current economic environment of Ukraine, it is necessary to create a system of effective strategic management and select competent managers who will ensure the constant and systematic development of the company. The structure of strategic management of a construction company consists of several stages which are worth paying attention to: defining the goals and mission of an enterprise, analyzing and evaluating the macro-environment and micro-environment, developing a strategy for behavior in the construction industry market, and evaluating performance. It is established that the strategy of an enterprise in the construction industry should be based on four main aspects: staff development and training, internal development, consumer requirements and financial stability.

Considering the specifics of the functioning of construction companies, it is important to note that fierce competition in this area is due to the growth in the number of participants in the construction services market in recent years, as well as the destruction of construction infrastructure during military conflicts and a decrease in financing and solvency of the population. These factors create significant obstacles to the sustainable development of construction companies. In this regard, each construction organization should develop a comprehensive competitiveness management system based on a process approach and analysis of the competitive environment. The gradual implementation of this system will strengthen and protect the company's competitive position. An important condition for the successful implementation of such a system is its integration with the main functional development strategies of the construction organization.

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РОЗРОБКА СТРАТЕГІЧНОГО ПЛАНУ БУДІВЕЛЬНОЇ ОРГАНІЗАЦІЇ

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Розробка стратегічного плану є важливим етапом для будь-якої будівельної організації, орієнтованої на успішний розвиток. У статті описано ключові аспекти розробки стратегічного плану, включаючи аналіз внутрішнього та зовнішнього середовища, визначення місії, візії та цілей організації, а також стратегічні пріоритети. Особлива увага приділяється визначенню конкурентних переваг, ризиків і можливостей, а також механізмам контролю та оцінювання виконання стратегічного плану. У статті розглянуто теоретичні та практичні питання стратегічного менеджменту як сучасного напрямку розвитку підприємства. Розглянуто теоретичні та практичні аспекти формування та реалізації стратегічного набору будівельних підприємств з урахуванням особливостей їх галузі. Виконаний аналіз дав можливість узагальнити методологічні принципи створення стратегічного набору для будівельних підприємств, включаючи його сутність, компоненти та процесуальні аспекти. В статті пропонується розглядати стратегічний набір як ієрархічну систему взаємопов'язаних стратегій різних рівнів і типів, що розробляються підприємством протягом певного часового періоду з урахуванням особливостей їх функціонування, потенціалу та перспективних напрямів розвитку. Також визначається стратегічна орієнтація та позиціонування підприємства у зовнішньому середовищі на основі досягнення стратегічних цілей. Охарактеризовано особливості, структура стратегічного менеджменту та послідовність виконання його основних завдань при управлінні підприємствами будівельної галузі. Досліджено теоретичні та практичні аспекти стратегічного управління як сучасного напрямку розвитку підприємства. Описано особливості, структуру та послідовність виконання основних завдань стратегічного управління в контексті управління підприємствами будівельної галузі. Розроблені критерії для оцінювання конкурентоспроможності будівельної компанії, визначено фактори, які впливають на формування її конкурентних переваг, а

також запропоновані організаційні заходи з метою підвищення рівня її конкурентоспроможності. Проаналізовано питання внутрішнього управління, ресурсів, комунікації та залучення зацікавлених сторін. Розкрито значення стратегічного планування для успішного функціонування будівельної організації в сучасних умовах ринку.

Ключові слова: будівельна галузь, будівельні підприємства, конкурентоспроможність, стратегічний план, стратегічний менеджмент, стратегічне управління, стратегія, управлінське рішення.

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