STRATEGIC PLANNING - DEVELOPMENT OF A STRATEGIC PLAN IN THE PRODUCTION COMPANY

Dušan DORČÁK

Technical University of Kosice, Kosice, Slovak Republic, EU, dusandorcak@gmail.com

Abstract:
The basic success of the production company is properly chosen strategy, to which should be directly linked development of a strategic plan. Its development is impossible without knowledge, basic knowledge of strategic management and logistics. The presented paper deals with procedures, principles and areas of access to the development of strategies and structures also proposed a strategic plan. The structure and form a strategic plan is identical to that of an annual business plan.

Keywords: Strategic planning, business plan, logistics, strategic management

1. INTRODUCTION
Planning is an activity that distinguishes different management styles. Enterprises can be managed without a plan, but as without plan is not possible to assess the impact of individual actions and decisions, it is also difficult to say anything about the future the enterprise. People in drawing up the plan to face the contradictions and bottlenecks, which deal and integrate these solutions into the plans. This will also creates a unifying figure, which is important for effective work of management in the future. Why is the same action transferred to, and not otherwise, is at that moment clear and during the implementation of the plan people do not have to spend time and effort to convince the stakeholders about the correctness of used procedure for the actions. This, increasing work efficiency of management and saved time can be given to solving real problems. [1] The structure plan for each level of management varies. Another structure required for operational planning, another for tactical and strategic planning for another. The structure is subject to quantification and quality of information given to the level of management required. Management style shows clearly built and verified a strategic plan that is seen as the highest attribute in the planning of the company. The Fig.1 shows the structure of the plan and the operations for each level of management necessary material.

2. STRATEGIC PLAN
Planning activities of the company are beginning to draw up a strategic plan, which provides answers to the fundamental questions of existence of the company, its mission and vision. This material is the primary source for planning activities at all levels and for all planning periods. [2]
Strategic planning is the process of creating and maintaining the strategic balance between the objectives and capabilities of the company in relation to the changing market conditions and the surrounding environment in which the company, its suppliers and customers are located. [3]
Strategic planning is the responsibility of the senior management of the company at board level, respectively, partners, and covers all areas of society. One of the main tasks of strategic planning is a continuous adaptation and development of the company's business activities to changing conditions, demands and opportunities of the market and the surrounding environment. Changes in the market usually lasting several years, hence the strategic business plan must be designed for a longer time horizon (3-5 years). From a strategic plan based on other functional plans such as marketing plan, procurement plan, sales plan,
production plan, financial plan, human resource plan, and more. The entire planning process is hierarchical way.

**Fig. 1** The structure of the planning activities of the management levels
3. **STRATEGIC DEVELOPMENT PLAN**

The Strategic Plan contains the highest level of vision, mission and goals. To choose the right strategy to meet company goals and fulfill the mission and vision of the company are the following, where the partial strategy are the main criteria for the selection of the company's strategy:

- manufacturing strategy, [4]
- organization of the production process and flow, [4]
- business organization - the organizational structure, [4]
- capacitive strategy, [4]
- corporate Planning System, [4]
- supply, purchasing strategy, [4]
- distribution - sales strategy, [4]
- financial and economic strategy.

*Product strategy* - defining the long term stability of the company and the individual product assortment to life curve, i.e. how much product is in the process of development, growth, peak, respectively, fall and the orientation of the product portfolio.

*Manufacturing strategy* - a strategy defines the type of production either PUSH or PULL. Made to order, respectively, production-to-stock, determine the break point planning PUSH-PULL.

*The organization of the production process and flow* - defined according to the position of product life curve, function, product, or combined.

*Business organization, organizational structure* - the organization of production processes shaping the organization of society.

*Capacity strategy* - defines adaptation capacity of the company and the market.

*The corporate planning system* - defines the objectives and parameters of the distribution of production, trade, and finance for different types of plans (strategic plan, annual operational plan, monthly plan, operational plan, and production schedule).

*Supply, purchasing strategy* - based primarily on the company's strategy to the producer.

*Distribution, sales strategy* - to reduce distribution chains and distribution capacities are concentrated into smaller units. Manifestation of this trend is to the most direct link in the chain, starting with the manufacturer and ending with the end customer.

*Financial and economic strategy* - based on the financial analysis (Altman score, activity indicators, liquidity, cash turnover cycle, profitability, productivity ...) determine the direction of the company.

Individual strategies are the basic "building" element in stopping the strategic plan of the company as a whole. The Fig.2 shows the progress of the strategic plan of the company. Multicriterial optimization method and determine the application of the criteria the company reaches the optimal alternative strategic plan for the next scheduled period.
4. CONCLUSION

Creating a strategic business plan is essential for the normal functioning of the business environment. [5] The needs of manufacturing companies, for which the scheme of the strategic plan described in the current environment is enhanced by the amount of information that is needed at the time to acquire, process and properly evaluated. Dynamic changes contribute to the need for more frequent verification of a strategic plan aimed at responding promptly to relevant perceptions and ensure optimal routing society in regards to the
accepted vision and goals. [6] The proposed process of strategic plan appropriately simplifies the method of verification, but also the strategic plan of the company.

ACKNOWLEDGEMENTS

„This contribution/publication is the result of the project implementation Technologically, logistically and environmentally advanced process of anthracite carbonization in VUM, as Žiar Hronom, supported by the Research & Development Operational Programme funded by the ERDF“. (ITMS: 26220220168)

LITERATURE


