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IDENTIFICATION OF ELEMENTS OF STRATEGIC MANAGEMENT OF SELECTED METHODS AND TOOLS AS A BASIS FOR MANAGEMENT OF COOPERATION

Keywords: strategic management, management of cooperation

Słowa kluczowe: zarządzanie strategiczne, zarządzanie kooperacyjne

Abstract

We consider strategy (strategic approach) to be a broad range of options for solving certain problems and goals. Strategy is not only a procedure, it is also decisions, reactions, activities that increase the chance of success and reduce the risk of not meeting goals. The success of each business within cooperative organizational forms is based on its strategy. We can assume that a company that does not have an efficient and effective strategy cannot be competitive in the current market environment. Each business strategy is therefore a unique work. The aim of this article is to identify the starting points of strategic management for the management of cooperation forms that are important for the emergence of synergistic effects in cooperation within the framework of the grounded theory methodology in the subject area of research.

Streszczenie

Strategię (podejście strategiczne) uważa się za szeroki wachlarz możliwości rozwiązania określonych problemów i celów. Strategia to nie tylko procedura, to także decyzje, reakcje, działania, które zwiększają szansę na sukces i zmniejszają ryzyko nieosiągnięcia celów. Sukces każdego przedsiębiorstwa w ramach spółdzielczych form organizacyjnych opiera się na jego strategii. Można założyć, że firma, która nie posiada sprawnej i skutecznej strategii, nie może być konkurencyjna w obecnym otoczeniu rynkowym. Każda strategia biznesowa jest zatem dziełem wyjątkowym. Celem artykułu jest identyfikacja punktów wyjścia zarządzania strategicznego do zarządzania formami współpracy, które są istotne dla pojawienia się efektów synergicznych we współpracy w ramach metodologii teorii ugruntowanej w obszarze tematycznym badań.

INTRODUCTION

Clausewitz (18th-19th century) used the word „strategy” to mean an undertaking in war. He points out that war is a political, social and military phenomenon that, under certain conditions, involves the entire population. Clausewitz saw military force as a tool to introduce and persuade dissenters with political acts [Hauser, 2007].

This historical starting point can be generalized to the current environment in the fight with the competition, in the fight for the customer and for profit, in the fight for primacy and in other specific fights in which the management appears. The current business environment is made up of companies

that try to create such a business policy and strategic moves that will assert their policy over the policy of a competing company in a certain environment with certain goals and under certain conditions.

Analyzing the current environment, Kotler [2013] lists in his publications nine mega-trends that the company should take into account in its strategic acts and policies. All these trends essentially mean: acceleration, cooperation, wider impact of mutual interactions, growth and development of the elements and the very environment in which they appear. It is necessary to manage the progress of enterprises and not only to monitor short-term performances, but to be able to transform them into long-term goals and objectives of management (strategically manage a company in a dynamic industry). On the other hand, Collins [2014] expresses the opinion that the operation of a business is not a matter of circumstances, but a matter of choice and discipline. This policy of strategy is in the hands of people, by what they do and how well they do it.

Kim [2012] summarized previous ideas within the framework of red and blue oceans of competition as a strategic tool for assessing unique values, that is, strategic moves in certain areas for strategy policy applied beyond competition. The concept of strategic management in practice has far higher consequences and intensity than some people realize. It is important to establish strategic moves as a set of managerial activities and decisions of the current state of the business environment.

METHODOLOGY

Selected methods and tools of strategic management are shown in the results. We chose to study these methods in detail because of the closer specification of suitable elements of strategic management. These outputs are used to create identifiers.

However, it is important to clarify the procedure of how we compiled the individual areas, i.e. the elements of strategic management, which we apply in the research to the theoretical and empirical side:

1. Selection of strategic management methods and tools that can comprehensively assess the company's performance.
2. Detailed analysis of individual methods and tools.
3. Identification of the main features, i.e. elements of strategic management, which methods apply in their use in management. There is a summary behind each method.
4. Induction of the main features of strategic management methods and tools into the starting points for strategic management.

THEORETICAL REVIEW

Collins [2008] expressed the essence of the politics of the strategy of any enterprise in various struggles, whether competitive or cooperative, as: „The basic distinguishing feature of the most enduring and successful corporations is the maintenance of a basic ideology, while simultaneously stimulating development and change in everything that is not part of it.” of the basic ideology.”

It is the vision, mission, or „gro” of the company, why it exists and what it provides, that is the internal policy that it tries to enforce over other companies. Contemporary authors categorize the strategy (policy) of the company into different types, which they discuss in detail. One of these strategies is precisely cooperation, cooperation with businesses in a certain environment within defined conditions and competition. Synergy can also be a product of such interactions.

The company's strategy expresses its: mission, vision (future form), strategic goals and strategic operations, activities ensuring the fulfillment of the mission, vision and fulfillment of strategic goals [Souček 2005, Porter 1996, Bryson, 2003]. It enriches the framework of strategic management with results-oriented budgeting, performance management, strategic measurement, evaluation of the internal and external environment and points out that it is necessary to apply mutual links between these elements – to create penetrations.

Slávik [2009] presents two approaches to strategy typology: contingent – creates a group of bounding conditions for which it is necessary to find the best possible strategy, but mainly determines the variables

that have a significant impact on the content of the strategy. Generic approach – identifying common features of successful businesses without reference to limiting factors [Porter, M. [1980]. Porter's competitive strategies; Hall, W.K. [1980]. Hall's competitive model; Mintzberg, H. – Quinn, J.B. [1991]. Mintzbergova a typology of strategies (tribal business); Miles, R. E. – Snow, CH. C. [1978]. A typology of adaptation strategies; and others).

According to Slávik, [2009] we know the following levels of strategy: business strategy (manage the business as a whole, portfolio management), business strategy (the business unit creates and strengthens a long-term competitive position on the market), competitive strategy (it is part of the business strategy and contains methods and techniques how to compete), functional strategy (more concretely specifies the business strategy and presents functional strategies for all functional areas: marketing, production, research and development, finance, human resources and others), operational strategy (key and necessary strategic initiatives and procedures for daily operational tasks). To these types of strategy, it is necessary to add a strategy from the point of view of human potential management Blašková [2013], who points to an important basis for strategic management, which is the goals of the company and the people in the company themselves.

What is strategy and what are the individual activities of the operation, the performance of which is necessary to achieve strategic goals? – application of strategic management. This question was answered by several authors from Palladium [Campbell et al., 2016] and they all agreed that it is strategy that is oriented towards the future, while operational activities are focused on the current provision of value by ensuring the basic measures of the business. Alignment between strategy and operational activities creates success and provides value from mutual synergy. The strategic management of the enterprise needs measures on which decision-making lies, and these measures are applied within operational activities. Strategic goals, metrics and initiatives help create a bigger picture of strategies and operational processes.

Since its application in the business environment, strategic management (strategic policy) has gone through several development phases, from long-term planning (50–60 years; effective use of resources within management), through strategic planning (60–70 years; the impact of new conditions on the market), to development of the strategic management system (70 years; a continuous management process supplemented by implementation, evaluation, strategy control and feedback), up to today's development phase: strategic management based on change (operating in a complex and turbulent environment) [Nightingale 2009].

Authors from the field of management (Kaplan, Norton, Mintzberg, Idensburg, Collins, Bowman, Pearse, Robinson and others) defined the theoretical concept of strategic management in a similar way, based on practical examples of successful or unsuccessful enterprises (however, they also examined strategic management outside the standard business environment, in healthcare, industry and other areas). Its best-known general framework states: Strategic management is based on an analytical approach to the investigated past of the company and the environment in which it operates, as well as the prediction of performance in the future. Thus, strategic management is a means that connects these two endpoints of the starting state of the company.

Later, Mintzber [1999] confirms the formulation of strategic management as false in the implementation under common environmental conditions, while ignoring the learning from the past. He asserts that strategic management must be based on hindsight and reflection, arising spontaneously during active management.

Strategic management is carried out by top managers and includes activities aimed at maintaining long-term harmony between the company's mission, its strategic goals and available resources, as well as between the company and the external environment [Grasseová, 2012] Here, it is important to raise the idea of management according to goals and available resources from the point of view of interactions on the market, from the point of view of the investigated issue.

This starting point is supported by Bowman [1996], who states: strategic management permanently affects the performance of the company, it is the way in which fundamental strategic decisions are made. Strategic decisions depend, on the one hand, on structured or unstructured business conditions, the type of business activity of the company, the period of business planning, the current market situation and others.

It is also necessary to mention the idea of the author Hammer [2002], who led business managers to abandon the measures that were valid in the past and introduce performance criteria that are current, objective, understandable and quantifiable.

According to Košťan and Šuler [2002], strategic management also includes deciding on strategic goals and means of achieving them. Finally, it is also about performance monitoring, i.e. results in the fulfillment of goals and their milestones, completion dates and taking corrective measures in case of identification of deviations. It is placed at the level of top management, while it represents a continuous cycle. The authors emphasized the need for management not only to perform management, but to fully understand the environment, have an overview (see connections) and understand the outputs of strategic management analyses.

Authors Nag, Hambrick and Chen [2007] elaborated on the definition of strategic management based on 447 articles (they selected articles, assigned some relevant value to strategic management, then selected key words from them and performed regression analysis): as a field dealing with the main intended and urgent initiatives presented by general managers on behalf of the owners, including the use of resources, increasing the performance of enterprises in their external environment. Appendix B also lists various definitions of strategic management from different authors listed in historical order. Strategic management coexists in a complementary, symbiotic relationship with other disciplines, but there are perceived differences between strategic management and neighboring disciplines [Nag, Hambrick and Chen, 2007]:

- economics tends towards scientific knowledge, deductive reasoning and modeling without including the complexity of the business. They consider strategic management to be phenomenon-driven, content generating a practical view.
- sociology is considered a central thread of strategic management, sociology tends to emphasize how social relations and cultural elements affect the outputs of the enterprise.
- marketing deals with specification, concretization, while strategic management presents a generalized – broader view.

According to Dess, Lumpkin and Taylor [2004], strategic management consists of the analysis, decision-making and activities of the enterprise, which oblige it to create and permanently maintain a competitive advantage.

If strategic management currently also means change management, then leaders must have the basic responsibility for change management. Obtaining a strategic competitive advantage is conditioned by building, organizing and combining the exceptional skills of managers and employees within the strategic management of the company. The efforts of people, the company's human capital, should be aimed at solving problem areas and using the expected attractive opportunities and offers – the company's human capital represents the most important actor in the strategic management of the company. Currently, the management style results in increased actionability and aggressiveness to strengthen the company's competitiveness by creating alliances and networks. However, it depends on the conditions of the environment and the companies located in it, so it is necessary to use an appropriate management style in different conditions.

Management activities are understood as processes passing through different organizational units, by process we mean a uniform flow of activities that is supposed to ensure an optimal final effect, from which it is necessary to conclude that top management manages processes, not organizational units [Hammer, 2002]

Management differs from strategic management in terms of level of management, planning period and experience. This idea is explained more precisely by Jirásek [2002], who considers strategic management more like a strategic work that detaches itself from precisely defined methods and becomes an inventive art of winning. He claims that strategic management, as one of several branches of management, has moved to the highest level of management. The domain of strategic management is in the board of directors and in the executive management, it forms a privileged, non-transferable and mandatory role of company management. However, it is important to emphasize Jirásek's idea that strategic ability grows out of the practice of companies.

RESEARCH RESULTS

It is important to focus on methods and procedures of strategic management that help, respectively, with the help of which appropriate strategic management of cooperative organizational groups is achieved in order to create synergy.

In addition to general approaches to strategic management, it is also necessary to know the system tools of strategic management (BSC, EFQM model, PRISM and others). While the mentioned system tools are suitable not only for collecting information about large companies, groups of companies, but also for comprehensive assessment of the company and its performance. What makes them a suitable tool for capturing and measuring the synergistic effect.

The following tools were selected on the basis of suitability for management and its support in the management of cooperative organizational forms and can comprehensively assess the performance of the company. The chapter contains a more detailed analysis of the individual methods of strategic management – the following methods listed in the table represent the most frequently used methods, supporting tools and procedures for managing a company and its parts, as well as groups of companies. The research mentions important authors as well as educational institutions that devoted themselves not only to the study and creation of the given methods in their current form, but also to their practical applications and research into the use of these methods in practice. The methods should be understood as selected and included in one category with characteristics: real application in a business environment, demonstrable results and several important authors who participated in the creation or application of the methods.

Based on the theoretical and practical findings of The Performance PRISM method, the following important elements of strategic management can be stated: Neely et al. [2001]; Najmi et al. [2012]; Neely [2012]; Ivanov and Avasilcai [2014]; Online: CCA; CGMA; Integrating Performance; Value Based Management;

- Identifying key stakeholders (prioritization).
- Management, measurement and involvement of all interested groups.
- Monitoring the performance of interested entities, but also fulfilling their needs (the same also within individual expectations).
- The implementation of the strategy must be supported by interrelated processes and those, in turn, by the necessary capabilities (all of which must be measured).
- Applying a top-down management approach.

The main starting points of The EFQM Excellence Model for use in strategic management: Nabitz et al. [2000]; Online: EFQM; DTI; NEF; Quality Scotland; Sconul;

1. Optimizing the effect of all your resources on the company-wide management strategy and policy.
2. Measurement is the starting process of the company's functioning and its effectiveness.
3. Focusing on: what the company is doing – the current situation (leadership, strategy, processes, resources); what it will achieve – results (customer, employees, business); what is needed for excellence.
4. Maintaining the company's excellence in the areas of: creating the future, providing value, developing capabilities, creativity and innovation, leadership, flexibility in management.
5. Using radar logic: setting strategy goals – planning to achieve strategy – ensuring implementation – monitoring and analyzing improvement.
6. Knowledge of „activators“ of results and their effective management to ensure future performance.
7. Focusing on human capital, which provides results, performances and ensures future performance through strategic management.

The main starting points of The Performance Pyramid for use in strategic management: Lynch and Cross [1992]; Neely et al. [2000]; Shane [2005]; Wedman [2008]; Sims [2014]; Kaplan Financial Knowledge Bank;

1. Determination of critical success factors of individual processes, at individual levels, with the help of which business goals are achieved.

2. Linking strategy and performance in terms of achieving company goals.
3. Performance evaluation should be a continuously running process (secured by measurement).
4. Top-down management from the point of view of goals and bottom-up from the point of view of measures.

Curtis et al., [2009] summarize the basic philosophy of P-CMM in ten principles: Humphrey [1987]; Paulk et al. [1993]; Curtis et al. [2009]; CMMI; Systems Development Lifecycle;

1. Workforce capability is directly related to business performance.
2. Workforce capability is not only a competitive issue, but also a source of strategic advantage.
3. The ability of the workforce must be defined in relation to the company's strategic goals.
4. From knowledge-based work, the focus shifts to workforce competencies.
5. Capabilities can be measured and improved at different levels of the enterprise (individuals, groups, the whole enterprise).
6. The company should invest and thereby improve the key competencies of the workforce.
7. Operations management is responsible for workforce skills.
8. Improving competences goes through the best practices of processes and procedures.
9. The business is responsible for providing opportunities for improvements and individuals are responsible and actively involved.
10. With the development of technologies and organizational structures of the company, new work procedures and competences for the workforce must be developed faster and continuously.

Main sources of The VRIO analysis for use in strategic management: Barney [1991]; Carpenter et al. [2012]; Yates [2012]; Jurevicius [2013];

1. Evaluation of company resources within the management and development of the company.
2. Creating a competitive advantage based on resources that are valuable, rare, costly to imitate and properly utilized.
3. Updating the rarity of resources within the framework of competitive action.
4. The main starting points of The MOST analysis for use in strategic management: Strategy Consulting; The Morning Star Company; Mindtools; Managementmania;
5. The basic approach of strategic management of application from top to bottom.
6. Applying the cause-effect relationship within the top-down approach.
7. Correctly set and implemented processes (tactics) ensure strategic plans that realize goals and fulfill the company's mission.
8. Application of SMART criteria.

The main sources of The Management by Objectives for use in strategic management: Drucker [1954]; Seevers [1979]; Rodgers and Hunter [1991]; Bouge [2005]; Vliet, [2016];

1. Two-way goal planning (employees support corporate goals with their personal goals), which will provide employee job responsibility.
2. Involvement of employees in management.
3. Monitoring and evaluation of the fulfillment of goals within the performed activities.
4. The need for knowledge of the environment and human capital for the implementation of goals.

Main sources of The critical successful factors (Blue ocean Strategy) for use in strategic management: Boynton and Zmud [1984]; Parmenter [2007]; Kim and Mauborgne [2012]; Investopedia; Managementmania; About;

1. Determination of CSFs as key areas of business success.
2. Creating value through CSFs requires aligning the business environment.
3. Creating and influencing value is created through the active involvement and critical opinions of stakeholders.
4. Defining and measuring performance progress towards goals, within the CSF with the help of KPIs.
5. Fulfillment of SMART criteria in determining individual critical success factors and their performance indicators.

The main starting points of The Palladium Execution Premium Process™ for use in strategic management: Creelman and Malaki [2016]; palladium group;

1. Identification of causes and consequences of strategic goals.
2. Identification of activities within the cascade transfer of strategy to individual activities.
3. Identification and analysis of insufficient fulfillment of goals within the strategy.
4. Updating the strategy within the historical data of the company and updating it in the present.
5. Quantification of the future state of the company after achieving the goals (scenarios, risk).

Also, the outputs of methods such as: BCG matrix, GE matrix, Ansoff matrix, Value chain, PESTLE analysis, SWOT, SPACE, and others identify and support strategic steps of business management in the current conditions of strategic management of cooperative organizational forms and thus help to increase competitiveness, cooperation or the emergence of synergy. Subsequently, from these methods, several basic aspects of these methods are defined by deduction and assigned importance, from the point of view of the various mentioned authors. Summarizing the starting aspects for determining the key elements of strategic management are represented by the following findings. The table contains the name of the element of strategic management, which is conceptually defined in the next column and supported by the basic elements of the selected tools in the next column.

CONCLUSIONS

The starting points of strategic management for the management of cooperative forms are important for the emergence of synergistic effects in cooperatives. As Clausewitz mentions, in strategy or politics it is necessary to convince one's own people that our strategy is better than the competition. The conviction of success within the set objectives is the initial step towards the successful formation of effective strategic management of a group of enterprises. The following data represent the starting points for the strategic management of cooperative organizational forms, built on the basis of theoretical and practical research by important authors (Ansoff, Kaplan and Norton, Kotler, Drucker, Collins and others). These starting points were not only created by a detailed analysis of the data, but also by their back-checking with other authors; selection based on relevance and effectiveness; the deduction of meaning from the point of view of management in cooperative organizational forms and the very induction of individual ideas within the examined issue. The following table presents selected starting points for the strategic management of cooperative organizational forms.

Table 1. Selected starting points for strategic management of cooperatives

Starting points for the strategic management of cooperative organizational forms in order to create synergistic effects	Authors who confirm these starting points
A group of businesses should work with resources so that everyone agrees and is actively involved in the current or planned strategy.	Clausewitz (18.-19. stor.); Thompson a Strickland [1992]; Mintzberg [1999]; Hang a Sakai [2000]; Hauser [2007]; Creelman a kol. [2016];
In structured or unstructured conditions, the strategic moves of companies should be enforced over the strategy of defined (identified) competition in the current environment. Selected activities of managers and their decisions should ensure success (performance growth, cost effectiveness).	Hamel a kol. [1989]; Pearce a Robinson [1991]; Idensburg [1993]; Ireland a kol. [2002]; Bowman [2006]; Kotler [2010]; Kim, [2012];
As part of the connection to strategic moves, it is necessary to create an updating strategic management of the business in the current dynamic environment, which means: not only to monitor performances, but to be able to capitalize on them within the framework of the future strategy being created.	Mintzberg [1979]; Thompson a Strickland [1992]; Ansoff [2007]; Kotler [2013];
Each company within a group of companies should maintain its own core corporate ideology, the „gro“ (mission).	Collins [2012];

The assessment of the internal and external environment should influence strategic management within the framework of changes (as an active factor) in the dynamically developing and changing current environment (responding to current challenges).	Bryson [2003]; Campbell a kol. [2016];	Pearce a Robinson [1991]; Idensburg [1993]; Mintzberg [1999]; Kaplan a Norton, [2006]; Bowman [2006]; Grasserová [2012]; Collins a Hansen [2014]; Yoffie a Cusumano [2015];
Strategic management should focus on not creating value today, but focus on value in the future (achieving the mission).	Souček [2005]; Campbell a kol. [2016];	
Analytical approach to past results - the company should apply performance measurements based on its activities (strategy) as part of strategic management.	Keegan [1989]; Neely a kol. [2000]; Košťan a Šuler [2002]; Hamer [2002];	
One of the important components of the strategic management of companies is experience, that is, the practice of companies.	Jirásek [2002];	
Strategic management of enterprises should be applied within their initial environmental conditions (real) and not assumed (other).	Loz [1996]; Souček [2005];	
Enterprises in the current conditions should: <ul style="list-style-type: none"> • Compete, cooperate and innovate ahead of time. • Build, organize and combine exceptional skills of managers and employees. Apply elements of strategic business management that are known to management.		
A cooperative strategic move must be built on: <ul style="list-style-type: none"> • mutual trust, • bilateral interactions within the partnership (feedback information and communication support of the partnership), • mutually beneficial combination and exchange of tangible and intangible resources. 		

Source: own elaboration

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