

FORMATION OF STRATEGY OF SERVICES SECTOR ENTERPRISES ON SERVICE MARKET

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The article views formation of the strategy of services sector enterprises on the services market within the frames of strategic management. It defines the strategy as vector managerial solution of a difficult problem of achieving profitability. The stages of strategy formation and the matrix of their use are presented.

As modern environment is very dynamic and unstable now because of market globalization, scientific and technological progress and changing demand in-time implementation of strategic managerial decisions is very important. Effective work of services sector enterprises on the services market depends to great extent on strategic choice and competitive advantages implementation. This complicated problem becomes even more difficult in the Russian Federation because of social and economic reforms and the world economic crises.

Transformation of public production is accompanied by the growth of services sector. The basis of motive forces is new knowledge and technologies. That is why the necessity to adapt service sector enterprises to strategic management is stipulated by the reforms in the world and Russian economies on the services market.

Searching for solutions of complicated managerial problems on the services market in the situation of crises leads to the necessity of using meth-

ods of strategic management and defining strategy. Strategy formation within the frames of strategic management allows carrying out strategic goals and creates competitive advantage for an enterprise, improves the system of its management in general and transform it in the open system.

Synergism allows not only to neutralize but to eliminate negative effects of environment changes which is the main competitive advantage of open systems.

Formation of complex strategy is a very complicated process affecting a lot of economic links in the internal and external environment of an enterprise. Strategy is the process of development and implementation of effective strategic decisions. In the suggested aspect the strategy is a vector managerial solution of a difficult problem of achieving profitability. So, the definition of strategy reflects strategic direction of the complex of methods and forms of an enterprise activities on the market.

Stages of Complex Strategy Formation

Stage	Contents
1	Defining the goal of complex strategy Profitability indices calculation
2	Defining problems in the goal implementation and ranging problems
3	Analyzing and revealing market possibilities. Valuation of market possibilities correspondence to complex strategy goals
4	Matching with strategic plan
5	SWOT analysis. Analysis of the external environment factors: commodity, market, consumer and competitor
6	Analysis of internal environment
7	Choosing priority direction
8	The state of market forecasting
9	Segmenting and choosing target market
10	Defining goals and tasks of marketing depending on the character of demand
11	Positioning of goods on the market. Developing the model of consumer's behaviour
12	Looking for variants of marketing strategies
13	Modeling variants
14	Choosing variant of strategies. Developing marketing complex
15	Combining strategies taking into consideration goal limitations and priority direction. Forecasting complex strategy
16	Developing activities to overcome personnel resistance to strategic transformations

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Complex strategy is formed on the basis of combination and coordination of functional strategies - marketing strategy, competition strategy, resources strategy, organization strategy and advertising strategies. Marketing strategy dominates because of integration qualities of strategic marketing. The stages of complex strategy formation are shown in table.

Complex strategy is oriented towards different objects of the environment, competitive advantage is revealed in limited area. It is necessary to define this area from the list of ob-

jects of strategic influence - commodity, consumer, competitors and market.

So, the contents of complex strategy of a service sector enterprise on the services market is managerial decision of strategic character. Strategy is a vector decision of a complicated problem of getting economic rents. Due to this it is possible to obtain synergetic effect which is not possible when using traditional methods of management. That is why strategy formation is a fundamental task of an enterprise.

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