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**Strategic Planning in Logistics**

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Most people, when they think about logistics, think about components such as warehousing and transportation. While these things are some of the main elements of the supply chain, it is important to look at the big picture - to develop an overarching logistics strategy. It can be said that this is the only way a company can ensure a high level of business efficiency in the supply chain.

Strategic planning is a set of actions and decisions taken by management that lead to the development of specific strategies designed to help the organization achieve its goals. Strategic planning is one of the components of strategic management, which, in addition to strategic planning, contains a mechanism for implementing decisions.

The strategic planning process includes four main types of management activities: distribution of strategic resources, adaptation of activities and management to changes in the external environment, internal coordination of work and awareness of organizational strategies.

Planning is necessary for a firm to achieve the following goals:

- increasing the controlled aggregate of the market;
- anticipation of consumer requirements;
- production of higher quality products;
- ensuring agreed delivery times;
- setting prices taking into account the level of competition;

- maintaining the reputation of the company with consumers [1].

There are four types of strategic planning: long-term, medium-term, short-term, and operational. Long-term plans reflect long-term goals and a general strategy of action for a period of 5 to 10 years. Medium-term planning is based on the real demand for the organization's products, changes in its characteristics in the near future, restructuring of production technology, financial constraints, market conditions, the risk of losing a partner, and they are developed for a period of 1 to 5 years. Short-term planning covers a period of several weeks or months. It is aimed at regulating the current use of resources and is implemented through the preparation of calendar programs for production and control over it, management of inventories and received loans. The task of operational planning includes control over the daily load of equipment, the sequence of operations, the placement of workers, etc.

Strategic planning provides important advantages in organizing the future activities of the company, including:

- prepares the use of possible favorable conditions for the successful work of the company;

- allows you to comprehensively analyze emerging (including those expected in the future) problems and threats in the company's activities;

- increases the consistency of measures in the business process of the company to achieve the set goals;

- creates conditions for the development of strategic thinking and foresight in the company's management;

- contributes to the formation of an information base for effective business management in implementing the strategy and achieving goals;

- ensures a more reasonable and rational distribution of the company's resources and their concentration on the main areas of the company's success.

Strategic plan is a program of integrated actions to achieve the set goals. The strategic plan must be supported by extensive research and evidence. To compete effectively in today's business world, a firm must continually collect and analyze a wealth of information about the industry, market, competition and other factors [2].

In the process of strategic planning, specialists use five tools for analyzing the external environment, such as SWOT analysis, Porter's five forces analysis, PESTLE analysis, vision analysis, VRIO analysis [3].

Your logistics strategy should focus on keeping you connected to manufacturers, suppliers, customers, etc. Build in the appropriate technology and processes to effectively link your business to all stakeholders and mitigate the challenges of time and geography.

Find solutions that are flexible and configurable. Since the supply chain is always changing, it is important to find solutions that are flexible to your organization's changing needs rather than solutions that will be a forced fit at best.

Use accurate data for decision making. With the current technology that is available, there is no excuse not to make decisions based on real-time, accurate data. Ensure that you have the necessary technology in place that provides accurate data and make decisions accordingly.

Adopt new technology strategically. When there is a new technology that will improve your operations, do not be afraid to adopt it. Innovations such as track and trace, truck scales, and 3D printing are all examples of technologies that could help give you an edge over your competition [4].

In the past few years, the Republic of Belarus has been discussing the directions of reforming the current system of strategic forecasting (planning), streamlining strategic documents, powers and competencies of the authorities authorized in this area. They are reflected in the draft Law of

the Republic of Belarus "On State Indicative Planning of Socio-Economic Development of the Republic of Belarus" (hereinafter – the Law, ISU), which is currently under discussion.

The main idea of the Law is to fully regulate the activities for the implementation of state strategic planning in one document, prescribing in it all the participants in this process and their powers, the mechanism of interaction, the types and content of the adopted documents, as well as the procedure for their development. In practice, the implementation of the draft Law should increase the consistency, predictability and efficiency of activities [5].

#### References:

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