Strategic planning as a vector of the poultry industry development

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Abstract. The paper touches upon the issue of strategic planning of the poultry industry as a whole, as well as of its individual business entities, and shows the difference between strategic and long-term planning. A comparison of strategic planning in domestic and foreign practice is carried out. The methods and methodology of strategic planning are considered. The goals, directions, tasks of the Poultry Development Concept of the Russian Federation are described. The main digital information of the forecast of domestic production of poultry meat and eggs for the period 2013-2020 is presented. The features of the strategic planning of a specific poultry enterprise with digital information by year are presented.

1. Introduction
The relevance of strategic planning in the face of uncertainty and increased competition from both domestic and foreign manufacturers is due to the need to anticipate future development prospects for both the industry as a whole and for individual enterprises in order to ensure their sustainable development. An important aspect in achieving these results is the development of strategic plans for business entities and the industry as a whole. Since the poultry industry is a competitive, dynamic and high-tech industry, as well as a leader in the implementation of innovations, strategic planning for the future is required. To maintain the leading position, it is necessary to calculate all the time for the future. And to maintain a leading position in the domestic market and access to export markets, a strategic plan is needed.

2. Research results
As a rule, intra-company planning of poultry enterprises has a multi-level system in which each level has its own goals and objectives and, in general, can be represented as a diagram (figure 1) [1].

In general, planning, as a process of setting goals and ways to achieve them, covering different levels of an enterprise, over time can be not only short-term, but also long-term.

In the literature there are two concepts - strategic and long-term planning. Their main distinguishing feature is the interpretation of the future. The remaining differences are shown in Figure 2 [2].
The strategic planning refers to a systematic process of long-term planning, which is necessary to determine the main objectives of the organization and means to achieve them.

**Figure 1.** Multi-level intra-firm planning system.

The main objective of the strategic plan is to increase the efficiency of the use of the existing potential, which should be directed to the main mission of the enterprise - to increase the competitiveness of both the industry and the enterprise, while simultaneously meeting the demands of consumers.

Strategic plans have common and distinctive features, both in Russia and abroad. In general, they should be flexible, operate for long periods of time and be able to be adjusted according to the changing business and social environment. Regarding the differences, we systematically presented the relevant information in table 1 [3].

Thus, Russian enterprises are characterised by a survival strategy, and foreign enterprises strive for winning the leadership in the market, etc. The company chooses its development or growth strategy independently, taking into account its real capabilities and the results achieved at the moment of activity.

**Figure 2.** The difference between strategic and long-term planning.
The study of issues related to strategic planning, has led to the conclusion that it is an important tool, both in domestic and in foreign practice. Complex socio-political and economic situation in the Russian Federation has led to the need for domestic enterprises to use in their practice the directed management experience of foreign countries with its adjustment with regard to the specifics of national conditions. The development of any plan, including the strategic one, should be carried out on a specific methodological basis. Studies have shown that the entire system of strategic planning methodologies can be combined into two main blocks:

- Methodology of strategic planning - the unity of the logic of the development of forecasts, projects, programs and plans; specific general principles, approaches and methods; and a system of indicators used in the strategic planning process.
- The method of strategic planning is a set of specific methods, techniques and methods for developing, substantiating and analysing forecasts, programs and plans at all levels, taking into account time periods, the system for calculating planned indicators and their mutual correlation.

There is a huge set of strategic planning tools and its corresponding analytics. Among the methods used in strategic planning, we can distinguish the balance method, expert (estimated) methods, the method of socio-economic calculation, the method of direct engineering and economic calculations, the method of economic and mathematical, the method of system analysis and synthesis, the model of strategic choice, methods, gap analysis between needs and capabilities [4]. Strategic planning tools include SWOT analysis, STEEP analysis, GAP analysis, Boston Advisory Group model, M. Porter model, attractiveness-competitive matrix, McKinsey method of product-to-market matrix of I. Ansof, matrix for choosing an innovation strategy [5].

The use of optimization mathematical models has become widespread in strategic planning. However, they have a number of drawbacks, since we cannot cover the whole range of restrictions. Therefore, in strategic planning it is necessary to integrate matrices (qualitative characteristics of indicators) and models (quantitative characteristics of indicators) [6].

The matrix gives a qualitative characteristic, on the basis of which we make a management decision. This is an express characteristic of the foundation, which is a platform for a strategic plan. On the basis of the matrix, problem areas are identified, and it becomes the main task that needs to be solved in the future. Then, a plan is developed to solve it.
In order to understand the scale of this task, numerical expressions for the plan and perspectives are necessary.

In this case, different models are used. Some matrices are used at preliminary stages, others after. Analytical tools are used at the planning, analysis and result stage.

The variability of the choice of a particular methodology and the corresponding analytical tools depends on the target orientation of the types of strategic planning (at the level of the state, region, industry, enterprise).

So at the state level, strategic planning includes forecasting socio-economic development, program-oriented planning, and strategic control. In Russia, the Concept for the development of the poultry industry for the period 2013–2020 has been developed, which defines the main directions for the development of the poultry industry for the long term (development of the breeding base for the poultry industry, market regulation, strengthening the feed base). It is aimed at meeting the needs of the population in poultry products to the level of recommended consumption rates by increasing the production of poultry meat to 4.5 million tons and eggs over 50 billion pieces (table 2).

Table 2. Forecast of production of eggs and poultry meat by years.

| Indicators                                | 2012  | 2018  | 2020  | 2020 to 2012 % |
|-------------------------------------------|-------|-------|-------|----------------|
| Poultry meat production, thousand tons    | 3400  | 4300  | 4500  | +1100          |
| Production of poultry meat per capita, kg | 24.0  | 30.0  | 32.0  | +8             |
| Egg production, billion pieces            | 43    | 48    | 50    | +7             |
| Production of eggs per capita, pieces     | 303   | 338   | 352   | +49            |

The indicators laid down in the Concept are a guideline for planning in the industry as a whole.

At enterprises, strategic planning is focused on the implementation of volume indicators, and the method of its implementation depends on the problem areas that the organization has (reconstruction and construction of new facilities, the acquisition of raw materials and biological objects (poultry), the purchase of technological equipment, the acquisition and implementation of resource-saving technologies, the development of new technological solutions in marketing activities - product updates, the development of a new market, the creation of a new branch and others) [7]. That is, the strategic plan of the enterprise is more detailed (table 3).

Table 3. Strategic plan of the poultry farm for 2014-2020.

| Indicators                                | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|-------------------------------------------|------|------|------|------|------|------|------|
| Production indicators                     |      |      |      |      |      |      |      |
| Production of meat from egg poultry in live weight, thousand tons | 0.4  | 0.4  | 0.4  | 0.4  | 0.4  | 0.4  | 0.4  |
| Production of meat from broiler poultry farming in live weight, thousand tons | 61.5 | 63.6 | 66.4 | 70.6 | 72.6 | 74.6 | 74.6 |
| Egg production (from egg poultry farming), mln. | 109.5 | 109.5 | 109.5 | 109.5 | 109.5 | 109.5 | 109.5 |
| Egg production (from broilers), mln. | 40.5 | 40.5 | 40.5 | 40.5 | 40.5 | 40.5 | 40.5 |
| Delivery of breeding material             |      |      |      |      |      |      |      |
| Daily chickens, thousand heads            | 322.6| 322.6| 322.6| 322.6| 322.6| 322.6| 322.6|
| Hatching egg, thousand pieces             | 872  | 763  | 763  | 763  | 763  | 763  | 872  |
| Investments                               |      |      |      |      |      |      |      |
| Investments in construction, mln. rubles  | 265  | 300  | 180  | 260  | 100  | 100  | 100  |
| Investments for reconstruction, mln. rubles | 195  | 195  | 215  | 180  | 70   | 70   | 70   |
| Investments for the replacement of technological equipment and specialized vehicles, mln. rubles | 30   | 30   | 30   | 30   | 30   | 30   | 30   |
Investments in the development of logistics infrastructure, mln. rubles

|      | 20 | 20 | 30 | 30 | 30 | 60 | 60 |
|------|----|----|----|----|----|----|----|
| Total investment in the poultry industry, mln. rubles | 510 | 545 | 455 | 500 | 230 | 260 | 260 |

Thus, specific examples illustrate various types of strategic plans for the poultry industry, which are updated within the framework of targeted state programs with the presentation of key indicators of the industry and enterprise development, which are the information field for analysing their achievement and developing management decisions for the future.

3. Conclusion

Functioning of the industry in a competitive market environment reinforces the role of strategic planning. This issue is updated in relation to the poultry industry, which occupies a leading position among the sub-sectors of animal husbandry and has a high knowledge-intensive potential.

Nowadays, there are all prerequisites for retaining a leading position, both in the domestic market and for access to external ones.

In this regard, an analysis of strategic planning was carried out in a comparative aspect with long-term planning with a rationale in the interpretation of their content. Along with this, strategic planning is considered in the comparative aspect of domestic and foreign experience in its development and use.

The expediency of the development of strategic plans of economic entities of the industry, based on the target indicators and directions laid down in the state target programs, is substantiated.

The forecast of such a program for the main indicators is fragmentarily illustrated and a specific detailed strategic plan is given for one of the poultry farms. The effectiveness of strategic planning is confirmed by the effectiveness of the implementation of strategic plans at all levels.

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