The improvement of company planning at the building enterprise

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Abstract. The relevance of research is due to the increasing role of planning in the activities of modern construction enterprises. World and Russian economy is subject to crisis phenomena, which are periodically aggravated, having a negative influence on the results of activities of micro-level economic subjects. The purpose of this research is to improve the process of company planning and rise of effectiveness at the building enterprises. The object of the research is building enterprises and the entire set of planning processes implemented on them in order to improve the effectiveness of their processes. The subject of the research is the organization and economic relations appearing in the process of functioning of building enterprises and planning of their activities in modern conditions. The author investigated the state and prospects of the development of building complex of the Irkutsk region, analyzed the organizational structure of management of a number of building enterprises, as a result, disadvantages in the planning of organizational work at these enterprises were revealed. The basic concepts of planning presented in the scientific and economic literature were researched, summarized, and refined, the essence of enterprise’s planning activity in market conditions was determined, stage-by-stage model of company planning, which allows to systematize this process, was developed. The author’s model covers the strategic and tactical aspects of company planning, which includes several successively related stages. The
methodology of research is based on the use of general scientific methods, aimed to understanding the process of function planning of building enterprises. Elements of systematic and complex approach, methods of economic, logical, comparative analysis, scientific search and classification were used in the course of the study.

1. Introduction

Today, the development of the world and Russian economy sets new tasks for science and practice of enterprise management. Issues of the effective functioning of micro-level in difficult financial and economic situation get particular importance. One of the main tasks in this case is to ensure the skillful use of existing systems and methods of rational management based on the improvement of company planning in accordance with the changed macroeconomic conditions. This directly applies to building companies.

Building has always played a special role in development of both regional and general economy, being the main industry for all other economic activities. The efficiency of the region’s production, financial and economic potential depends on the effectiveness of the company planning process in the building industry. In this regard, the problematic issues considered in this article are of particular relevance.

General questions of company planning are mentioned in the works of G.G. Skvortsova, N.A. Abdusalamova, V.K. Tyutyukina, M.M. Sukhovsky, S.S. Sarkisyan, N.N. Nutrikhina, Yu.A. Zvyagentseva, O.V. Horoshilova. For example, the systematization of scientific methods to the interpretation of the concept of “company planning” is presented in [1, 2], the subject, goals, objectives and place of company planning in the system of enterprise management are presented in [3, 4, 5], and its essence and importance are considered in [6], assessing the quality of company planning system and accordance with the standards of the management system are devoted in [7, 8].

In the 2000s, the particular attention was paid to the issues of reforming of the system of enterprise planning and its adaptation to the market conditions [9, 10], the content of company planning in these conditions was mentioned in the works of O.V. Khoroshilova, I.K. Mishchenko, N.A. Voronova, S.V. Petukhova [11-14]. Methodological aspects of company planning are also widely discussed, the works of L.V. Shorokhova, G.G. Skvortsova, E.A. Sheveleva, V.A. Kaverzin, P.D. Koshevoi [15, 16, 17, 18, 19] and other authors.
The publications note that there are certain problems in the development of company planning in Russian enterprises [20] and its improvement is necessary, with particular attention on the company planning at the building enterprises. A number of scientists are involved in the research of issues related to the improvement of company planning at the enterprises of building complex: G.V. Khomkalov, V.A. Kaverzin, L.A. Kaverzina, A.A. Gabudina, E.I. Migina, E.A. Khartanovich, O.V. Grushina, I.G. Khomkalova, L.S. Andreev, A.I. Fedorova, S. Idrisova, D. Emirbekova [21, 22, 23, 24, 25, 26, 27].

In view of the material presented by the authors, as well as the results of status assessment of the building complex of the Irkutsk region and the organization of planned work at its enterprises, it can be concluded that it is necessary to improve the company planning system at enterprises operating in the construction sphere of the region. This is what determined the purpose of the research: the improvement of the process of company planning at the building enterprises and improving the effectiveness of building production, as well as the subject of the research, which is the organizational and economic relations, arising in the process of functioning of building enterprises and planning of its activities.

2 Materials and research methods

Elements of systematic, complex, economic, logical, comparative analysis as well as the methods of a scientific research and classification were used in the course of study, which is presented in the article.

Analytical work on the topic of the research was carried out on the basis of informational and statistical materials about activities of federal authorities on the management of construction complex, as well as data from the territorial agency of the Federal State Statistics Service in the Irkutsk region.

Assessment of the condition of building complex of the Irkutsk region based on using statistical information processing methods allowed to identify factors negatively affecting the production activities of building organizations of the region, first of all: low ability to pay of customers, lack of highly qualified workers, high deterioration of construction mechanisms, unfavorable credit conditions and taxation, harsh climatic conditions. The influence of these factors on building enterprises creates serious problems in development of the regional construction complex. Solution of these
problems is based on increasing effectiveness of the planning process at building enterprises, which requires its improvement.

The author has developed a stage-by-stage model of company planning, which allows to systemize this process at building enterprises (Figure 1).

The process of company planning is recommended to begin with the collection and complex analysis of original planning information. At the first stage, information that characterizes both the external and eternal environment of the enterprise is collected and then marketing researches are conducted. It is also necessary to analyze the system of goals of the building enterprises, identifying the most relevant and foreground purposes, determining the main tasks of the company planning.

Then the strategic forecasts of the development of the building enterprise are developed and satisfying strategies are formed, from which the most optimal are chosen, taken as the basis for the development of complex program of the development of the enterprise.

For the successful realization of aimed program, it is necessary to develop the system of plans that reflects the features of building and includes strategic tasks and tactical methods.

During the realization of plans, their implementation is controlled and deviations between the planned and actually achieved values are determined. If these deviations are significant, it is necessary to develop the corrective measures aimed on their eliminating, which ultimately will ensure the implementation of all planned tasks and achievement of the set goals.
Figure 1. Stage-by-stage model of the process of company planning at the building enterprise.
3 Results

During the study, the following results have been obtained:
- the basic concepts of planning presented in scientific and economical literature have been investigated, summarized and refined;
- the essence of the planning of enterprises activities in market conditions has been determined;
- the analysis of existing types of planning has been done and classification of types in accordance with the established features has been given;
- the analysis of the condition of building complex of the Irkutsk region has been carried out and factors, which negatively affect on the reproduction process of building enterprises of the region have been detected.

Suggested:
- the author’s interpretation of the concept of «company planning»;
- the essence of planning process of the enterprise in market conditions, which is the scientific substantiation of the goals system of enterprise, choosing the best ways to achieve the goals based on a more thorough identification of the types, sizes and dates of production of goods required by the market (works, services) and also the establishment of indicators of production, distribution and consumption of manufactured products, which with the effective use of available resources can lead to the achievement of desired results;
- the updated list of general economic principles for planning the activities of enterprises in modern conditions, the observance of which will help to increase the safety and effectiveness of planning decisions made by the administration of the enterprise.

A stage-by-stage model of company planning, allowing to systematize this process on building enterprises has been developed. The proposed model involves several successively related stages: conducting a complex analysis, developing of the forecasts and strategies of the development of building enterprise, choosing of the most optimal option, development of planning system of the enterprise, their realization, monitoring of the implementation and, if it is necessary, developing and realization of corrective measures.

4 Discussion

The discussion points in this research are issues related to the interpretation of basic concepts of planning: «plan» and «company planning». 
The analysis of the definitions of the «plan» presented in the economic literature showed that economists interpret it in several ways: conditions and actions, process of development of the indicators or a system of measures. Individual economists give more complete definitions of the plan, linking it with goals of the enterprise.

Conclusion

The conducted scientific research has allowed to develop theoretical knowledge about company planning of main subjects, operating in the building sphere of the region.

The practical significance of obtained results lies in the fact that proposed stage-by-stage model of company planning allows to systematize this process on building enterprises, which, of course, will contribute to increase the effectiveness of management decisions.

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