

Development of ways of strategic management system improvement of the information and telecommunication sector companies of the Republic of Kazakhstan

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Abstract: In the article questions of information and telecommunication companies strategic management in Kazakhstan were considered. The condition of strategic management level in the enterprises of Kazakhstan at the present stage is analysed. Strategic problems in information and technological area are considered, stages of preparation of strategy management in information and telecommunication company.

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1. Introduction

The last decades information and communication technologies (ICT) take more and more strong positions in society, getting not only into an everyday life of the population, but also practically into all spheres of economic and social branches. The developed and many developing countries, realizing importance of informatization of society and development of information and communication technologies in determination of long-term economic growth, accept active positions in development of sector of ICT as one of the key directions of a state policy.

In the conditions of constantly changing world environment causing dynamism of social and economic and political processes, requirements to efficiency of activity of state bodies, their abilities quickly react and make effective decisions on new calls increase. In this regard, need of improvement of the public and corporate governance process and development of information and technological support of activity of the companies information and telecommunication sector grows.

2. Material and Methods

Numerous works of scientists, such as Ansoff, A.Haks, N. Maydzhulf, G. Mintsberg, M.Porter, etc. are devoted to research of a strategic planning problem. Research objective is the operating time of improvement of system of strategic management approaches in the companies of information and telecommunication sector.

The basis of strategic management considers all external and internal opportunities and ability precisely to plan and predict for long terms. The above-named factors distinguish long-term strategic planning from routine planning, as short-term actions and possibility of sharp change of environment in this case low [1].

The author of the main known works about the theory of strategic development of corporations and production corporation management in market economy of this period is the well-known American expert Ansoff. It dealt with issues of the theory and practice of strategic management and planning. The main idea of works of Ansoff about strategic questions is based on rendering influence of a situation on the company, including leads to change of technical progress, external and internal factors, economy and strategic socialization of society according to time [2].

Works about theoretical planning A.Haks and N of Maydzhulf have also important value. It is possible to distinguish their joint work "Strategic Management" from such works. The main content of this work is characterized by that strategy is connected not only with the structural organization and an administrative ban, but also corporate culture, its external and internal factors [3].

The main concept of strategy of the company can be shown in the Table 1.

Table 1-Important steps of strategic planning

The analysis of the current situation	The analysis of the future situation
1 step. Definition of external and internal critical factors	6 step. Forecasting of each external factor
2 step. Assessment of an external factor	7 step. Development of personal advantageous position for each factor
3 step. Assessment of an internal factor	8 step. Matrix - Positive advantageous position of business units forces
4 step. Definition and assessment of compliance of internal and external factors	9 step. Definition of the main keys of achievements on certain situations
5 step. Matrix - Positive advantageous position of forces of business units	10 step. To make the strategy concept for each business unit
The note-is made by the author on the basis of [3]	

Along with it the characteristic of development strategy can be shown as follows:

- strategy predicts the long-term future of activity;
- strategy works with resources available on hands;
- strategy uses a method of forecasting of a situation and a modeling method;
- strategy is considered with external and internal changes of environment.

From the point of view of the general theory and practice the corporate strategy having the main characteristics, as the general corporation (whenever possible a choice of the priority directions of business), special types of business (designation of borders of business, competition forecasting on the chosen market and production), communication of structural elements (a harmony of actions of business units), the chosen method of the general management (internal development, involvement of strategic partners or investments) are considered [4].

Borders of corporate strategy establish the following directions:

1 . ratio which structure includes problems of production and the market, i.e. the characteristic of market borders and production, also especially important characteristics;

2 . the geographical directions considering the following actions: definition of territorial borders of the market, choice of the countries rendering services, variety of types of strategy, degree of interest and form of ownership;

3 . directions of direct providing, i.e. structural parts of process of production and realization, direct versatility of the concrete organization, protection against competitors, dependence on the return synergy.

At change of volumes on the basis of strategy processes of internal development, accession, introduction in structure and synergy influence,

creation of strategic units or the return attraction of investments can be observed.

Formation of strategy is carried out on the basis of the analysis of the external and internal factors, differing by extent of influence on expected result and process of realization of strategy. One of the major internal factors is the internal development defining technological communication of new business with working business and covering technological, marketing difficulties of production of new production.

Professor G. Mintsberg suggested to use five aspects, entering into concept of strategy, it is the plan, a way, a chain, place definition, a priority [5]. The plan provides the alleged activity which is carried out in one direction and step by step. Way or trick of achievement of competitive fight by change of various methods and ways depending on a company kind of activity. The chain of actions as a result of rendering services can be considered as the realized in practice or neralizovanny planned actions. Definition of a place provides definition of a place of the company on production, on proximity with consumers and to operational priorities in the market.

The offered by M.Porter competitive strategy of business covers three main directions [6]:

- leadership in decrease in costs for production prices on the basis of decrease in expenses, its motto is "to achieve profit at the expense of reduction of prices and increase in volume". Such strategy can use the companies which available have concrete resources because reduction of prices and increase in volume demands power consumption at a certain level;

- differentiation adheres to the motto "our production special" and provides release of high-quality versatile production. In the telecommunication market differentiation of production shouldn't exceed solvent level of the consumer, i.e. as a result of isolation of production offered in the market, its price and indicators of

quality shouldn't change strongly and have to correspond to market offers;

- concentration, it considers work only with one certain part of the market, technology or consumers. In the field of an infokommunikation the called problems are allocated with a social variety and types of rendering services to corporate clients.

Kazakhstan in information and telecommunication area in the sphere of its development reached certain results. If to consider in a broad sense, macroeconomic stability and rich fund of natural resources gave a great opportunity for attraction of foreign investments. Comparative profit per capita, the young republic as the sovereign state, plans to use as the attractive market including in the sphere of telecommunications.

Along with it, level of distribution of a stationary network of telecommunication of Kazakhstan differs efficiency in comparison with other states of the CIS and provides positive initiative space for further development of this branch. Despite it, for ensuring transformation of the called competitive achievements in reality, for future investments, growth and development we need to create convenient climate and to keep it [7]. Kazakhstan, in the sphere of telecommunications wants to meet the international standards therefore has to realize in practice the concrete actions determined by the maintenance of the WTO.

Modernization of telecommunication infrastructure of the Republic of Kazakhstan, development of the Kazakhstan society and the economy, full association of the country with the world community, integration into the world communication system and global information space are the main condition of the beginning of new qualitative aspirations of the state.

In information and technological area it is possible to carry the following to strategic problems:

- in sending data the analog system prevails and the digital, satellite infrastructure is insufficiently developed;

- lag of information and mass and telecommunication sectors from the tekhnologichecky point of view;

- insufficient development of space infrastructure.

Development of the telecommunication sphere has to be implemented by application of new digital technologies and opportunities of satellite communication in the field of telecommunications, it in turn will give the chance to expand social audience both with qualitative, and from the quantitative party.

In the conditions of limited resources of radio frequencies the world television develops by creation of the land digital television message (further LDTM)

the Operating analog channel accepts 8 MHz (in one frequency – one program), and LDTM gives the chance to extend some programs in one frequency, t.e it will be called multiprogramme television [8].

Kazakhstan one of the first beginnings LDTM introduction, naturally it increases his geopolitical authority and creates new conditions for development in the information sphere. Important element of multichannel communication is possibility of implementation of the interactive TV channel defining the future of TV channels. In this plan it will be pertinent to consider the following opportunities:

- at a transition stage from an analog look in digital, in the conditions of imperceptible modernization use of the analog equipment which is giving the chance of transition to digital telecommunications;

- introduction digital communication teleradio;

- introduction of digital technologies in the state teleradio of a network, their application in networks of display of programs of a teleradio communication, along with it development of digital networks of radio displays of state programs;

- communication installation on the satellite system which is giving the chance of ensuring displays in all territory of the Republic of Kazakhstan and in the respective territories abroad;

- introduction of services of digital networks together with service of multiprogramme TV channels by acceptance of satellite communication;

- for increase of volume of coverage of the population by state programs and development of a regional teleradio communication rendering the state support to construction of local accepting and sending satellite stations;

- for entering of the state teleradio communication into a package of rendered services communication installation between domestic and foreign cables, between a radio and cable network and operators of satellite communication;

- achievement of 100% of stage-by-stage coverage of the population of the republic by the state teleradio programs;

- organization of distribution of resources of radio frequencies and practical inclusion of system of a radio digital teleradio communication;

- in all territory of the Republic of Kazakhstan and in the territory of foreign countries expansion of the area of coverage state teleradio satellite communication for what it is necessary transition of the Kazakhstan KazSat network to a satellite resource;

- installation of groups of satellite communication in the geostationary orbits similar to satellite communication of "KazSat", and it in turn

will allow to develop promptly the Internet extended besides Kazakhstan in nearby foreign countries, it, allowing development of the satellite message, will approve Kazakhstan as leader in the territory [9].

The highest condition of organizational service on realization of strategy are top-level coordination actions between the organization and elements the strategy which are also applied in the company motivational means. The problem of this stage, effective realization of the coordinated strategy and ability of the company, in connection with constant innovations is – creation of the organization feeling need of radical reorganization for creation of new or improvement of old goods and for process at preservation of ability of an exit to the new market.

Results of research are based on the logical concept of theoretical preconditions and methods of strategic management, such management process and on judgment of a variety as strategic means. Recognizing that strategic management is the object of a business management most suitable today in is market to the uncertain and prompt environment, the author, in turn, shows absence in the modern world of exact definition or concept about the unique and standard strategic management. Studying foreign, Russian and Kazakhstan scientific and scientific and methodical literature, the author, paying special attention to some aspects of such difficult management process, I considered in sufficient volume methodology concerning its definition. It, of course, shows a variety of opinions on a problem about value of strategic management. For one is a collecting solutions of strategic management (I.Ansoff). Others see in it only the management style directed on the competition and if to consider it as process, understand it only as reception of concrete business plans (Hans Wissem). The third authors give only the estimated characteristic for determination of value of strategic management and much more strict look at justifications (Vikhansky O.C.). Positions of the author are close to an explanation offered by A.Tomponomi A.Striklend because the carried-out research work and the called object of management, in a concrete case – applied experience of the Kazakhstan multipurpose company specifically proves that strategic management the difficult, versatile process covering both the purposes, and tasks, both decision-making, and realization of concrete management style [10].

3. Results

Having generalized the views considered above, in view of results and conclusions of the conducted researches, the author of this work offers the personal definition of strategic management. Strategic management is, generally coinciding on

time: strategic vision of the future, process of formation of the purposes and the specific objectives following from a role and a place of the company in it; process of preparation of strategy as means for achievement of the objectives and the solution of tasks; business qualities of the company, including process of realization of the strategy developing stable competitive success; process of monitoring of execution; constant judgment of environment, comparison of relevance of strategy and compliance of operating strategy with results comprehended, and on their basis - a way of management of the company consisting of processes of adjustments.

Innovative management in telecommunications – a real basis of satisfaction of requirements for communication and information technology in creation of high-quality network infrastructure. Results of world new scientific and technical achievements in the sphere of communication and information technology open wide availability, even in the developing countries which are also entering into their number in many states of the CIS, can use unprecedented opportunities of communications and sources of innovations of telecommunications of developing countries of the world. It demands look and miropoznaniye expansion on the present, increasing knowledge, realization of creativity and cultural values, assimilation of modern digital management that influences decision-making without strategy of innovative development for all branches.

Preparation of managementstrategy in information and telecommunication company has to include the following stages:

1 . the analysis of a condition of the organization in the market and its ability of adaptation in the conditions of an economic environment;

2 . the analysis of system of an assessment – strategy of an assessment, the politician of calculation of estimates;

3 . analysis of a financial condition of the enterprise, i.e. external and internal financial report, its processing: scheduling, accounting of indicators, liquidity; business activity, financial stability, profitability, condition of the organization on securities market, the analysis of expenses, an operational support, a harmlessness point;

4 . analysis of organizational structure;
- control system of the organization, i.e. assessment of a control system, strategic objectives, assessment of system of values;

- management of human resources, i.e. assessment of labor operations, assessment of their tendency to compliance;

- analysis of available opportunities of the monitoring system of quality of the production, opportunities available on hands, opportunities of technological, production, chain and innovative technologies;

- demand, i.e. division of consumers on a floor and on age to consider ways and the sale directions.

4. Discussions

Innovative management demands a branch exit from a concrete monopolistic situation and carrying out legal, political, economic and technical solutions on reorganization of the market operating in CIS countries. Taking measures against monopoly becomes a basis of free competition in increase of efficiency of this sphere and is the important lever of the market economy, the opening way to civilized privatization. The development analysis in the East European countries showed need of performance of the following actions for successful innovative management in telecommunications: creation of the independent regulator of the sphere, creation of necessary legal base, restructurization of this sphere, transparency of the mechanism of privatization, telecommunication liberalization in the country, perereaspredeleny state ownership in the sphere and others.

Today in Kazakhstan in spite of the fact that really authoritative joint enterprises for rendering services work, unfortunately, large-scale privatization of the state operators isn't begun, and this phenomenon from the point of view of investments shows its unattractiveness or is explained by risk of capital investment a certain level. In the country there will be no interest from foreign investors on national operators, it is explained by lack of a number of conditions for their activity. Namely, the standard and legal base, the independent regulator of the sphere, liberalization relationship, financial guarantees for investors and others.

For intensive development of branch of communication and information technologies in CIS countries the guarantee of strategic priority of the state needs innovative development of economy of telecommunication of the country, assimilation and

introduction of theoretical and practical aspects of new management.

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