

Estimation technique of synergetic effect as result of realization of strategy of development of the organization

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Abstract: approaches to determination of synergetic effect as a result of realization of strategy of development of the organization are considered. The technique is offered, allowing quantitative estimation of synergetic effect from key stakeholders interaction at realization of strategy of development of the organization. The given technique is based on use of the balanced scorecards (BSC) not only as realization tool, but also as tool of the control of efficiency of realization of the given strategy. Considering V. Pareto's principle of efficiency, process of realization of strategy of development of the organization will provide a positive synergy if improvement of a rating estimation on one of strategic cards of the BSC does not affect negatively rating estimations under other cards. Article is prepared within the framework of the state task of VISU №2014/13 on accomplishment of the state works in a sphere of scientific activity.

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1. Introduction

Economic trends form objective necessity of use of the strategic approach to management of the organizations. The strategic management which is inherently a faster thinking philosophy, rather than rigid algorithm of behavior, imposes certain requirements to the person, style, a kit of used tools and acceptances of the manager-strategist. To the number of such limiting factors can be attributed systemacy of consciousnesses of a leader. Among the most significant scientists who have brought the contribution to studying of strategic management as a whole and realization of strategy in particular, it is necessary to single out G. Mintzberg, B. Alstrend, J. Lampell, J. B. Quinn, S. Goshal [1, 2], I. Ansoff [3], D. Norton, R. Kaplan [4, 5, 6].

The leader, at decision-making on a choice of the best variant of strategy of the organization, should reason systemically. At that modern strategic management rises before the solving of a serious dilemma which consists in a problem of transition from the developed strategy to its realization. The essence of the specified contradiction is that the developed strategy of the organization is necessarily corrected on the basis of an estimation of efficiency of its realization. From the given point, modification of strategy for provision of synergistic effect is considered as justified.

Actually, a synergy and synergistic effect of realization of strategy of development of the

organization are determined by a combination of projects and the programs providing achievement of the greatest result at invariance of other conditions. By consideration of a problem of increase of a synergy of strategy of development of the organization it is necessary to underline that fact that the commercial enterprise for the internal maintenance is the organization of a high order of complexity. To questions of forming of a synergy of the business organizations are devoted the researches of E. Kempbell, K. Summers Lachs [7] and P. Lorange [8].

Display of a synergy during realization of strategy of development of the organization can be explained from the point of view of following judgements and sights. First of all, it is necessary to estimate a time distance during which the external and internal environment of the organization essentially changes. The given position assumes forming of the list of key indicators (condition indicators) the external and internal environment of the organization and their standard values. The deviation of actual values of indicators forms necessity of entering of corrective amendments for implementable strategy. And it is necessary to generate hierarchy of the given indicators with instructions of the integrated indicator reflecting an estimation of potential of the organization.

Strategy as a set of projects, programs and politics raises efficiency at provision of the best combination of the specified elements, therefore at

realization of strategy of development of the organization it is necessary to provide the mechanism of the coordination of sequence of implementable projects, programs and politics of the developed strategy of development.

In social and economic systems, along with such factors as work, land, capital, information, it is necessary to allocate integrating factor of development – a human resource. In this sense, the synergy law is implemented by means of attraction to activity of ingenious leaders, or on the basis of creation of administrative teams on the base of which the self-trained (spontaneous) organizations are formed.

From this point of view organization management should be aimed at constant enhancement and training (including regarding the theory and practice of strategic management).

Efficiency of strategy, finally, can be estimated on the basis of a ratio of the received results and the suffered costs. Thus it is necessary to consider that fact that peak efficiency is provided with a minimum of costs and the greatest result. Therefore the organization should generate system of monitoring of realization of the strategy providing timely operative fee and handling of the information.

2. Used methods

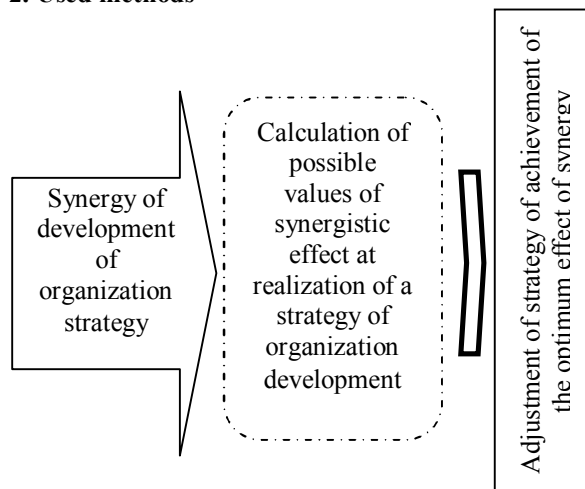


Figure. 1. Structure of a technique of estimation of synergetic effect

Use of mathematical tools at modeling of social and economic systems is necessary, because it allows to formulate objectively key theoretical points and to arrive on their basis at practical conclusions. On the one hand, the mathematical apparatus allows to formulate substantial and checked theoretical calculations concerning a wide range of the complex phenomena, on the other – some economic events are

so inconsistent or are not studied that their research without mathematics use is almost impossible.

Our purpose is development of the technique allowing quantitative estimation of synergetic effect from key stakeholders interaction at realization of strategy of development of the organization. Estimation of such difficult multidimensional phenomenon as synergy cannot be based on one approach, is necessary to use complex estimation, allowing to minimize errors (Figure. 1).

Realization of strategy of organization development assumes the coordination of interests of three core stakeholders – proprietors, organization and personnel management. Character of interaction of the listed stakeholders will be formed on the basis of dynamics of change of integrated indicators.

3. Results

As the tool of an estimation of efficiency of strategic changes it is possible to select the balanced scorecards (BSC). Thus it is necessary to recognize the administrative decision (in this case – adjustment of strategy of development of the organization) effective if according to V. Pareto's criterion of efficiency indicators of one of strategic cards improve at invariable value of the others. The presented indicators are the major indicators («the panel of devices») availability of which essentially reduces degree of uncertainty of activity of management of the organization.

For a quantitative estimation of efficiency of strategic changes of a control system the organization offers to use a technique of a complex rating estimation. The essence of the specified technique consists in comparison of actual indicators of the balanced system of indicators with corresponding reference values.

With reference to the offered technique, reference indicators values characterizing an ideal condition of organization control system, can be established by experts, and actual - on the basis of monitoring (supervision, gaugings). It is necessary to note that comparison of actual values of indicators with reference values has multidimensional character. Degree of "remoteness" from the standard (or "affinity" to it) is determined by calculation of the complex indicator which is a function of compared values similar to the concept of a distance between points in multidimensional space.

It is obviously necessary to include in an estimation technique synergetic effect as result of realization of strategy of development of the organization, the following sequence of computing procedures.

1. BSC indicators are written in the form of a line (ki) by each card.

2. For each indicator the commission of experts determines the best value, therefore the second line

corresponding to the standard is formed (opt_i).

3. Actual indicators correspond with reference ones, therefore the line of coordinates of the BSC

concerning the standard is formed (k_i):

$$\bar{k}_i = \frac{k_i}{opt_i} \leq 1$$

4. $\bar{k}_i = \frac{opt_i}{k_i}$, in the case that indicator growth is admitted positive;

$$\bar{k}_i = \frac{opt_i}{k_i} \leq 1$$

5. $\bar{k}_i = \frac{k_i}{opt_i}$, in the case that indicator decrease is admitted positive.

6. The rating value is calculated for each card by the following formula:

$$R_i = \sqrt{\sum_i a_i (1 - \bar{k}_i)^2}$$

7.

Where a_i - weight coefficients determined by an expert way for each card, while the sum of weight coefficients should be equal 1,

\bar{k}_i - line of co-ordinates representing a ratio of actual indicators with reference indicators.

The received rating estimation characterizes degree of affinity of an indicator of cards to reference value.

The estimation of synergetic effect should be based on studying of dynamics of rating estimations. That is why organization management should carry out monitoring of the indicators constituting the BSC of the organization. Interpretation of the received value of a complex rating estimation of strategic changes can be based on V. Pareto's principle of efficiency. It means that the decision of a management on modification of strategy of development of the organization will be focused on achievement of synergetic effect in the case when the rating value at least of one card decreases (in relation to a rating value of the previous adjustable period) at invariable value of rating values of other strategic cards of the BSC of the organization.

4. Discussions

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In conclusion it is possible to say that the adapted model of an estimation of synergetic effect carries out its function and has the right to exist. Interaction of three basic stakeholders (proprietors, organization and personnel management) will lead to the greatest possible synergetic effect that in its turn will raise efficiency of realization of strategy of development of the organization as a whole.

Degree of display of forms of interaction under various environmental conditions will vary, accordingly synergetic effect of co-evolution of participants of realization of strategy can differ from earlier calculated values and more likely will set a vector of co-evolutionary process.

Calculation of the offered indicators will allow to foresee the requirements necessary at capital investments, to analyze sensitivity to internal and to external factors, to produce comparison of structural divisions of the organization etc.

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