STRATEGIC ADMINISTRATION, STRATEGY AND STRATEGIC PLANNING: A LITERATURE REVIEW

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SUMMARY

The work is part of the research field on Strategic Administration, and its main objective is to analyze Strategic Planning and the importance of implementing strategies to achieve the proposed objectives, observing the complexity of the process. The study was limited to searches in books, websites and journals. The methodology used was the content analysis method. The analysis was based on strategic management, strategic planning and implementation of strategies. The results allowed the organization of an adequate model to support the elaboration of a strategic planning, with step by step guidance, which can bring benefits to organizations that, when practicing this management model, will be involving their human resources in the achievement of organizational goals of long term,

KEY WORDS: Strategic management, planning, implementation of strategies

1.   INTRODUCTION

When deepening the studies in the scope of Strategic Administration there is a need to research concepts and theories, regarding the problem grounded by the authors,

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thus establishing a confrontation between some theories that already exist, making them research instruments.

According to Roesch (1996), the literature review allows, among other purposes, to raise alternative solutions to deal with the problem. It allows obtaining data and information to assess the study's problems. In the academic environment, it allows updating in the theoretical debate, elaborating conceptual precision and investing in critical awareness.

With the rapid changes that occur in the scenario, resulting from the breaking down of barriers globalization process, from the 1960s, the most important publications in the area of strategic management appear, which has been the subject of discussions in the academic environment, where several authors expose their contributions to the establishment and application of models.

According to Mintzberg, many authors discuss how the process of formulating a strategy is, giving rise to conclusions that are opposed, however, consistent with each reality, which make them complementary. Mintzberg et al. (2000) present the ten schools of strategic thinking that developed since the 1970s, namely: Design school that discusses strategy as a design process; Planning School, where strategy is treated as a formal process; Positioning School, discussing strategy as an analytical process; Entrepreneurial School, approaching strategy as a visionary process; Cognitive School exploring strategy as a mental process; Escola do Aprend Aprendiz discussing strategy as an emerging process; Escola do Poder approaching strategy as a negotiation process; Cultural School treating strategy as a collective process; Environmental School defending strategy as a reactive process; and Escola da Configuration, approaching strategy as a transformation process.

In the face of such an academic debate, the article aims to review some theoretical definitions, considering the importance of the theme both in the academic and in the business world. It is divided into four sections, with an introduction to the first; in the second, the methodological procedures; in the third, the theoretical framework on strategic management, strategy, types of strategy, strategic control, planning, strategic planning, and strategic business plan; and fourth, the conclusion.

2. METHODOLOGICAL PROCEDURES

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The construction of the article regarding the objectives was based on an exploratory study, which according to Gil (2008), "is developed from material already prepared, consisting of books and scientific articles". As for technical procedures, this is bibliographic research.

For data analysis, the Content Analysis technique proposed by Bardin (2006) was used, which defines it as:

> A set of communication analysis techniques aiming to obtain, by systematic and objective procedures for describing the content of messages, indicators (quantitative or not) that allow the inference of knowledge related to the conditions of production / reception of these messages.

Thus, what is presented in this work is a systematic review of part of the existing literature on the importance of strategic management, planning and implementation of strategies, based exclusively on secondary sources.

3. THEORETICAL FRAMEWORK

3.1. STRATEGIC ADMINISTRATION

The biggest challenge for organizations is competitiveness, which requires efficient, effective and effective management practices [5] , demanding from the administration, actions based on the vision of the whole in its macroenvironment.

SecondCerto et al. (2010), strategic management has evolved since the 1950s, having leveraged it in the 1960s and 1970s. Implemented from the Gordon-Howell report, which refers to research sponsored by the Ford Foundation and the Carnegie Corporation, which The objective was to observe the curricula of North American business schools, recommending in their conclusion that the teaching of business should be broader in nature and include a training course in the area of business policy.

In W's viewright et al. (2000), strategic management refers to the process that begins with determining the mission and objectives of an organization within the context of its external environment and its internal strengths and weaknesses. Then,

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[5] According to Oliveira (2002, p.38): "efficiency is doing things properly, solving problems, reducing costs, etc; effectiveness is doing the right things, getting results, increasing profit, producing creative alternatives; effectiveness is to stay in the environment and present positive global results over time ".

strategies are formulated and implemented and, finally, strategic control is exercised to verify if the strategies were successful in achieving the objectives.

AFFigure 1, represents the implementation process of Strategic Management, described by Wright et al. (2000).

Figure 1: Strategic Management Process
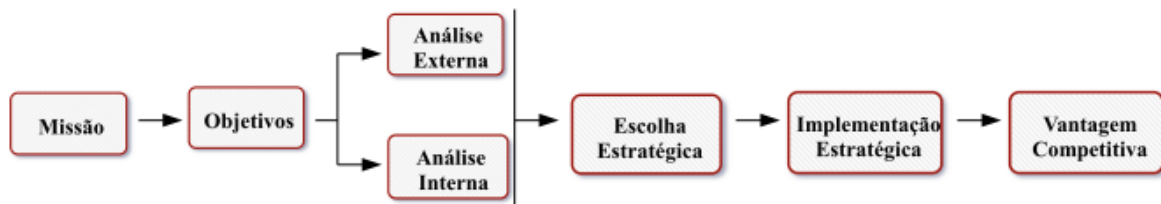
Source: Adapted from Barney and Hesterly, 2007.

Observing the Figure 1 shows that the Strategic Administration process is followed and uninterrupted, covering several phases.

There are many concepts about strategic management and to understand it we need to have defined the meaning of the word strategy. For Wright et al. (2000), strategy refers to the plans of top management to achieve results consistent with the organization's mission and general objectives. Strategy can be seen from three points of view: formulation of the strategy; strategy implementation; strategic control.

According to Certo et al. (2010), strategic management is defined as the continuous and circular process that aims to maintain the organization as a set adequately integrated into its environment.

In practice, we can consider what both authors tell us, considering that planning is necessary so that the organization knows what it intends and the time necessary to reach its objectives. Therefore, organizations need to control the progress of their planning by evaluating the execution of the strategies and analyzing whether they are appropriate, the influences of the external and internal environment, detecting anomalies and inconsistencies between the planned and the executed.

Organizations can benefit greatly from the practice of strategic management, because, in addition to increasing your profitability, you can make your members commit to the achievement of long-term organizational goals.

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It can be seen thus, that strategic management needs long-term planning foreseeing problems and reducing their risks, in this sense, the strategy must be incorporated into the organization's vision and mission, always keeping threats and opportunities in mind.

3.2. STRATEGY

Strategy is the standard or plan that integrates the main goals, policies and sequence of actions of an organization in a coherent whole. A well-formulated strategy helps to order and allocate an organization's resources to a unique and viable posture, based on its internal skills and deficiencies, relativechanges in the environment, and contingent measures taken by intelligent opponents (MINTZBERG et al., 2006).

Strategy is the purpose of an organization, it is the impulse, the greatest motivation that directs it towards the paths it chooses. The purpose is formed by: mission and vision; principles and values; scope and positioning.

Valadares (2003) states that the mission is defined as the raison d'être of an organization, so it is it that guides the objectives and business strategies.

The vision seeks to describe the organization's self-image, how it sees itself, or how it would like to see itself in the future. The mission is the broader objective, it refers to what society expects the organization to do, it is the interaction between the environment and the institution. The goal contributes to the fulfillment of this mission, being more concrete and specific. The goal stems from objectives that are generally established in the short term. The specification of this set defines the direction of organizational activities and the specification of how it can achieve what it wants.

Thus, the main purpose of a strategy is to maintain the organization or to gain a certain competitive advantage over its competitors. In this sense, for Robbins (2003) it is important to remember that some advantages can be imitated, being necessary that the administration creates barriers that hinder the imitation or that reduce the opportunities of competition.

3.2.1. TYPES OF STRATEGIES

In order to achieve the organization's objectives, it is necessary to pay attention to the choice of the strategy or set of strategies that are most appropriate for its current

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profile, considering that the environment in which it operates exerts forces, positive or negative, on it. In this sense, Chiavenato (1993) tells us that organizations as open systems are in constant dual interaction with the environment, acting, at the same time, as an independent variable and as an environment dependent variable. Dual in the sense that it influences and is influenced by it.

Strategic decisions are defined by Mintzberg et al., (2006), as those that determine the general direction of an enterprise and, ultimately, its viability in the light of the predictable and the unpredictable, as well as the unknown changes that may occur in its environment. The same authors claim that strategy means being different. It means deliberately choosing a set of different activities to integrate a unique mix of values.

Thus, we can say that prior to the definition of the type of strategy to be adopted, a careful analysis of the environment where the organization is inserted is extremely important. Maximiano (2006) clarifies that "the analysis of the external environment is one of the pillars of strategic planning. The more competitive, unstable and complex the environment, the greater the need to analyze it ". This analysis will allow the identification of opportunities and threats, which will enable the establishment of development or survival strategies. The same author affirms that in order to carry out the internal analysis, managers look inside the organization itself for strengths and weaknesses.

With regard to external analysis, Robbins (2003) points out that "success in managing the environment requires that managers analyze the source of uncertainties and then select a strategy that the organization can implement effectively".

Chart 1 demonstrates the relationship between the variables of formulating and implementing a strategy:

Table 1: Relationship between the formulation and implementation (execution) variables of a strategy

		STRATEGY FORMULATION	
		GOOD	BAD
STRATEGY IMPLEMENTATION	GOOD	Success	Russian roulette
	BAD	Problem	Failure

Source: Certo and Peter (2005).

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Therefore, success in executing a strategy encompasses the right choice; ordered goals to unite members of the organization; strategy congruent with the core competencies or skills of the organization; supporting structure; encouraging systems; managerial style that provides substantial and symbolic commitment to the strategy; and staff with qualifications and skills to carry out the strategy.

To the When formulating strategies, there are three fundamental points: purpose, environment and training, these three points form the strategic triangle and at the center of it are the strategies.

Next comes the implementation of the chosen strategy, where the organization needs to have a broad domain of information that will feed the strategic panel. With all the information supplied, its application is easy. The panel allows a quick analysis of the strategic indicators that allow the immediate visualization of the effects caused by the various simulations that can be analyzed without putting the organization's productive and commercial operations at risk.

In the implementation of a strategy, changes will occur in the organization and in this resistances arise. Figure 2 represents the factors involved in the strategy's implementation process.

Figure 2: Change implementation process

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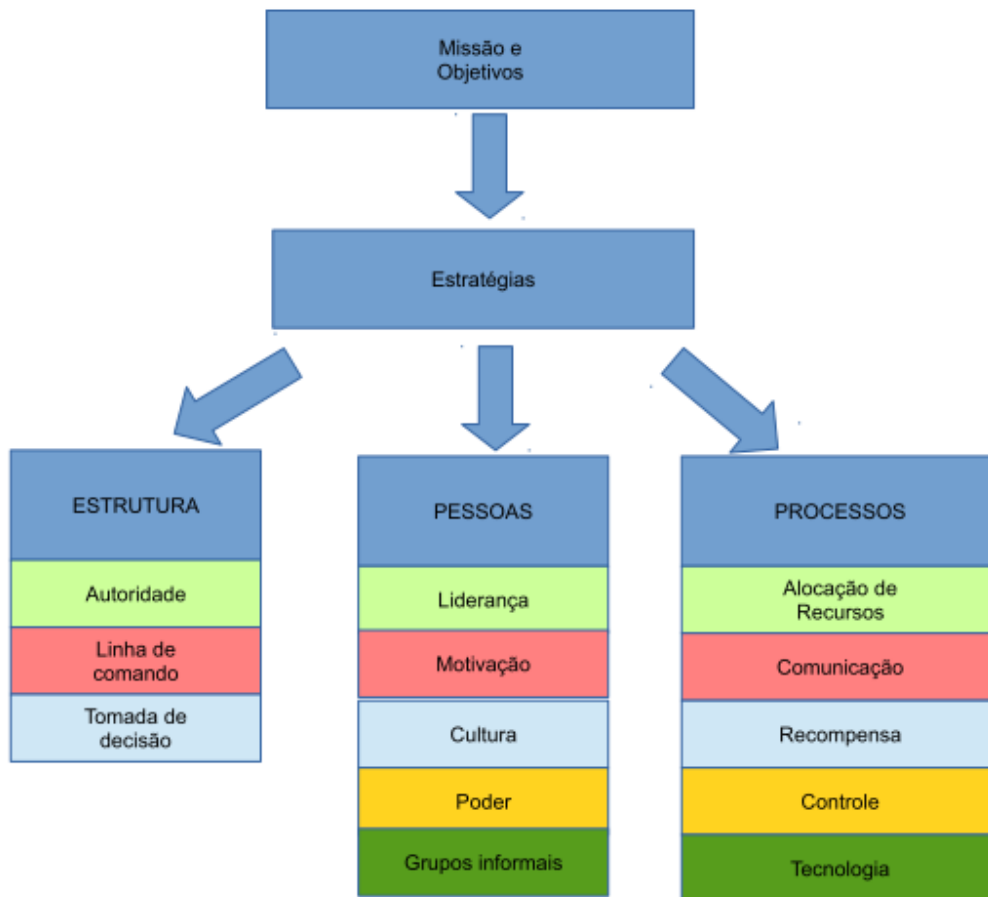
Source: Adapted from Fernandes and Berton (2005).

As demonstrated in FFigure 2, it is necessary to obtain acceptance and collaboration from all departments of the institution, in order to eliminate the resistance related to the change process.

After the elaboration, the choice of the best strategy, its formulation and implementation is time to follow its evolution.

According to Porter (1986), if the strategy used declines, the organization can use an alternative strategy, among which are the strategies of:

➢ Leadership - seek a leadership position in terms of market share;

➢ Niche - create or defend a firm position in a particular segment;

➢ Harvest - conduct controlled divestment, taking advantage of strengths;

➢ Quick deactivation - liquidate the investment as soon as possible in the decline phase.

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3.2.2. STRATEGIC CONTROL

The plans selected for control must be strategic, either in the sense of limiting factors in the operation, or in the sense of indicating better than other factors whether the plans are working. With these standards in place, the administrator can direct a larger group of subordinates and, thus, increase their administrative scope, with the benefit of savings in cost and honey.communications hours (KOONTZ; O'DONNELL, 1976).

Control at the strategic level has two purposes:monitor and evaluate the organization's performance in carrying out its mission; and monitor the external factors that influence the organization. It is strategic control that produces comprehensive information, multiple evaluation criteria, synthesis of functional areas, as well as information from internal analysis (strengths and weaknesses) and external analysis (threats and opportunities). Based on this information from strategic control, top management defines its desired relationship with the environment, or desired performance within a defined environment.

Corrective actions are defined for each indicator whose performance is below the desired standard. For each action, an action plan is established with the determination of goals and formulation of guidelines, costs and responsibilities forcorrective activity. Figure 3 presents a model of the control process.

Figure 3: A control process model

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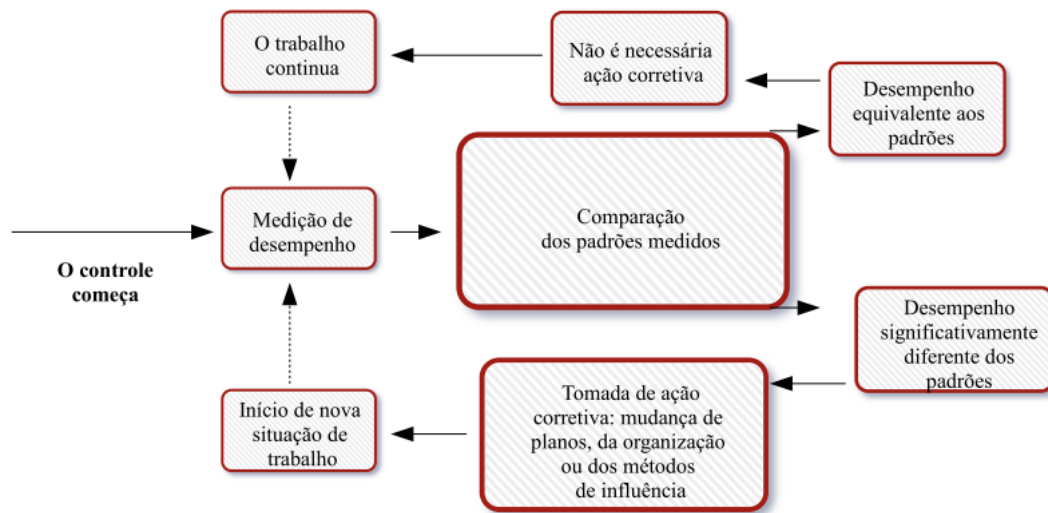

Source: Certo (2003)

In FFigure 3, we can see how the stages of the control process are related. When performance measures are significantly different from the planned or standard results, management makes corrections to ensure that they are achieved. In another way, when the performance corresponds to the planned or standard results, or exceeds them, there is no need for corrective action and the work continues to be carried out normally.

For Chiavenato (2000), considering the complexity and multifacets of the company's activities, it becomes difficult to approach control in its entirety, as there are several types of controls, namely: financial, accounting, production, quality, inventories , sales, personnel, etc. Many people are responsible within companies for tasks related to monitoring and evaluating current and past activities, comparing them with norms and standards desired by the company. Whether at the institutional, intermediate or operational level, control is a cyclical and interactive process consisting of four phases: setting standards; performance evaluation; comparison of performance with standard and corrective action.

These four phases can be represented as follows:

Figure 4: Control as a cyclical process

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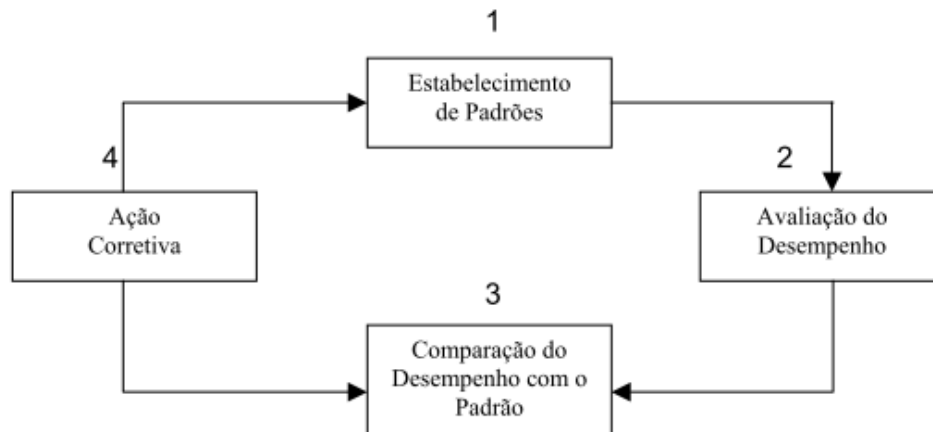
Source: Chiavenato (1990)

Observing the Figure 4, the idea of Chiavenato (1990) tells us that "in reality, control is a cyclical and repetitive process. As it is repeated, the tendency is to make controlled things perfect and reduce their deviations from the desired standards ".

3.3. PLANNING

Planning is the first of the administrative functions. It determines in advance, what are the objectives that must be achieved and what must be done to achieve them, in this way it becomes paramount and extremely important to analyze its concepts. In this sense for Gibson et al. (1981) "the planning function includes those activities that lead to the definition of the items and the determination of the appropriate means to achieve the ends".

For Robbins (2003) "planning is the managerial function that encompasses the definition of the goals of an organization, the establishment of a global strategy to achieve them and the development of a comprehensive hierarchy of plans to integrate and coordinate activities".

It is noted that for this second author, planning provides for more than the organization's goals, as the distribution of tasks among hierarchical levels stands out, thus establishing which will be the specific functions of each level to achieve the goal. In this sense, in Table 1 we can see that the planning must address the three levels: strategic, tactical and operational.

Table 1: the three levels of planning in the organization

Planning	Time Horizon	Coverage	Content
Strategic	Long term	Macro oriented. It addresses the organization as a whole.	Generic
Tactical	Mid-term	It addresses each unit of the organization separately.	Detailed
Operational	Short term	Micro oriented. It addresses each task or operation only.	Specific

Source: Chiavenato and Sapiro (2009)

Organizations do not work on the basis of improvisation, they plan in advance their ends (what will be done) and means (how they will be done). According to Chiavenato (2000), planning defines where it is intended to go, what should be done, when, how and in what sequence. Still according to the same author, planning gives direction, reduces the impact of change, minimizes waste and redundancy and sets standards to facilitate control.

We know that the situations that companies will face are different from those already faced in the past and that for each strategic decision the company needs to take into account the influences of the environment in which it operates, monitoring changes so that they do not interfere negatively in achieving the planned goals . In reality, planning requires a lot of time and it is often difficult to clearly measure benefits and results. Still, efficient planning brings numerous advantages to organizations.

Stopandolph (1977), the two most important benefits of planning are:

➢ Being able to do more things in less time and with more satisfactory results. In other words, it will make our jobs easier and clearer;

➢ Making greater profits and progress for us, both as individuals and as a corporation.

Çhiavenato and Sapiro (2009) emphasize that planning must seek to maximize results and minimize deficiencies, respecting the principles of greater efficiency, effectiveness and effectiveness. These authors found that:

"Evidence shows that organizations that strategically plan, in general, achieve a superior performance than the others. Successful organizations seek an

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appropriate match between the conditions of the external environment and their strategy. In turn, the strategy defines the organizational structure and internal processes in order to achieve highly positive effects on organizational performance "(CHIAVENATO; SAPIRO, 2009, p.30).

3.3.1. STRATEGIC PLANNING

Strategic planning is the long-term global planning that involves the organization as a whole. It can be defined as a management process aimed at adapting the company's objectives and resources to changes in market opportunities.

In practice, this means planning in a way that the company will discover and take advantage of opportunities in the most intelligent and compatible way with its resources (money, human, intellectual capital, differentiated products, other advantages in relation to competitors), setting objectives (what is desired) achieve) and possible strategies (how to reach the objectives).

This all guides the company to the market, making it more competitive. Soon, strategic planning becomes a fundamental tool in business management, as it transforms the company's activities into clear strategies, in addition, aligns the vision of managers and directs resources, an excellent way to win customers and the market.

For Rasmussen (1990), strategic planning, by definition, means planning the future in the face of psychological and physical limitations and the strengths and weaknesses of an organization, considering changes in the behavior of the macro environment regarding the economic, political, technological, social, ecological, legal, geographic, demographic and mainly competitive.

Oliveira (2009), says that in the elaboration of the strategic planning three operational dimensions are foreseen: the design, the elaboration and the implementation. The design includes the methodological structure of the process and the professional who will assist in the preparation. The elaboration is responsible for identifying the opportunities and threats of the environment, assessing the strengths and weaknesses and their ability to take advantage of the opportunities, explaining the objectives and goals to be achieved and developing ways to carry out the strategies. The implementation will involve organizational matters, the information system, budgeting, incentive systems, the training and leadership needed to develop the process and put it into practice.

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Usually, strategic planning goes in logical steps, from top to bottom, starting from a broad vision to more specific objectives, enumerating the tasks, assigning responsibilities and based on premeditation and technical analysis.

The importance of making strategic planning is explained by the turbulence and uncertainties that the macroenvironment faces today. And this is also the reason for its maintenance, which seeks to answer basic questions, such as: Why does the organization exist? What and how does it do? What environment is it operating in? Where does she want to go? How to get there?

The answers to this set of questions make it possible to structure the strategic plan, which is the flexible set of consolidated information, which serves as a reference and guide for organizational action, and can be considered as a compass for the members of a given organization. Thus, for the implementation of this planning in the organization, it is necessary to have a schedule that defines the necessary activities and to know what is the time to execute these activities. Such a task in general belongs to the highest hierarchical level, where the president and the directors of the organization are, so this too is considered the strategic level of the company.

3.3.2. STRATEGIC BUSINESS PLAN

In an organization, we find the strategic business plan, which states the main objectives and goals that the company hopes to achieve in the coming years. two or ten years. For Arnold (1999) a strategic business plan is a statement of broad direction of the company and shows the type of business - the product lines, markets and so on - in which the company intends to operate in the future.

The strategic plan is the responsibility of senior management, who to this end, it uses information from production, marketing, finance and human resources, providing a structure that allows the establishment of objectives and goals for further planning in all segments of the company.

In each of these areas, decisions are continuously made. The type of decision depends on the problem that originated it, since the situations and problems can change

in relation to their nature, urgency and impacts on the organization (MAXIMIANO, 2006).

Dornelas (2008) addresses the importance of the business plan, for:

> "Understand and establish guidelines for your business; manage the company more effectively and make the right decisions; monitor the company's day to day and take corrective actions when necessary; obtain financing and resources from banks, government, SEBRAE, investors, venture capitalists, etc .; identify opportunities and turn them into a competitive differential for the company; establish an effective internal communication in the company and convince the external public (suppliers, partners, customers, banks, investors, associations, etc.) "(DORNELAS, 2008, p. 85).

It is important to clarify that the business plan must be understood as the initial phase of the institution that is being created for the development of a business and that it is a dynamic tool, which always needs to be updated, as directed by Santos and Pereira (1995), as it is an instrument of permanent analysis of the business situation, not only in the phase of creation of the enterprise, but also in the phases of takeoff and consolidation of the company.

CONCLUSION

Over time, the Administration Strategic has been established both in academic banks and in the organizational structure as a fundamental tool for the longevity of the organization, minimizing the natural entropic trend. In addition, strategic planning underpins the structure, objectives, trends and organizational flow of processes, correlating the internal and external environment.

Planning is part of organizational life, part of thinking about the organization in its time and space. The act of planning leads to the construction of possible scenarios, whether positive or negative, allowing the organization to be prepared to facechallenges and also take advantage of possible opportunities.

Thus, joining the administrative act of planning with strategic management, allows managers to define an appropriate business plan for the organization, balancing institutional actions in order to minimize their weaknesses and maximize their strengths.

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In this sense, an organization's business plan becomes the master document for conducting business, regardless of the branch in which the company operates.

It should be noted that the strategy in its most diverse aspects underlies the organizational culture. Bearing in mind that the business strategy must be followed by all levels of the organization, be it strategic, tactical or operational. The clearer the strategy of an organization for its employees, the more executable it becomes. In addition, the strategy must reflect as much as possible the reality of the context in which the organization is inserted. A well-designed strategy, widely disseminated and executed within an organization can be synonymous with business success.

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