

## Imperatives for Enterprise Strategists

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The article deals with the requirements for enterprise strategists. An assumption is made that enterprise strategy formation may be improved by using strategy planning tools, by widening dimensions that describe the types of entrepreneur, and by integrating them into a particular system, i.e. the taxonomy of imperatives. The authors analyze different approaches and work methods of various strategy development schools in Lithuania and abroad as well as extensive literary sources in order to answer which of the main distinguished imperatives has an impact on enterprise strategy formation. This is the major objective of the study.

With reference to the study, the article views the investigated issues from a new perspective while trying to discuss what strategic decisions are reflected in the formed strategy. The quality of such decisions may be perceived as a function of imperatives (requirements, regulations, orders, sophistication, and knowledge) that is based on the information needed for decision-making since the strategy of enterprise activity is always an expression of strategic decisions and their outcome.

The article analyses how the introduced imperatives are implemented by entrepreneurs of different character and how an entrepreneur's character influences strategy formation in small and medium enterprises. First researchers were already to notice the qualities that successful entrepreneurs possess (Carland et al., 1996). According to Zakarevičius and Zuperkiene (2008), leaders' personal qualities have been studied since the beginning of the last century and subject-related qualities have been studied since the middle of the last century; however, a constantly changing organization environment raises new requirements and that is why the indication of leaders' personal and subject-related qualities that correspond them as well as the improvement of quality development is a relevant scientific and practical problem. As the authors claim (Gudonavičius et al., 2008), entrepreneurs of different types perceive the risk differently. Their actions may be understood as a quality function of strategic decision, whereas their competence to act may be perceived as a result of the decision. A positive result of activity is not achieved only due to high level of an entrepreneur's actions; it is also important to make proper decisions for the implementation of formed strategy.

The simple construct explains why more attention should be given to entrepreneurs' personal qualities and to their impact while making strategic decisions.

The methodology of the study is mainly based on a complex analysis of strategy development including a comprehensive logical analysis and synthesis of foreign and local authors' scientific publications, the insights of the authors of the article, questionnaire survey, cluster analysis, and the methods of statistical data processing.

The study method is qualitative and exploratory. Semi-structured testing was used in the work as well as the survey of the following geographical range: enterprise owners (entrepreneurs, leaders, managers) from Kaunas and Šiauliai city and district.

The study revealed that entrepreneurs of different types form different strategies and perform different activities to implement them while using different imperatives. Moreover, the objectives and formation of a strategy depends on strategists' social qualities and social context inside which they act.

Keywords: strategy formation, imperatives, taxonomy of imperatives, decision, tools, cluster analysis, pragmatic leader, charismatic leader.

### Introduction

**Problems and relevance of the study.** Nowadays it is hard to imagine a conversation about business without using the word strategy. Frequent usage of the word makes believe that its meaning is clearly understood. Unfortunately, it is not true. There exist plenty of concepts for the notion of strategy. While preparing imperatives for strategists, it is necessary to evaluate various approaches of established strategy development schools and their work methods. Since the article is a follow-up of another article by the authors (Gudonavičius et al., 2008), the publication discusses different approaches of various schools and different strategy formation of their followers.

The most influential pioneers of the schools are Chandler (1962), Selznick (1957), Ansoff (1965), Drucker (1954), Porter (1980) and others. They were the first to clearly reveal the necessity for leaders' strategic activity in order to achieve good results, and laid a solid foundation for rational methods of decision-making. Such necessity is also indicated by Chandler (1962) who maintains that, in case of large organizations, it is requisite to concentrate long-term strategy coordination into the centre of the company structure. Selznick (1957) offered a concept that a strategy defines the way organization potential competes with the possibility of the external environment. The idea

has been developed into what we now call SWOT analysis. It is the major organization tool to measure strategy efficiency. Reasonable consistency of enterprise advantages and disadvantages with existing threats and possibilities is the basis for strategy formation. The method helps to imagine a strategic situation of an enterprise better.

With reference to Chandler's work, Ansoff (1965) highlighted the aim of a strategy, i.e. he stated the importance of stage analysis (that is used nowadays either). His analysis enables to understand the interval between the point we are going to and the point we want to be. Drucker (1954) was a productive strategy theoretician. He emphasized the importance of objectives. Another constructive contribution was an intellectual capital. Hayashi (2001) noted in his work that the researcher Mintzberg (1988) claimed that the process of strategy formation was not only the usage of reason but is also reflected experiments, investigations, intuition, suspicion and learning. He indicated that the actions were not hierarchical. A group of people teamed to solve an identified problem, find unanimous solution based on their personal knowledge. It is important for the leader of such group to gather a team, the members of which could communicate with each other while finding proper solutions and performing particular actions. Porter (1980), who investigated competitive advantage and its sources thoroughly, has formed a model of five forces. With reference to it, scientists research the possibilities of competitive advantage. This analysis of competitive advantage formation is used as a visual model. It helps to evaluate the significance of factors that condition competitive ability and the development of an industry.

It is possible to state that the initiators of strategy schools proposed major functions of strategy formation and implementation that characterized a paradigm dominant in strategic management.

Lithuanian strategy theoreticians Jucevicius (1998), Vasiliauskas (2000), Vaitkevicius (2006) and others give a lot of attention to strategy formation as well. Today it is important to define what process is and how it is formed. Efficiency and usefulness of final outcome mostly depends not only on tools used for strategy formation (Vaitkevicius, 2007), but also on personal qualities of a leader (or entrepreneur) who forms the strategy (Gudonavicius *et al.*, 2008). A considerable amount of time and energy is wasted to choose the most effective strategy.

**The aim of the article** is to prepare imperatives for strategists and to explore the impact of entrepreneurs' character on strategy formation.

**Tasks of the article are as follows:**

1. To distinguish the taxonomy of imperatives for strategists.
2. To investigate how the introduced imperatives are pursued by various entrepreneurs or leaders considering their character.

**The following study methods were applied:** logical analysis and synthesis of foreign and local authors' scientific publications, the insights of the authors of the article, questionnaire survey, cluster analysis, methods of statistical data processing while applying SPSS and MC Word, MC Excel applications, logical data analysis, and generalization.

## Imperatives for Enterprise Strategists

With reference to the conducted survey of foreign and Lithuanian authors' publications, we claim that the process of strategy creation is developing rapidly. Several distinctive schools that interpret strategy formation differently were established. Nowadays it is not attempted to create one absolute formulation; yet it is more perspective to understand what enterprise strategy is (Porter, 1996) and how the major enterprise strategy should be crafted and developed. In order to respond to the questions, it is necessary to realize what imperatives influence strategy development in an enterprise. Moreover, it is important to discuss the nature of strategic decisions that are reflected in the formed strategy. The decisions that lead to a higher level of efficiency and customer satisfaction than those of competitors are needed. The quality of decisions may be perceived as a function of imperatives (requirements, regulations, orders, sophistication, and knowledge) that is based on information needed for decision-making:

$$\text{Decisions} = f(\text{imperatives} + \text{information}) \quad (1)$$

In the context, several distinguished imperatives are provided:

- **The first imperative – competence to model a situation.** The basis of the process is a holistic presentation of a situation. It includes the competence to perceive the regularities of reciprocity between customer demand and their needs, competitors and the quality of their production and the needs of an enterprise, i.e. its facilities to satisfy consumers' needs. Thus, the major part of strategy formation is the analysis of a present situation using proper assessment criteria. Strategists should know how to use well-known tools of strategic planning: selection analysis, critical factors of success, the analysis of existing and potential competitors as well as that of SWOT or enterprise segmentation (Chandler, 1962; Jucevicius, 1998). However, SWOT analysis is a good diagnostic tool when scenarios have already been anticipated. The method is applied in strategic analysis of all spheres, except a financial one (Clark, 1997).

Variety and discrepancy of initial data determine complexity and changeability of analytical work of strategy formation, encumbers the possibility to model a situation. It is difficult to overestimate the role of the leader analyst: the more he is able to abstract, the clearer are the relations of the components that caused the situation. The capability to switch from a particular trend to an abstract one and vice versa is an important condition for competency of strategic issues. While using the competence, the necessity and possibilities for changes when preparing enterprise strategy are revealed.

- **The second imperative – competence to reveal the necessity for changes in an enterprise.** The intensity of changes in enterprises and organizations under the circumstances of market economy is higher than under those of planned economy. This is explained by higher dynamics of the external environment.

The determination of necessity for changes requires dual capabilities as follows:

- ✓ Leaders and other administrative personnel's readiness to react to the tendencies that arise under the

influence of the factors known in the sphere. As the scientists Johnson and Scholes (1993) maintain, leaders' behaviour may change according to several dimensions, i.e. from repeated actions to innovative actions; from low risk-taking to high one; from a rigid attitude to changes to a flexible one.

✓ Scientific-technical readiness, intelligence, intuition and creative competences that enable to increase competitive ability of an enterprise and to prepare employees to act in case of contingencies considering the combinations of known and unknown factors. The principal rule for a leader is that every employee should understand the strategy so well as the leader or shareholders; and therefore, it is important to ensure the possibilities for employee improvement, their self-sufficiency, creativity and the development of communication and information exchange (Cerniene, 2007).

- **The third imperative – competence to prepare strategy of changes.** Search for rational strategy is an intellectual, creative process in the quest for an acceptable variant of enterprise activity. Its basis is the capability of leaders and specialists to foresee situation development and to create a prospective event “map” out of various factors (Gudonavicius, 2005). Strategists have to know how to work prediction tools and be able to write various scenarios. A scenario is understood as a description of the entirety of factors having the greatest uncertainty that can affect enterprise activity. Surveys performed in various forms (opinion evaluation survey, interview, seminars, research, discussions, questionnaire, etc.) are recommended for the procedure. A lot of decisions are made during a dialogue when the efforts of specialists and leaders have been consolidated despite the difference in units and levels. Experts capable of anticipating the most important future events and trends play an active role in the situation (Bartoseviciene *et al.*, 2004).

- **The fourth imperative – competence to use reliable methods during the period of changes.** According to Kaplinski (2008), the arsenal of strategy formation tools is fairly large and their purposeful usage depends on economic changes and technological advance. The mentioned tools comprises strategic models based on the following methods of operation study: Boston consulting group matrix (BCG Matrix), experience curve (may help estimate the value of production or service provision, Rowe *et al.*, 1989); McKinsey 7S Framework; *Maisigma* profit chart etc. These and other models of strategic planning and management are surveyed in Vaikevicius' work (2006).

- **The fifth imperative – competence to implement strategy.** There is a reciprocal relation between the strategy scientifically validated with a plan and the strategy validated with practical activity of enterprise personnel. On one part, any actions that were not acknowledged in the plan usually appear to be useless; on the other part, the process of reasoning that is not based on practical activity is not successful either. Therefore, enterprise personnel must understand technology while implementing the strategy. Especially the enterprises that emphasize innovative strategy must be ready to adjust themselves to a rapid

market change and technological advance. Their personnel must be creative, cooperate with each other and be able to strive for long-term goals, give proper attention to the quality and quantity of products and services provided, be able to take risks and manage ambiguities and uncertainties. When the groups of personnel clearly understand the content of the strategy and logical strategic objectives, they tend to do everything to achieve them, especially when they see what they can get.

- **The sixth imperative – the importance of entrepreneur imperatives to strategic leadership.** This is a particularly important business concept in the 21<sup>st</sup> century. Hitt and Ireland (2000) emphasize the definition of strategic leadership. It states that strategic leadership is an ability to anticipate, envision, maintain flexibility and empower others to create strategic change when needed. The scientists claim that the entrepreneurs must have entrepreneurial mindset. Being flexible, entrepreneurial mindset or dominant logic is ready to use the advantage of uncertainty while creating strong capabilities for innovations. Being open to novelties, it creates new promising business models. In such a way, product market possibilities are used and competitors are overtaken.

We shall analyse how the introduced imperatives are implemented by entrepreneurs of different character and how an entrepreneur's character influences strategy formation in small and medium enterprises. Some types of entrepreneurs are widely recognized (Hornaday, 1990; Chell and Haworth, 1992). Pioneer researchers have already noticed the qualities possessed by successful business people (Carland *et al.*, 1996). Afterwards, many studies were undertaken to develop the typology of business leaders. According to the authors (Gudonavicius *et al.*, 2008), different types of entrepreneurs perceive risk differently. Their actions may be understood as a quality function of strategic decision and the ability to act perceived as an outcome of the decision:

$$\text{Activity} = f(\text{strategy} + \text{ability to act}) \quad (2)$$

An entrepreneur gifted with an ability to act will not achieve advance if he is not able to make a decision relevant to the formed strategy. The fact, that an entrepreneur may know sufficiently and have enough information to make a relevant decision yet he is not able to develop business since he does not have an ability to act, is even more important.

The simple construct explains why it is necessary to give more attention to entrepreneurs' personal qualities and their influence on strategic decision making.

For instance, it was stated (Gudonavicius *et al.*, 2008), that neurotic character type faces difficulties when there is a need to reduce the degree of control in the enterprise. According to Timmons (1999), such a business person likes self-sufficiency and control better. If this is not suppressed, enterprise development may be retarded and even a critical situation may be caused. There are two major types of crises: endogenic crises (arising from the inside) that are primarily influenced by strategists and other forces inside the enterprise; and exogenic crises (arising from the outside) that are caused by environmental changes.

The followers of entrepreneurship school perceive strategy formation as a process of imagination that originates in the thoughts of a charismatic leader. The school maintains that strategic formation starts in the head of an entrepreneur and is exceptionally focused on the only leader. In such a way, the significance of mind, intuition, experience, intellectual capabilities and wisdom are emphasized (Mintzberg, Ahlstrand, Lampel, 1998). The qualities become strategically important in the business world, particularly in the case of a leaders. They enable an organization to acquire advantage due to a human factor, and their development has a strategic meaning for enterprise success (Savaneviciene *et al.*, 2008).

However, under the circumstances of rapid economic development, there is a greater risk to ground enterprise strategy only on the intuition of a leader-genius or his personal experience (Piktys, 2005). There is a growing need for qualified strategists who not only have experience in strategic management, but theoretical skills as well (the fifth imperative).

Planning proponents stress the value of planning that helps entrepreneurs to foresee environmental changes (the second imperative), cooperate with investors and attract assets. Planning may be helpful for thinking and decision-making (Johnson, 2002) when the interest of decision-makers to support planning and to integrate it into management are conditioned by a high degree of personal responsibility (Ciegis, 2008). Nevertheless, it is proposed that owners plan in a completely different way than a standard textbook model of strategic planning suggests (the fourth imperative). Some scientists defined their way of planning as informal (since the strategies are not recorded and exist only in leaders' thoughts), poor, facile, and of short-term orientation (Miller and Toulouse, 1986). Mintzberg and Water (1985) investigate the value of formal planning to entrepreneurs as they act in intensive, vague situations with a great deal of tension. Most often inconsistent strategy in small and medium enterprises (SMEs) is explained by both the nature of the environment where entrepreneurs act, and by an entrepreneur's personality. Effective strategic decision-making depends on the nature of the environment, i.e. whether it is stable or not (Jucevicius, 1998). Robinson (1982) claims that SMEs, which hire the consultants of strategic planning from other enterprises (from cluster network), work more efficiently.

Piktys (2005) states that more and more enterprises are starting to realize the importance of strategic planning application as one of the conditions necessary for successful enterprise development and try to solve practical problems of such application. Some entrepreneurs, however, rarely are strategists who make long-term plans. On the contrary, their behaviour is instinctive, intuitive and impulsive (Bhide, 1994). Owners-leaders are usually responsible for planning in SMEs. If the leaders are not minded to plan in advance, this imperative will not exist in the enterprise.

When analyzing and describing literary sources, it was noticed that some scientists claim that crises may force an entrepreneur to think and plan in a strategic manner (Aram and Cowan, 1990). Timmons (1999) notes that an underlying reason for a crisis is an entrepreneur whose dominant personality causes reluctance to resign control and leads to managerial mistakes.

Research into strategy in large organizations during the last decade has advanced considerably since 1990. Nevertheless, literature survey reveals imbalance in creation of small enterprise theory. Yet the model proposed by a young scientist Vaitkevicius (2006) distinguishes with high statistical reduction degree of gathered data. The model reflects and analyzes the processes of strategic planning and management in local SMEs. Both the particularity of SMEs in general and the singularities of Lithuanian SMEs in particular are highlighted. The accumulated facts about SMEs leaders' understanding and attitudes enable the improvement of SMEs consultation on the issues of strategy formation as well as the development of relevant specialist training and their continuing professional education.

However, the work of the mentioned author does not contain attempts to understand the connection between a personality and a strategy. Further research is needed on the issue since the role of psychological factors is revealed when forming or choosing a strategy in practice (Kisfalvi, 2002). The imperative still remains vague.

### Study method and study results

The article (Gudonavicius *et al.*, 2008) described a hypothetical study. Qualitative exploratory research method was chosen. A qualitative study is conducted when investigating inductive, subjective and vague processes (preliminary, provisional or inconclusive) of theory creation (as well as those of theory probation in practice). A unique quality of qualitative research is its grounding on practice (Lee, 1999), i.e. it is possible to make changes, alter study objectives and add extra questions when collecting data in the process of the study. It is important to understand that the preliminary processes of sampling comprise analysis and description of a phenomenon. The study process requires a constant link between literature (search strategy should be created in this stage), interview data and analysis (response to the first imperative). A qualitative study is very similar to the decision-making process.

Semi-structured testing was continued in the work as well as the survey of the following geographical range: enterprise owners (entrepreneurs, leaders, managers) from Kaunas and Siauliai city and district. In each group of items (except for the 9<sup>th</sup> item in the questionnaire that has 10 variants according to importance; a respondent has to range the qualities of leader's strategic thinking from the most important to the least important one), respondents are asked to evaluate the correctness and acceptability of a statement out of four possible alternatives. As they could respond freely, some respondents selected only one answer, others marked several acceptable answers. With reference to received answers, leaders may be defined not only as pragmatic and charismatic but also as pragmatists with charismatic qualities and vice versa.

Study data was processed and presented using SPSS (Statistical Package for Social Sciences) software package for statistical information processing as well as MS Word and MS Excel application programmes.

According to the study data, it is possible to conclude that the process of strategy formation depends on a leader's

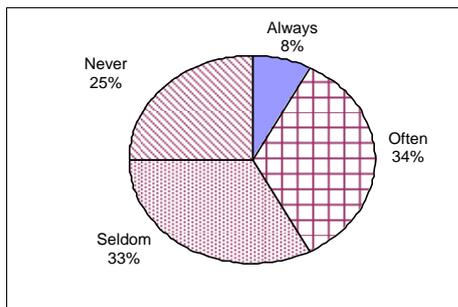
personality and on his experience in critical situations. 14.3 % of leaders are constantly concerned with enterprise strategy formation and its consistent implementation, 49 % – often, 24.5 % – rarely and 12.2 % of them do not implement it at all. Figure 1 shows the distribution of results according to the responses to the question if they implement business development plans/objectives for a period longer than 5 years.

In the context, it is important to define leaders' strategic thinking (see Fig. 2). The summarized data revealed that more than half of the respondents (66.6 %) possess rational strategic thinking; 16.7 % have an insightful one, 9.3 % a creative one, and 7.4 % an intuitive strategic thinking. One has to admit that other answers to

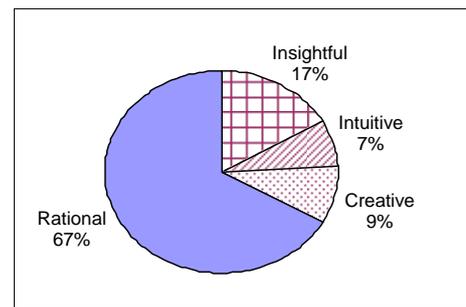
questionnaire items are distributed unevenly.

As it was mentioned above, the ninth questionnaire item had ten possible answers that corresponded the qualities of leaders' strategic thinking and was examined in a different way. According to importance, each response had points from 10 to 1 in a descending order (respondents had to arrange their answers according to the importance as they see it and the authors of the article gave the points for the answers). The distribution of the obtained results is shown in Figure 3.

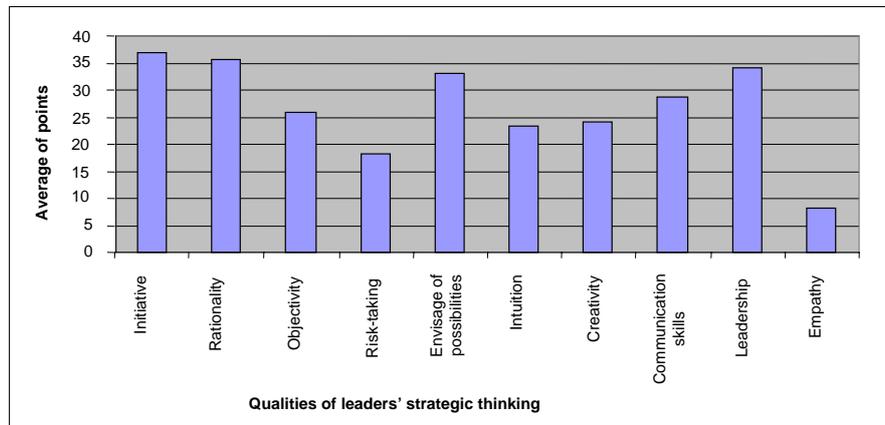
The undertaken study evidences that leaders with such qualities as initiative, rationality, ability to see the possibilities, leadership, etc. were distinguished (see Fig.3)



**Figure 1.** Implementation of business plans/objectives (>5 years)



**Figure 2.** Leaders' strategic thinking



**Figure 3.** Distribution of respondents according to the qualities of strategic thinking

The most interesting finding is that the mentioned qualities were mostly characteristic to the leaders who attributed themselves to pragmatists with charismatic qualities (as indicated in the comments to responses). Such form of questions and answers' presentation was acceptable to the respondents and enabled to receive an open response and comment. According to them, indirect conclusions may be drawn; or the answers are later processed using content analysis (Saparnis and Merkys, 2000).

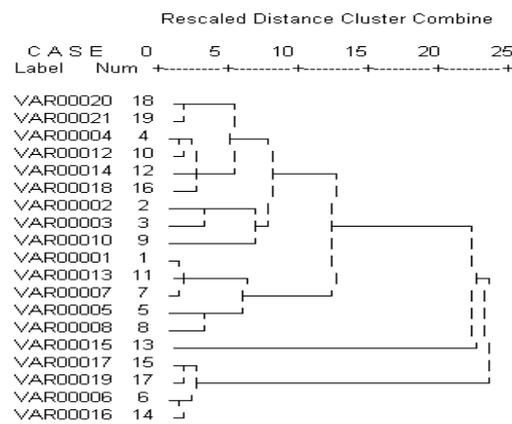
There appeared a possibility to examine not only a comparative weight of questions presented to the respondents and their rated answers, but also to receive

information about entrepreneurs' reaction to variables related in a strategic manner in principle. For the purpose, hierarchical model of cluster analysis was employed that enabled to classify objects according to their various attributes (see Fig.4).

The opinions of questioned leaders were classified using (4 – 2) cluster models. Cluster model was designed with reference to notional relations of cluster components and their rating (see Fig.4). It allowed proposing the dominance of the cluster comprising more than half of the respondents who acknowledge rational way of thinking and act in a strategic manner when making logic decisions and rendering actions acceptable to their enterprise.

\*\*\*\*\*HIERARCHICAL CLUSTER ANALYSIS\*

Dendrogram using Average Linkage (Between Groups)



Size of an enterprise	VAR00001
Who forms leader's authority?	VAR00002
Do you risk your enterprise?	VAR00003
Nature of an enterprise	VAR00004
How strict is a leader with his employees?	VAR00005
Leader's organization	VAR00006
Would you apply the stick and the carrot motivation?	VAR00007
Is it enough for employees to have inner motivation?	VAR00008
What determines the peculiarities of strategic thinking?	VAR00010
Is risk a companion of every leader?	VAR00012
Do you implement plans/objectives (> 5m.)?	VAR00013
Are you concerned with strategy formation?	VAR00014
What is your manner of strategic thinking?	VAR00015
A leader must himself do the tasks on time and not only require.	VAR00016
Search for key factors	VAR00017
Is strict control needed?	VAR00018
A leader must analyze economic, political, legal environmental chng.	VAR00019
A leader must be concerned with implementation of analytic tools	VAR00020
A leader searches for situations that allow strategic choice.	VAR00021

Figure 4. Cluster model of leaders' survey

Another cluster is more modest. It involved the leaders who acknowledge intuitive way of thinking and express a clear opinion to the following questionnaire indicators: VAR00006, VAR00016, VAR00017, and VAR00019 (see Fig.4). It is clear from the obtained context, conducted analysis, and description of literary sources that enterprise leaders may be divided into two statistic categories: pragmatists (with charismatic qualities) and charismatic leaders (with pragmatic qualities). The study revealed that different types of entrepreneurs face different problems. Their actions vary greatly depending on their thinking. The performed study fills certain gaps in literature related to the process of strategy formation.

The study indicates that different types of entrepreneurs form different strategies and perform different actions to implement them using various imperatives. Moreover, strategy objectives and formation pattern depends on social qualities of strategists and on the social context inside which they act. Strategists, as all people, are deeply rooted in a densely woven social system (Whittington, 2001).

### Conclusions

1. Having performed the analysis of scientific literature, the quality of decisions may be perceived as a function of imperatives (requirements, regulations, orders, sophistication, and knowledge) that is based on the information needed for decision making.
2. The following imperatives that influence strategy creation were analyzed and systematized: competence to model a situation; competence to reveal the necessity for changes in an enterprise; competence to prepare the strategy of changes; competence to use reliable methods during the period of changes; competence to implement a strategy; the importance of entrepreneurial imperatives for strategic leadership.
3. With reference to scientific literature survey, it is possible to claim that researchers are more interested in strategies and give less attention to leaders' personal qualities and their impact on strategic decision making.

4. In the process of study, the following dominant types of entrepreneurs' character were identified:
  - Pragmatic leader-entrepreneur. A pragmatist is more cautious, rational and uses more calculations and other means in business. The approach of a pragmatic entrepreneur towards strategy formation was based on a conservative attitude, "clarity of mind", "practicality" and rationality (as indicated in the context of answers).
  - Charismatic entrepreneur has a clear (sometimes idealized) vision of the future, enjoys taking risks, knows how to persuade, is tempered and has ambitious and idealistic goals (as indicated in the quotes).
5. Entrepreneurs' types were distinguished according to the style of decision making, objectives, attitude to risk, degree of commitment to an enterprise, business environment, strategic changes, strategic planning, strategy formation, the implementation of strategic tools, strict control, etc. (the indicators of leaders' survey).
6. The study revealed that the pragmatic type of an entrepreneur is a dominant one. The type may have a greater influence on strategy formation and may form the schemes of incentives and training better than a charismatic type (although it is difficult to define a pure pragmatist or a pure charismatic leader).
7. The objectives of a strategy as well as the means of its creation also depend on social qualities of strategists and social context inside which they act.

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### Imperatyvai įmonių strategijų rengėjams

Santrauka

Straipsnyje nagrinėjami imperatyvai, skirti įmonių strategijų kūrimui. Daroma prielaida, kad įmonės strategijos kūrimas gali būti tobulinamas ne tik strategijos rengimo instrumentais, bet ir plečiant dimensijas, apibūdinančias vadovų tipus, integruojant jas į tam tikrą sistemą – imperatyvų taksonomiją, skirtą įmonių strategijų rengėjams.

Remdamiesi atlikta užsienio ir Lietuvos autorių darbų apžvalga teigiame, kad strategijų kūrimo procesas sparčiai plėtojasi. Susikūrė per keliolika savitų mokyklų, kuriose skirtingai interpretuojama strategijos formulė. Šiandieną nesistengiama sukurti vienos išgrynintos formulės. Perspektyviau yra suvokti, kas yra įmonės strategija? Kaip sukurti ir išplėtoti pagrindinę įmonės strateginę liniją? Tam, kad atsakytume į šiuos klausimus, reikia iš pradžių suprasti, kokie imperatyvai daro įtaką strategijos kūrimui.

**Straipsnio tikslas** – parengti imperatyvus strategijos rengėjams ir iširti, kokią įtaką verslo vadovų charakteris daro strategijos kūrimui.

#### Uždaviniai:

1. Išskirti imperatyvų taksonomiją strategijų rengėjams.
2. Panagrinėti, kaip pateikti imperatyvai vykdomi skirtingų verslininkų arba vadovų, atsižvelgiant į jų charakterį.

**Tyrimo metodai:** užsienio ir šalies autorių mokslinės literatūros loginė analizė ir sintezė, straipsnio autorių išvalgos, anketinė apklausa, klasterinė analizė, statistinių duomenų apdorojimo metodai taikant SPSS ir MC Word, MC Excel programas, loginė duomenų analizė, apibendrinimas.

Straipsnyje autoriai analizuoja atskirus Lietuvos ir pasaulio susiformavusių strategijos kūrimo mokyklų skirtingus požiūrius, darbo metodus, taip pat plačią literatūrą, norėdami sužinoti, kurie pagrindiniai imperatyvai daro įtaką įmonių strategijos kūrimui.

Šis tyrimas padeda straipsnyje naujai analizuoti nagrinėjamus klausimus, bandoma aptarti ir tai, kokie strateginiai sprendimai atsispindi suformuotoje strategijoje. Tokių sprendimų kokybė gali būti suprantama kaip imperatyvų (reikalavimų, nurodymų, paliepimų, išmanymų, žinojimų) funkcija, besiremianti informacija, reikalinga sprendimams priimti, nes įmonės veiklos strategija visuomet yra tam tikrų strateginių sprendimų išraiška ir jų rezultatas:

$$\text{Sprendimai} = f(\text{imperatyvai} + \text{informacija}). \quad (1)$$

Pateiksime šiam kontekste keletą išskirtų imperatyvų:

- **Pirmasis imperatyvas** – mokėjimas modeliuoti situaciją.

Racionaliosios strategijos paieška – intelektualus, kūrybinis priimtino įmonės veiklos varianto paieškos procesas. Jo pagrindas – vadovų ir specialistų sugebėjimas numatyti situacijos vystymąsi ir iš atskirų faktorių sukurti būsimų įvykių „žemėlapi“ (Gudonavičius, 2005). Strategijos kūrėjai turi mokėti panaudoti gerai žinomas strateginio planavimo priemones: rinkinių analizę, kritinius sėkmės veiksnius, esamų ir potencialių konkurentų bei SWOT analizę ar verslo segmentavimą (Chandler, 1962; Jucevičius, 1998). Tačiau SWOT analizė yra geras diagnostikos įrankis tuomet, kai jau yra numatyti scenarijai. Šis metodas taikomas visų sričių, išskyrus finansų, strateginėje analizėje (Clark, 1997).

- **Antrasis imperatyvas** – sugebėjimas atskleisti pokyčių įmonėje būtinybę.

Pasikeitimų būtinumui nustatyti reikalingi dvejopi sugebėjimai:

- ✓ Vadovų ir kitų valdymo darbuotojų pasirengimo reaguoti į tendencijas, kylančias dėl žinomų veiksnių įtakos šioje srityje. Kaip teigia mokslininkai (Johnson G., Scholes K. (1993), vadovų elgesys gali kisti pagal keletą dimensijų: nuo kartojamojo elgesio iki inovacinio elgesio, nuo žemo rizikos prisiėmimo laipsnio iki aukšto ir nuo nelankstaus pokyčiams iki lankstaus pokyčiams.
- ✓ Mokslineo techninio pasirengimo, intelekto, intuicijos, kūrybinių sugebėjimų, leidžiančių, atsižvelgiant į žinomų ir nežinomų veiksnių kombinacijas, padidinti įmonės konkurencingumą ir parengti darbuotojus veikti nenumatytomis aplinkybėmis. Pagrindinė vadovo taisyklė: kiekvienas darbuotojas turi suvokti strategiją taip pat gerai kaip ir vadovas ar akcijų savininkai, todėl čia svarbu užtikrinti darbuotojų tobulėjimo galimybes, jų savarankiškumą, kūrybiškumą bei komunikacijos ir informacijos mainų plėtrą (Černienė, 2007).

- **Trečiasis imperatyvas** – sugebėjimas parengti pakeitimų strategiją.

Strategijos kūrėjai turi mokėti valdyti prognozavimo instrumentariją ir sugebėti rašyti įvairius scenarijus. Scenarijus suprantamas kaip didžiausią neapibrėžtumą turinčių faktorių, galinčių paveikti įmonės veiklą, visumos aprašymas.

- **Ketvirtasis imperatyvas** – sugebėjimas per pakeitimų laikotarpį taikyti patikimus metodus.

Strategijos kūrimo priemonių visumą sudaro strateginiai modeliai, pagrįsti operacijų tyrimo metodais: Bostono konsultacinės grupės matrica (BKG); patyrimo kreivė (gali padėti nustatant produkto gamybos ar paslaugų teikimo patirties vertę (Rowe ir kt., 1989), McKinsey „7S“ struktūros modelis, „Maisygos“ pelno grafikas ir t. t. Šie ir kiti strateginio planavimo ir valdymo modeliai yra apžvelgti S. Vaikevičiaus darbe (2006).

- **Penktasis imperatyvas** – sugebėjimas įgyvendinti strategiją. Įmonių darbuotojai turi būti kūrybingi, bendradarbiauti vieni su kitais, sugebėti siekti ilgalaikių tikslų, skirti tinkamą dėmesį tiekiamam produktui ir paslaugų kokybei ir kiekybei, sugebėti rizikuoti ir sėkmingai susidoroti su dviprasmybėmis ir netikrumais.

- **Šeštasis imperatyvas** – antreprenierių imperatyvų svarba strateginei lyderystei.

Tai ypatingai svarbus verslo konceptas XXI a. Hitt M. ir Ireland R. (2000) pateikia strateginės lyderystės apibrėžimą. Strateginė lyderystė yra gebėjimas nujausti, išžvelgti, išlaikyti lankstumą ir sudaryti galimybę kitiems kurti strateginius pokyčius tada, kai būtina. Mokslininkai teigia, kad šie aukščiausio lygio vadovai (antreprenieriai) turi ir antreprenieriškai mąstyti. Antreprenierinė mąstysena arba dominuojanti logika, būdamos lanksčios, yra pasirengusios pasinaudoti netikrumo panašumu, kuriant stiprius pajėgumus inovacijoms. Būdamos imlios naujovėms, kuria naujus daug žadančius verslo modelius. Taip išnaudojamos produkto rinkos galimybės ir aplenkiami konkurentai.

Straipsnyje nagrinėta, kaip pateiktieji imperatyvai vykdomi skirtingo charakterio verslininkų, ir kaip verslininko charakteris daro įtaką strategijos kūrimui smulkiojo ir vidutinio verslo įmonėse. Jau pirmieji tyrėjai atkreipė dėmesį į savybes, kurios būdingos sėkmingiems verslininkams (Carland ir kt., 1996). Buvo atlikta daug tyrimų, siekiant išplėtoti verslo lyderių tipologiją. Kaip teigia autoriai (Gudonavičius ir kt., 2008), skirtingi verslininkų tipai skirtingai suvokia riziką. Jų veikimas gali būti suprantamas kaip strateginio sprendimo kokybės funkcija, o sugebėjimas veikti - kaip šio sprendimo rezultatas:

$$\text{Veikla} = f(\text{strategija} + \text{sugebėjimas veikti}). \quad (2)$$

Teigiamas veiklos proceso rezultatas nėra pasiekiamas vien tik dėl didelio verslininko veiklumo. Taip pat svarbu priimti tinkamus sprendimus sukurtai strategijai įgyvendinti. Dar svarbiau tai, jog verslininkas gali turėti pakankamai informacijos, kad priimtų tinkamą sprendimą, bet negali tobulinti verslo dėl to, jog nepasizymi gebėjimu veikti atsižvelgiant į priimtą sprendimą.

Šis paprastas konstruktas paaiškina, kodėl reikia skirti daugiau dėmesio verslininkų asmeninėms savybėms ir jų įtakai priimant strateginius sprendimus.

Buvo pusiau struktūrizuoti apklausti Kauno ir Šiaulių miestų bei apskričių įmonių savininkai: verslininkai, vadovai, vadybininkai. Susisteminti duomenys atskleidė, kad daugiau kaip pusės respondentų (66,6 proc.) strateginio mąstymo būdas yra racionalus, 16,7 proc. – išvalgus, 9,3 proc. – kūrybiškas, 7,4 proc. – intuityvus. Atsirado galimybė tirti ne tik pateiktų respondentams klausimų ir jų reitinguotų atsakymų lyginamąjį svorį, bet ir gauti informacijos apie tokį patyrimą, kaip įmonių vadovai reaguoja į strategiškai susijusius kintamuosius (klausimus) apskritai. Tam tikslui buvo taikytas klasterinės analizės hierarchinis modelis.

Verslininkų tipai buvo išskirti pagal sprendimų priėmimo stilių, tikslus, požiūrį į riziką, išsipareigojimų įmonei laipsnį, verslo aplinką, strateginius pokyčius, strateginį planavimą, strategijos formavimą, strateginių instrumentų diegimą, griežtą kontrolę ir t. t. (vadovų apklausos indikatoriai). Tyrimas parodė, kad dominuoja pragmatiškas verslininko tipas. Šis tipas gali daryti didesnę įtaką strategijos kūrimui nei charizmatinis tipas (nors gryną pragmatiką arba gryną charizmatiką sunku apibrėžti), sudaryti skatinimo ir mokymo schemas.

Tyrimas rodo, kad skirtingi verslininkų tipai, naudodamiesi skirtingais imperatyvais, kuria skirtingas strategijas ir atlieka skirtingus veiksmus, kad jas įgyvendintų. Be to, strategijos tikslai ir sukūrimo būdai priklausė nuo strategų socialinių savybių ir socialinio konteksto, kurio viduje jie veikia.

Raktažodžiai: *strategijos formavimas, strategijos formavimas, imperatyvai, imperatyvų taksonomija, sprendimai, instrumentarijus, klasterinė analizė, pragmatiškas vadovas, charizmatiškas vadovas.*

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