

**ZNAČAJ STRATEŠKOG UPRAVLJANJA  
ZA RAST I RAZVOJ POSLOVNIH SISTEMA****THE IMPORTANCE OF STRATEGIC MANAGEMENT FOR GROWTH  
AND DEVELOPMENT OF BUSINESS SYSTEMS****Zoran Lukić**Univerzitet u Banjoj Luci, Ekonomski fakultet u Banjoj Luci, Bosna i Hercegovina  
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Pregledni članak

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Review paper

**REZIME**

*Savremeni uslovi poslovanja postaju sve veći izazov za definisanje strategija poslovanja i odlučivanja. Poseban problem utičaja sve većeg broja faktora se definiše kod strateških oblasti iz javnog sektora. U cilju kvalitetnog odlučivanja, top menadžment preduzeća mora imati veliki broj kvalitetnih i blagovremenih informacija. Tržišna orijentacija preduzeća je kontinuirani proces koji polazište ima u posjedovanju informacija sa tržišta, njihovoj interpretaciji u mehanizmima preduzeća, te u kvalitetnoj analizi tih podataka u cilju donošenja efikasnih odluka. U procesu stvaranja, alokacije informacija u preduzeću i reakciji na tako prikupljene informacije učestvuju sve organizacione jedinice, kao i svi nivoi menadžmenta. Pri tome je cjelokupan proces okrenut prema stvaranju uslova za profitabilno poslovanje, ali i za maksimalno zadovoljenje potreba potrošača. Top menadžment u skladu sa tim mora da vodi adekvatnu stratešku politiku planiranja i funkcionisanja, koja u sebe uključuje dinamiku među organizacionim jedinicama, te takvu organizacionu strukturu koja određuje i omogućava tržišnu orijentaciju. Kao rezultat procesa provođenja svih elemenata strateškog menadžmenta, razvijaju se sposobnosti preduzeća koje predstavljaju preduslov za ostvarivanje konkurentskih*

**ABSTRACT**

*Contemporary conditions of business operating are becoming a growing challenge for the definition of business operating and electing strategies. A special problem for the growing influential factors is being defined in the strategic domains from public sectors. For the aim of high quality elections, the top management of a company needs to be provided with many pieces of proper and up-to-date information. The commercial orientation of a company is a continuative process which has its roots in the possession of information from marketplaces, their interpretations in the mechanisms of companies, as well as in the proper analysis of these information for the aim of making efficient decisions. In the process of creating, the allocations of information in a company and in the reaction of the information collected in such a way, all organizational teams are being involved, as well as all levels of management. All this process is aimed at creating conditions for making a profit in business and also for the maximum satisfaction about clients' needs. According to this, the top management has to lead an adequate policy of planning and functioning which includes dynamics among organizational units and an organizational structure which defines and enables marketplace orientation. As a result of the conducting process of all elements from the strategic management, the capacity of a company is developing and represents a prerequisite for gaining competition benefits*

*prednosti koje se ostvaruju kod potrošača, zaposlenih i putem poslovanja preduzeća. U donošenju poslovnih, a, posebno, strateških odluka, koriste se informacije o potrošačima, ali i informacije iz okruženja koje mogu uticati na reakciju preduzeća. Iz svega navedenog, može se zaključiti da analiza potrošača i praćenje prilika i prijetnji, odnosno uticaja internih i eksternih faktora, omogućava tržišno orijentisanom preduzeću da ostvari konkurentske prednosti, ali, istovremeno, da stvori sve uslove za kontinuiran rast i razvoj.*

**Ključne riječi:** strateško planiranje, strateško upravljanje, poslovni sistemi, faktori poslovanja, efikasna organizacija, rast i razvoj preduzeća.

*which are accomplished by customers, employees and company operations. In making business decisions, especially the strategic ones, customers' information are used, as well as the information from the surroundings that may have an effect on the activities of a company. From all these statements, it can be concluded that the analysis of customers and keeping up with opportunities and threats (the influence of internal and external factors) enables a market-oriented company to gain competition benefits and, simultaneously, to make conditions for the continuative growth and development.*

**Keywords:** strategic planning, strategic management, business systems, business factors, efficient organization, the growth and the development of a company.

## UVOD

### Metodološke napomene

Predmet istraživanja rada je na koji način utiče strateško odlučivanje na poslovanje preduzeća iz javnog sektora, posebno u uslovima značajnog uticaja većeg broja faktora kao što su promjene institucionalnog sistema, odnosno usljed primjene EU direktive i razvojnog stadijuma posmatranog poslovnog sistema.

### Problem istraživanja

Pristupanje EU je strateški cilj BiH i opšti interes svih građana, kao i put neophodnih ekonomskih, političkih i socijalnih reformi koje je potrebno realizovati u procesu integracija. Iskustvo zemalja članica govori o tome da članstvo u EU utiče, direktno ili indirektno, na gotovo svaku sferu društvenog života. U skladu sa tim, osnovni problem u ovom radu se posmatra kao pitanje *Kako strateški menadžment mora odlučivati u cilju efikasnog funkcionisanja preduzeća pod uticajem većeg broja faktora?*

## INTRODUCTION

### Methodological observation

The object of this observation is to define the impact of strategic resolutions on business conducting from public sector, especially in the conditions of remarkable influence of many factors, such as the changes of institutional system, which means during applying the directive of the EU and the developing system of the observed business system.

### The problem of research

Becoming a member EU is the strategic goal and the general benefit of all citizens, as well as the way of the essential economic, political and social reforms needed to be realized in the process of integration. The experience of its country members implies that being a member of the EU directly or indirectly influences almost every sphere of social life. According to this, the main problem in this paper is in the form of a question (*In what way the strategic management needs to make decisions when the goal is to make a company function efficiently under the influence of a great amount of factors?*).

## Cilj istraživanja

Cilj istraživanja je predvidjeti ekonomske izazove koji stoje u viziji preduzeća i kako donositi efikasne strateške odluke. Utvrditi buduće perspektive razvoja predmetnog preduzeća i na koji način bi došlo do velikih organizacionih promjena unutar samog preduzeća.

## Glavna hipoteza

*Strateški orijentisan top menadžment preduzeća mora pružiti brze i adekvante odgovore na sve dolazeće prilike i prijetnje iz okruženja.*

## Pomoćna hipoteza

Strateško odlučivanje i planiranje je osnov za stvaranje uslova rasta i razvoja preduzeća.

Metodom slučaja prikazaće se sadašnja situacija u poslovnim sistemima, kao i odnos preduzeća i okoline, te, korištenjem navedene metode, odgovoriti na pitanje da li preduzeće ima potencijala za dalji rast i koja je strategija najprimjerenija s obzirom na postojeću situaciju u preduzeću i okolini? Za analizu poslovanja preduzeća koristiće se *Growth-change profile*, odnosno model rasta i situacijska analiza. Modelom rasta procijenjen je potencijal za rast preduzeća kroz portfolio ideju, resurse, iskustva, kontrolu i vodstvo. Korištenjem situacijske analize, procijenjena je sadašnja sposobnost preduzeća u povezivanju prilika i snaga preduzeća, odnosno minimiziranju slabosti i prijetnja korištenim strategijama.

## ZNAČAJ STRATEŠKOG MENADŽMENTA

Način realizacije strateških ciljeva i stratejskih odluka jednog preduzeća razvija se u procesu implementacije ciljane strategije. Svako preduzeće treba da ima definisane ciljeve, čijom bi se realizacijom u budućnosti

## The goal of the research

The goal of the research is to predict the economic challenges that are part of the vision of a company and how to make efficient strategic decisions. Also, it is important to establish the future perspective in the development of a certain company and the way of the great organizational changes to be made within the company.

## The main hypothesis

*Strategically oriented top management of a company needs to make fast and adequate responses to all future advantages and disadvantages coming from the surroundings.*

## An additional hypothesis

The strategic resolution and planning is the basis for making growing conditions and conditions for the development of a company.

By the technique of a case study, the current situation in business system will be presented, as well as the relation between the companies and the surroundings, and by using this technique it will be responded to the question of the company potential for the further growth and which strategy is the most adequate considering the current situation in the company and the surrounding. For the analysis of company business it will be used *Growth-change profile* and the situation analysis. By using the *Growth-change profile* it is estimated the potential for the growth of companies through the idea of portfolio, resources, experiences, control and leadership. By using the situation analysis, it is estimated the current capability of the companies in relating the opportunities and the capacities of the companies, which means minimizing the weaknesses and the disadvantages of the used strategies.

## The importance of strategic management

The manner of realization of the strategic goals and strategic decisions of a company develops in the process of implementation of the aiming strategy. Every company needs to define its goals and through their realization in the future it

znatno povećao tržišni položaj u užem i širem okruženju preduzeća u kojem on djeluje. Stoga, stvaranje adekvatne podloge za njihovu realizaciju je svakako na menadžmentu preduzeća, kao i definisanje određenih strateških ciljeva. U širem smislu, pod pojmom strategije većina autora podrazumijeva temeljnu upravljačku odluku kojom su obuhvaćeni ciljevi i politike. U užem smislu shvatanje pojma strategije, prema mišljenju većine autora, je da formulisanje strategije započinje nakon što su definisani ciljevi i politike preduzeća i ona predstavlja plansku odluku kojom se utvrđuju načini ostvarivanja ciljeva preduzeća. Strategija predstavlja način ostvarenja ciljeva. Strateški menadžment je inače novijeg datuma i primjenjuje se tek od druge polovine dvadesetog vijeka. "Formulisanje strategije i vođenje poslovanja organizacije u skladu sa njom je novijeg datuma. Praktikuje se tek nakon II svetskog rata. Tad se javlja ideja da je strateško planiranje i implementacija strateških planova zaseban proces menadžmenta, onaj koji danas zovemo strateški menadžment." (Babić i Lukić, 2009, str. 122).

### Strateško upravljanje

Prilikom definisanja strategije preduzeća uzimaju se u obzir *realnosti* iz okruženja i ona se temelji na prilikama u okolini i na prednostima preduzeća koje ono ima u poređenju sa konkurencijom. Strategija za krajnji rezultat mora imati *uspjeh*, gdje preduzeće mora koncentrisati svoje ograničene resurse i sposobnosti tamo gdje je vrijednost uspjeha najveća, i mora biti *optimalna*, da se zasniva na mogućnostima preduzeća i realnim ciljevima. Strategija se može definisati kao model sadržaja, namjera, odluka ili ciljeva i temeljnih politika, te planova kojim se žele postići postavljeni ciljevi. Poslovnu strategiju su definisali i drugi autori, pa je određuju četiri komponente: karakteristike proizvoda kojim preduzeće nastupa na tržištu koga karakterišu pojedina obilježja, odnosno radi se o proizvodu kojim preduzeće nastu-

would be a greater marketplace in the narrow and wide surrounding of the operating company. So, creating an adequate basis for their realization is certainly up to the management of the company, as well as defining certain strategic goals. In a wider sense, by the notion of strategy, the majority of authors purport the thorough management resolution that involves the goals and policies. In a more narrow sense, according to most authors, the defining of a strategy begins after the goals and the policies of the company are being defined, and it represents a planning decision through which the ways of accomplishing the goals of a company are being defined. The strategic management dates back from recent times and it is applied to companies from the second half of the twentieth century. 'The definition of the strategy and the business guidance of the organization according to its capacities dates back from recent times. It is applied only after WWII. It is then when the idea of strategic planning and the implementation of strategic plans is seen as a separate process of management, the one that we call strategic management nowadays.' (Babić & Lukić, 2009, p. 122).

### The strategic management

When the strategies of the company are being defined, the *practicalities* from the surrounding area are being taken into account and it is based on the opportunities in the surroundings and on the advantages of the company when being compared to other companies. The final result of the strategy has to be *successful*, the company has to concentrate all its limited resources and capacities where the value of the success is at its greatest. It has to be *optimal* and needs to be based on the possibilities of the company and its real goals. The strategy may be defined as a model of contents, intentions, decisions or goals and crucial policies, likewise the plans needed for the accomplishment of previously arranged goals. The business strategy is defined by other authors as well and it is determined by the following four components: characteristics of a product being presented at the marketplace and defined by certain distinctions (a product which a company rep-

pa na sadašnjem tržištu, promjene karakteristika proizvoda ili tržišta, konkurentske prednosti preduzeća na pojedinim područjima u odnosu na konkurentska preduzeća i sinergički efekat, promjene karakteristika proizvoda ili tržišta, konkurentske prednosti preduzeća na pojedinim područjima u odnosu na konkurentska preduzeća i sinergički efekat.

*Strateški pristup* podrazumijeva planiranje promjena karakteristika sadašnjih proizvoda i tržišta, ali ističući prednosti pred konkurentima.

*Konačni cilj* je utvrđivanje novih proizvoda ili proizvoda sa bitno promijenjenim karakteristikama koji garantuju veći uspjeh na tržištu. Neki autori su se, posebno krajem ovog vijeka, intenzivno bavili procesom kojim se definišu ciljevi ali i realizuju, tj. definisali su neke minimalne uslove, odnosno crte strateškog upravljanja, a to podrazumijeva sljedeće: (1) određivanje i izbor cilja, (2) određivanje i izbor strategije, (3) razrađivanje strategije, (4) određivanje organizacijske strukture i sistema, te procesa na temelju poštovanja uticaja okoline, (5) kontrola strategije.

Prema prethodno navedenim elementima strategije, odnosno strateškog upravljanja, može se zaključiti da taj proces počinje od opštih pogleda na budućnost, pa prema posebno definisanim načelima i izvršnim komponentama.

Dakle, treba najprije imati određenu viziju te odrediti misiju kao temeljne strateške komponente.

U tom slučaju uvijek treba imati u vidu određene već poznate stilove djelovanja, ali nikada ne zaboraviti osnove etičkog ponašanja.

Za uspješno definisanje strategije potrebno je proučiti uticajne eksterne i interne faktore okoline preduzeća, te koristiti poznate metode za utvrđivanje poslovnih strategija.

*Strateško upravljanje* je moguće definisati tek ako se utvrdi način realizacije i pristu-

resents at current marketplaces), changes of the product or marketplace characteristics, the advantages of companies at certain marketplaces when being compared to other competing companies and their synergistic effect, changes of product or marketplace characteristics, the advantages of companies at certain marketplaces when being compared to other competing companies and their synergistic effect.

*The strategic approach* means planning changes in the characteristics of the current products or marketplaces but asserting the advantages in the view of competitors.

*The final goal* implies assertion of new products or products with crucially changed characteristics which guarantee greater success at marketplace. Especially at the end of this century, some authors have been intensively working on the process of defining and realization of certain goals, which means that they have defined some minimal conditions, ways of strategic management, which comprises: (1) assessment and the election of a goal, (2) assessment and the election of a strategy, (3) elaboration on a strategy, (4) assessment of organizational structure and system, as well as a process based on respecting the influence of environment, (5) control of strategy.

According to the previously mentioned elements of a strategy or strategic management, it can be concluded that the process begins from the general views on future, according to specially defined rules and accomplished components.

Hence, the vision has to be developed and the mission needs to be defined as the crucial starting point of a strategic component.

In such cases, there are always some already determined styles of operating, although the fundamental parts of ethical behaviour are never to be forgotten.

For the successful defining of a strategy, influential internal and external factors of company environment need to be studied, and already known methods for the determination of business strategies are to be used.

*The strategic management* can be defined only if the manner of realization is deter-

pi kontroli i analizi. Strateško upravljanje se definiše kao trajan proces prilagođavanja preduzeća okolini te proces njegovog uticaja na okolinu u skladu sa svrhom i ciljevima preduzeća.

Za preduzeće strateško upravljanje nije proces izrade planova „radi potreba izrade tih planova”.

Planovi su postojali sami sebi svrhom. Tako je bilo potrebno uvesti cjelovito strategijsko planiranje i izvođenje, a to je osnovna karakteristika strateškog upravljanja.

### Strategijske komponente

Već je poznato da manja preduzeća, i to u svim sistemima, imaju određene slabosti. Zato i u razvijenim privredama mnoga preduzeća, relativno brzo, nakon osnivanja dolaze u poteškoće. Iz analize uzroka propasti preduzeća može se zaključiti da je pri osnivanju, kao i kod svake promjene stanja, bitno imati utvrđen i jasan pogled na budućnost, dakle, viziju. U načelu, imati viziju znači, u poslovnom smislu, utvrditi kako doći tamo gdje bismo željeli biti. Prema Joan Gillman sa Sveučilišta Madison (USA, NViskonsin) vizija se sastoji od sljedećeg: (1) pozitivna slika onoga što je mogućnost u budućnosti, (2) poželjna budućnost preduzeća, (3) poželjni dugoročni cilj, (4) vizija može biti složena ili jednostavna, opširna ili koncizna, ali mora biti izazivajuća, angažovana i iskrena, (5) vizija vas mora natjerati da se potrudite.

Strategijski ciljevi moraju biti jasni i precizno definisani, jer se samo tako mogu odrediti sredstva i metode realizacije. Ciljevi moraju biti realni, odnosno ostvarivi. Oblikovanje strategijskih ciljeva podrazumijeva utvrđivanje opštih tendencija vezanih za poslovanje preduzeća, gdje je bitno: (1) stabilno poslovanje preduzeća u budućnosti, (2) proširenje udjela proizvoda i usluga na tržištu, (3) unapređenje poslovanja, odnosno poslovnih funkcija, razvoj novih proizvoda i usluga, (4) ostala unapređenja,

mined and if there is an access to the control and analysis. Strategic management is defined as a continuative process of company adjustment to the environment according to the aim and goals of a company.

To a company, strategic management is not the process of making plans ‘for the necessity of making those plans.’

Plans have been made for its own purpose. Also, it has been necessary to invent the whole strategic plan and conduction, which is the main characteristic of every strategic management.

### Strategic components

It is already known that minor companies, in all systems, have their own deficiencies. Hence, it happens that even in the developing economies many companies, in relatively small period of time after the foundation, encounter difficulties. By analyzing the cause of ruining the business of companies, it can be concluded that at the very beginning of its foundation it is important to have a predetermined and clear view considering future, which means that the vision needs to exist first. All in all, to have a vision in a business sense means finding the way of reaching the goal wanted to be achieved. According to Joan Gillman from the University of Madison (Wisconsin, USA), the vision implies: (1) positive perspective of possibilities in the future, (2) desirable future of a company, (3) desirable long-lasting goal, (4) a vision can be complex or simple, general or concise, but it has to be challenging and faithful, (5) a vision needs to engage all your capabilities.

The strategic goals have to be clearly and precisely defined, since it is the only way of determining the means and methods of realization. The goals have to be realistic, which means that their achievement can be possibly made. Shaping of strategic goals means determining general tendencies related to business operation of companies and there are some important issues related to this: (1) stability of business operating in the future, (2) spreading the share products and services on the market, (3) advancing the level of business operation of business functions, creating new products and services, (4) other advancing

a u uslovima tranzicije su posebno izraženi procesi restrukturisanja.

*Karakteristike strategijskih ciljeva su:*

1. bitnost označava da je postizanje tog cilja presudno za uspjeh preduzeća,
2. mogućnost kontrole potrebna je da bi se uticalo na odabir bilo koje varijante u procesu odlučivanja,
3. potpunost označava da cilj uključuje temeljne aspekte posljedica koje izaziva odabir neke varijante,
4. mjerljivost je svojstvo preciznog utvrđivanja na kojem se stepenu postiže neki cilj,
5. operativnost ukazuje da postoje informacije koje opravdavaju prihvatanje upravo tog cilja,
6. mogućnost dekompozicije je potrebna da bi se pojedini aspekti cilja mogli samostalno analizirati,
7. neredundantnost je nužna da se izbjegne dvostruko ponavljanje cilja ili njegove sastavnice,
8. sažetost mora redukovati broj ciljeva za analizu odluke i
9. razumljivost mora pospješiti komunikaciju u odlučivanju.

## Okolina preduzeća

### *Eksterna okolina*

Razmatranje eksterne okoline preduzeća podrazumijeva utvrđivanje uticajnih faktora koji indirektno utiču na ponašanje i promjene u preduzeću. Dijeli se na tri dimenzije: (1) ekonomska dimenzija, (2) političko-pravna dimenzija, (3) socio-kulturna dimenzija.

Menadžment ima dva osnovna pitanja u vezi s okolinom, a to su: (1) Kako okolina utiče na preduzeće? (2) Kako preduzeće odgovara na uticaje iz okoline?

strategies, and in times of transition the reconstruction processes are especially dominating.

*Characteristics of strategic goals:*

1. being crucial means that the achievement of a goal is of crucial importance for the success of companies,
2. capability of controlling is required to influence the choice of variants in the process of determination,
3. completion signifies that the goal comprises crucial aspects of consequences being made by choosing a certain variant,
4. measurement is a characteristic of precisely determining the level of achievement of a certain goal,
5. operating signifies the existence of information which support the acceptance of the very goal,
6. possibility of decomposition is needed in order to analyze individually some aspects of a goal,
7. non-redundancy is necessary to avoid the double repetition of a goal or one of its parts,
8. conciseness means reducing the number of goals for the decision analysis,
9. comprehension is necessary in improving the communication of making decisions.

## Company surroundings

### *External surroundings*

Examining the external surrounding of a company implies determination of influential factors which indirectly define the behaviour and changes in a company. It can be divided in three dimensions: (1) economic dimension, (2) political and legal dimension, (3) social and cultural dimension.

Management is concerned with two basic questions related to the surrounding of companies: (1) In what way surroundings influence the company? (2) In what way the company responds to the influences of the surroundings?

*Interna okolina*

Osim faktora koji mogu djelovati na događaje i promjene u preduzeću koji proizilaze iz eksterne okoline, postoje faktori koji se nalaze unutar preduzeća a obuhvaćeni su unutar interne okoline. Bitna obilježja faktora koji proizilaze iz interne okoline su snage i slabosti te okoline ili samoga preduzeća. Kada su u pitanju snage preduzeća, onda treba imati u vidu više faktora koji zavise od vrste djelatnosti i niza drugih okolnosti a, najčešće, se pojavljuju sljedeće snage: (1) jasna strategijska vizija, (2) konzistentna poslovna strategija, (3) obrazovanost, stručnost i osposobljenost kadra, (4) adekvatna organizacijska struktura, (5) odlično poznavanje okoline a, posebno, tržišta, (6) visok nivo tehničko-tehnološke opremljenosti, (7) stalno ulaganje u istraživačko-razvojnu djelatnost, (8) kvalitet, cijena i prepoznatljivost proizvoda ili usluge, (9) jak konkurentski položaj, (10) raspoloživost finansijskih sredstava, (11) razrađenost sistema stimulativnog nagrađivanja, (12) izgrađenost organizacijske kulture.

**STRATEGIJA OPREDJELJENJA**

Ako se utvrde ciljevi, definišu instrumenti i metode, te uvažavaju svi mogući faktori, sljedeći korak je definisanje poslovne strategije a na osnovu prethodne analize postojećeg stanja društva. Svaki menadžer mora imati viziju, a, posebno, precizno utvrditi misiju kako bi se mogli postaviti strategijski ciljevi i utvrditi ostale komponente te sredstva za postizanje ciljeva. Osim toga, svaki menadžer mora znati da će donositi određene odluke, a u svrhu nekih strateških opredjeljenja. U tom smislu, imamo sljedećih pet grupa mogućih velikih odluka: (1) strategija rasta, (2) strategija stabilizacije, (3) strategija redukcije, (4) generička strategija, (5) strategija životnog ciklusa proizvoda.

*Internal surroundings*

Besides external factors that might influence the affairs and changes in a company, there are also internal factors of a company that are comprised by internal surroundings. The main distinctions of factors coming from the internal surroundings are the powers and weaknesses of the very surroundings or the company. When the forces of a company are taken into account, various factors depending on the type of business activities and many other circumstances, need to be taken into consideration. The most frequent forces are the following ones: (1) clear strategic vision, (2) consistent business strategy, (3) education, skills and capabilities of the employees, (4) adequate structure of organization, (5) be very familiar with the activities of surroundings, especially with marketplaces, (6) high level of technical and technological equipment, (7) constant investment in research-developing business activities, (8) quality, price and recognition of a product or service, (9) strong competing position, (10) available financial income, (11) elaboration of the system for reward stimulation, (12) consistence of organizational culture.

**THE STRATEGY OF OPTION**

When goals are determined, objects and methods of observation defined, all possible factors being taken into account, the next step is defining the business strategy on the basis of previously conducted analysis of the social status. Every manager needs to create a vision and it is of special importance to determine the mission precisely in order to make strategic goals and all other components, as well as the means of reaching certain goals. Beside all these components, the manager needs to be able to make decisions according to some strategic options. In that sense, there are five groups of great decisions: (1) strategy of growth, (2) strategy of stabilization, (3) strategy of reduction, (4) generic strategy, (5) strategy of cyclic consumption of a product.



## Strategija rasta

Svako preduzeće, pogotovo ako se nalazi u fazi osnivanja, može koristiti određene teorijske postavke koje su poznate kao strategija rasta. Prema većini autora, osnovni zadatak svakog preduzeća je razvoj novih proizvoda i ostalih inovacija koji su sami po sebi osnovna pretpostavka za uspješni rast i stabilnost preduzeća u budućnosti. Bez obzira na veličinu preduzeća, moguće je primijeniti određene i poznate teorijske pristupe.

## Strategija stabilizacije

Svako preduzeće često je i pod uticajem različitih svjetskih tržišnih i ostalih faktora koji određuju strateška opredjeljenja u pojedinim situacijama. Prema tome, strategija rasta i razvoja preduzeća nije dovoljna kao jedno trajno opredjeljenje. Aktivnosti u privredi zbog različitih razloga mogu biti uzrok za stabilizaciju kao postupak u strateškom opredjeljenju. U tom smislu, strategija stabilizacije preduzeća podrazumijeva očuvanje i normalizaciju stanja u kojem se nalazi određeno preduzeće, a, prema težini i kompleksnosti određenog uticaja, može predstavljati i konsolidaciju preduzeća.

Dakle, spoljašnji uticaji mogu svakog menadžera uslovljavati da se opredijeli za zadržavanje trenutog statusa, a u cilju čekanja na promjenu otežavajućih okolnosti koje proizilaze iz njegove okoline. Malo preduzeće, kada je ujedno i vlasnik, preduzimaće nekoliko poznatih postupaka kao što su: smanjivanje broja zaposlenih, smanjivanje svih nepotrebnih pa čak i nekih uobičajenih troškova, posebne postupke u domenu plata i ostalih naknada, a, u skladu sa navedenim, i smanjivanje proizvodnje ili pružanja nekih usluga.

## Strategija redukcije

Svako malo preduzeće kao jedinka, može, iz više spoljašnjih i unutrašnjih razloga, doći u situaciju kada mora redukovati sve poslovne aktivnosti. To se odnosi, prije svega, na

## The strategy of growth

Every company, especially at the beginning phase of foundation, may use some theoretical assumptions known as the strategy of growth. According to many authors, the main task of every company is growth of new products and other innovations which already represent the basic assumption for successful growth and the stability of a company in the future. Regardless of the size of a company, it is possible to apply already determined and known theoretical approaches.

## The strategy of stabilization

Every company is very frequently under the influence of various global marketplaces and factors which determine strategic options in certain situations. So, the strategy of growth and development of a company is not enough to be a permanent option. Due to various reasons, economic activities may be the cause for stabilization as an activity in strategic opting. In that sense, the strategy of stabilization of a company comprises the maintaining and normalizing the status of a certain company, and by the complexity of an influence, it may as well represent the consolidation of a company.

So, external influences can make a manager opt for the maintaining of a current status, for the purpose of changing some difficult activities happening in the surroundings. A small company with possessions will make some already known steps, such as decreasing the number of employees, reducing all the unnecessary and even some of the usual payments, especially in the domain of salaries and similar payments, and according to all things mentioned, the production or such similar services may be reduced.

## The strategy of reduction

Every company, as a special unit, from both internal and external reasons, may come to a point of a situation when all business activities are to be reduced. First of all, that concerns

smanjeni obim proizvodnje, posebno u malom preduzeću koje nema posebne poslovne jedinice i slične dijelove preduzeća. Uzrok krizne situacije u preduzeću može biti dugotrajan kada malo preduzeće mora preduzimati radikalna strateška opredjeljenja koja obično podrazumijevaju smanjivanje obima proizvodnje jednog proizvoda, a hitno preoblikovanje u cilju proizvodnje onih proizvoda koji mogu postići brzi uspjeh na tržištu. Naravno, ovakvo strateško ponašanje zahtijeva velika finansijska ulaganja.

### Generičke strategije

Neki autori su razvili koncepciju generičkih poslovnih strategija koja se zasniva na činjenici da je suština poslovne strategije opredjeljivanje puta do dostizanja konkurentne prednosti za pojedino stratejsko poslovno područje, odnosno jedinicu preduzeća.

Do konkurentne prednosti moguće je doći samo putem smanjenja troškova od onih što ih postižu konkurenti ili preko diferencijacije proizvoda, odnosno zaliha. Kada je u pitanju malo preduzeće, pojam poslovno područje može se poistovjetiti s pojedinim proizvodima. U tom slučaju Porterov koncept podrazumijeva dvije osnove kombinovanja, tj. smanjivanje troškova i diferencijacija proizvoda gdje imamo tri osnovne generičke strategije: (1) strategija vođenja troškova - strategija konkurencije niskim troškovima, (2) strategija diferencijacije - strategija konkurencije unikatnim proizvodima, (3) strategija fokusiranja - strategija konkurencije usredsređena na odgovarajući tržišni segment.

### Strategija životnog ciklusa proizvoda

Poznata je činjenica da svaki proizvod ima svoj vijek poslovne egzistencije ili životni ciklus. Ovo se u elektrotehnici može odnositi na proizvodnju opreme, materijala, ali na situaciju kada firma zavisi o usvojenoj tehnologiji montaže i, posebno, na proizvođače hardware-a i software-a. Nakon

more narrow range of production, especially in a small company which has no special business units and similar parts of a company. The cause for the crisis in a company situation may be long-lasting when a small company has to take radical strategic measures that usually imply the reduction in the range of production of a certain item, and an immediate rearrangement for the purpose of producing the items that may gain success at marketplaces in a very short period of time. Of course, this strategic behaviour implies great financial investments.

### The generic strategy

Some authors have developed the conception of generic business strategies which has its roots in the fact that the core of business strategy is opting for the way of gaining competing advantages for a particular strategic business area, which means the unit of a company.

It is possible to gain competing advantages only by reducing the payments or through the differentiation of products, especially through supplies. As far as the small company is concerned, the notion of business areas may identify certain product. In that case, Porter's concept comprises two basic notions of combination, which means reduction of payments and the differentiation of products. Three basic generic strategies are applied to this: (1) strategy of payments – the strategy of competing with low payments, (2) strategy of differentiation – the strategy of competing by making unique products, (3) strategy of focus – the strategy of competing is focused on a particular segment at the marketplace.

### The strategy of cyclic consumption of a product

It is a known fact that each product has its own temporal segment of business existence or the cyclic consumption of a product. When it comes to technology, this may refer to the production of equipment and materials. It can also be applied to the situation of adopting technologies, especially referred to the producers of hardware and

uhodavanja i stabilizacije pozicija u tržišnim segmentima može ići na druge vidove marketinškog djelovanja, odnosno kombinacije elemenata marketing mixa. Dugoročnije osiguranje rasta prodaje može se postići daljnjim povećanjem svih vrsta kvaliteta i zadovoljenja većeg broja potreba kupaca u nekom tržišnom segmentu. Prema tome, može se zaključiti da je suština strategije životnog ciklusa u osiguranju dugoročnijeg rasta, tako da svaki mali privrednik mora imati u vidu činjenicu da nikako ne smije imati dugoročni cilj zrelost proizvoda kao trajnu fazu životnog ciklusa.

### STRATEŠKO UPRAVLJANJE PROJEKTOM

Upravljanje i rukovođenje projektima sve češće se razmatra sa stanovišta važnosti projekata za stratejski razvoj preduzeća ili drugih asocijacija. Projektom se, po pravilu, stalno osigurava neki novi eksploatacijski ekonomski ciklus. To samo potvrđuje da se upravljanje i rukovođenje projektima povezuje s upravljanjem i rukovođenjem preduzeća i postižu razvojni kao i ostali ciljevi. Kako slijedi: (1) upravljanje projektima se razmatra sa stanovišta važnosti projekta za tehnički sistem, ali i za čitavo preduzeće; (2) projektom se osigurava novi eksploatacijski ciklus tehničkog sistema; (3) projektima se postižu razvojni ciljevi tehničkog sistema i cijelog preduzeća; (4) projektnim pristupom se može planirati strateško upravljanje preduzećem; (5) projektnim pristupom može se planirati razvoj preduzeća; (6) projektnim pristupom mogu se dugoročno planirati osnovne funkcije preduzeća kao što su proizvodnja, marketing, finansije, kvalitet, nabavka i sl.

#### Životni ciklus projekta

Životni ciklus projekta udružuje izvođenje projekta i eksploataciju objekta do zaključka te eksploatacije, te ima sljedeće značenje:

1. projektima se postižu razvojni ciljevi;

software systems. Upon gaining experience and stabilizing the position at market segments, it can be applied to other forms of marketing operation such as combining elements of marketing. Long-termed insurance of selling growth can be achieved by final increase in quality of all products and satisfying larger number of customers in a certain marketplace segment. According to all these, it can be concluded that the core of a cyclic strategy is in providing the long-termed growth, so that every little businessman has to bear in mind the fact that by no chance his long-termed goal should be maturity of products as a permanent phase of the cycle of products' life.

### THE STRATEGIC OPERATION OF A PROJECT

Operation and management of projects are more frequently seen from the viewpoint of importance of projects for the strategic development of companies or some other associations. The project is, by the rule, a constant guarantee for another new exploitation and economic cycle. This only confirms that the operation and management of projects are related to the operation and management of companies. It can be concluded that: (1) the operation of projects is seen from the viewpoint of importance of projects for the technical system, but also for the company itself, (2) the project is a constant guarantee for some other exploitation cycle of technical system, (3) projects are related to the operation and management of companies and technical systems, (4) the strategic operation of companies can be planned by creating projects, (5) by creating projects, the whole management of a company may be planned, (6) by creating projects, long-termed basic functions of companies may be planned, such as production, marketing, financing, quality and many others.

#### The cyclic consumption of a project

The cyclic consumption of a project encompasses the operation of a project and the exploitation of the object till the very end of that exploitation, and has the following meanings:

1. by creating projects, the goals of development are achieved,

2. projektom se osigurava eksploatacija objekata koja traje dok ima ekonomskog smisla, odnosno dok objekt tehnički ili na drugi način (tržišno, proizvodno) ne zastari;
  3. životni ciklus projekta udružuje izvedbu projekta i eksploataciju;
  4. projekti se, s obzirom na eksploataciju, mogu podijeliti na projekte sa neposrednom i posrednom ekonomskom učinkovitosti.
2. by creating projects, the exploitation of the object is guaranteed until it is worth in economic sense or until the object is technically or in some other way out of date,
  3. the cyclic consumption of a project encompasses the operation of a project and the exploitation of the object,
  4. according to exploitation, projects may be divided into projects with direct and indirect economic use.

Projekti sa neposrednom efikasnošću su oni projekti koji eksploatacijom osiguravaju ekonomske koristi, tj. dohodak sa sredstvima za daljnji razvoj. Projekti sa posrednom ekonomskom efikasnošću to ne osiguravaju u tolikoj mjeri ili uopće ne osiguravaju, kao, npr. projekti izgradnje cesta, infrastrukturni projekti, projekti izgradnje javnih obilježja i sl.

Projects with indirect efficiency are projects which provide economic use from the exploitation, i.e. takings with the means of further development. Projects with direct efficiency do not provide economic use in that amount or not at all as, like, for example, projects of road construction, construction of infrastructural projects, project construction of public units, etc.

### Faze u životnom ciklusu projekta

### Phases in the development of cyclic projects

Svaki projekat počinje od jedne početne tačke i napreduje prema određenom cilju, a u procesu se mijenja organizacija projekta. Životni ciklus projekta se uspravlja, a zatim opada sve dok se projekat ne završi. Priroda aktivnosti i resursa takođe se mijenja.

Each project starts from the beginning point and moves towards a certain goal and in this process the organization of a project is being changed. The development of a cyclic project is first increasing and then decreasing until the project is done. Activities and resources are also changed.

### *Faza konceptualizacije*

### The phase of conceptualization

Prvi korak u rješavanju problema je saznanje da problem postoji i davanje odgovora na problem. Za vrijeme faze konceptualizacije razvijaju se ideje.

The first step in resolving the problem is to be aware of its existence and giving response to its solution. Ideas are created during the phase of conceptualization.

### Definicija

### *Defining the project*

Sada se usklađuje sljedeća faza. Identifikovani su svi ljudski i drugi resursi. Pripremaju se zahtjevi u pogledu organizacije upravljanja projektom, određuju se realni troškovi i izvedbe. Priprema se dokumentacija o procedurama, opisima poslova i proračunu.

The next phase is being in progress. Human and other resources are being identified. Demands are being made according to the organization of project operation. The real expenses and performances are made. The documentation about procedures is being made along with the description of business operation and calculation.

### *Faza akvizicije*

Ova faza ide od ideje do gotovog dobra i često se navodi kao faza oblikovanja ili izvršenja. Procjenjuju se različiti pravci da bi svi dobili strukturu u smislu ispunjenja određenih zahtjeva. To je, uglavnom, faza testiranja u kojoj na raspolaganju moraju biti svi dokumenti. Proizvodnja može početi.

### *Faza operacionalizacije*

Za vrijeme ove faze sistem se razvio. Svi koji su izvan svoga cilja, ili se zadržavaju, ili se odbacuju. Proizvodnja je započela, što znači da je započela integracija proizvoda ili usluge iz projekta u postojeći posao. Korištenje resursa za vrijeme ove faze se drastično povećava.

### *Dezinvestiranje*

Projekat je završen, resursi se preusmjeravaju. Ovom fazom se takođe mora pažljivo upravljati, jer imidž o uspješnom projektu može biti narušen ako nije pažljivo dokumentovan sa planom. Pri organizovanju projekata, koji osiguravaju ekonomski profitni ciklus, treba, s gledišta uspješnog upravljanja i rukovođenja, riješiti problemsko pitanje: do koje tačke u životnom ciklusu projekta rukovodstvo treba biti odgovorno za projekat? Tu treba prevladati sljedeće pravilo: projektno rukovođenje djeluje u životnom ciklusu projekta do trenutka kada su postignuti ciljevi projekta. Nužno moramo projekat i njegovo upravljanje i rukovođenje razmatrati u sklopu cjelovitog nastajanja i izvedbe projekta, koji ima sljedeće osnovne faze: (1) strateško programiranje razvoja, (2) planiranje i izvedba projekta, dakle, faza projekta, (3) eksploatacija.

Uspješnost pojedinog projekta možemo posmatrati sa dva gledišta: s gledišta samog projekta - moramo ustanoviti upravljamo li projektom, rukovodimo i izvodimo uspješno ili neuspješno; mjerilo su postavljeni projektni ciljevi i plan projek-

### *The acquisition phase*

This phase starts from the creation of an idea to its realization and it is commonly known as the phase of shaping and producing. Different directions are estimated to get the structure in the sense of fulfilling some demands. It is mainly the phase of testing in which all documents are to be involved and the production may begin.

### *Operational phase*

During the time of this phase the system is already evolved. All projects being out of the goal domain are either being kept or thrown away. The production has begun, which means that the integration of products has also begun as well as the services from the project that are put into the already existing business. The use of the resources during this phase is being drastically increased.

### *Disinvestment*

The project is finished and the resources are being redirected. This phase needs the careful operation as well, since the reputation of a successful project may be questioned if not supported by an adequate documentation with a plan. During the organization of projects which make the cycle of economic profit, from the viewpoint of successful operation and management, the solution to the question problem is needed: to what extent is the management responsible for the operating cycle of a project? The following rule has to be taken into account above everything else: the leadership of the project is applied to the project till the moment when goals of the project are achieved. It is necessary to observe the project and its operation through the scope of the whole creation and presentation of the project, consisting of the following phases: (1) strategic planning of the development, (2) planning and presentation of the project (the project phase), (3) exploitation.

The success of a certain project may be estimated on the basis of two main viewpoints: from the viewpoint of the project itself (it has to be determined if we run the project, if we control it or manage it successfully or not, according to defined project goals and the plan of the project)

ta; s gledišta rješenja problema - moramo ustanoviti jesu li projektom riješeni stvarni problemi preduzeća.

Proces problem - projektno rješenje, sadrži, uvažavajući problematiku otkrivanja stvarnog problema, sljedeće projekte, koji se izvode jedni iz drugih: (1) projekti otkrivanja stvarnog problema, projekti pripreme rješenja problema, (2) projekti rješavanja problema.

Projekte otkrivanja stvarnih problema potrebno je posebno otkrivati u sljedećim slučajevima: (1) kod iznenadnih smetnji iz okoline preduzeća, (2) ako iznenađujući krizni položaj preduzeća nije bilo moguće pravovremeno predvidjeti.

U oba slučaja to su urgentni projekti koji se i izvode po posebnom projektom režimu, jer su od važnosti. Projekti otkrivanja stvarnih problema i projekti pripreme rješenja problema nazivaju se ciljnim projektima, jer se pomoću njih dobijaju osnove za program rješenja.

### Strategijski projektni razvojni programi

Strategijski razvojni programi mogu biti: (1) programi razvoja novih proizvodnih programa, (2) programi osvajanja novih tržišta, programi usavršavanja proizvodnje, (3) programi integracije, (4) programi razvoja organizovanja i preduzeća, (5) programi razvoja kadrova, (6) programi informatizovanog poslovanja itd.

### Vrste projektnih strategija

Strategije možemo podijeliti i na strategije sa stanovišta: (1) upravljanja i vođenja, (2) izvedbe.

Podjela strategija sa stanovišta upravljanja i vođenja uvažava različite nivoe menadžmenta u preduzeću. Kao što možemo podijeliti ove nivoe na najviši, srednji i funkcijski, imamo i različite nivoe strategijskog odlučivanja i samog planiranja. Prema tome strategije su:

and from the viewpoint of the project solution (we have to determine if the real problems of a company are solved through the project).

The process problem – project solution contains, with respect to problem pattern of revealing the real problem, the following projects (each one conducted by another): (1) projects of revealing the real problem, projects for the preparation of problem solutions, (2) projects of problem solutions.

The projects of revealing real problems have to be specially identified in the following cases: (1) at sudden obstruction from the company surroundings, (2) if a sudden defective status of a company could not have been predicted in appropriate time.

These are urgent projects in both cases and are conducted under a special project regime, since they are of great importance. The projects of revealing real problems and the projects for the preparation of problem solutions are called goal projects since they offer the basis for the program solution.

### The strategic project-developing programs

The strategic developing programs may be divided into: (1) programs of developing new product programs, (2) programs for getting into new marketplaces, programs for the production improvement, (3) programs of integration, (4) programs for improving the organization and the companies, (5) programs for improving the skills of the employees, (6) programs for improving the information technologies of business operation.

### Types of project strategies

Strategies may also be divided according to the point of view: (1) operation and leadership strategies, (2) performance strategies.

The division of strategies from the viewpoint of operation and leadership strategies takes into account different levels of management in a company. They can be divided into highest levels, medium levels and function levels, and there are also various types

1. *globalna ili opšta strategija* na preduzetničkom ili korporacijskom nivou koji predstavlja najviše rukovodstvo i rezultat je izabranog koncepta strateškog razvoja, te obuhvata globalne ciljeve i identifikuje strateška poslovna područja; sadrži i finansijsku projekciju i određuje neprofitne strateške ciljeve;
2. *poslovne strategije* koje se odnose na sve one tržišne segmente koji donose profit, a, svakako, to su strateške poslovne jedinice u okviru samostalnih organizacijskih jedinica ili više njih u okviru jedne strateške poslovne jedinice;
3. *funkcijske strategije* koje podržavaju realizaciju globalnih i poslovnih strategija pojedinim funkcijskim područjima kao razvoju, proizvodnji, održavanju, itd.; rukovodstva na tom nivou odgovorna su za izvršavanje strateških planova preduzeća u okviru godišnjih planova i kratkoročnih akcijskih planova, te za projekte (strateškog) razvoja funkcijskog područja. Često se zbog toga te strategije nazivaju i operativne strategije.

### Klasifikacija strategija

Podjela strategija s gledišta izvedbe odnosi se na akcijsko usmjerenje strategija, bez obzira na to da li se to odnosi na globalnu, poslovnu ili djelimično funkcijsku, jer ionako globalna strategija utiče na postavljanje poslovnih strategija i funkcijskih u izvedbenim planovima preduzeća. Tako možemo govoriti o nizu globalnih alternativnih grupa strategija, svrstanih u sljedeće četiri alternative strategije: (1) stabilna, (2) rastuća, (3) defanzivna, (4) kombinovana.

Strategiju stabilnosti označavaju sljedeće karakteristike: (1) uvjerenost rukovodstva u uspješnost tekućeg poslovanja preduzeća, (2) donošenje odluka u smjeru daljnjeg postizanja istih, odnosno sličnih ciljeva, (3) očekivani stepen postizanja ciljeva rasta godišnje skoro u jednakom postotku, (4) preduzeće snabdijeva kupce stalno istim osnovnim proizvodima ili uslugama.

of strategic decisions and the planning itself. Therefore, strategies may be divided into:

1. *global or general strategies* at the entrepreneurial or corporation level represented by the highest level of management and they are the result of the chosen concept of strategic development. They encompass global goals and identify the strategic business areas, and they contain the financial projection and define non-profit strategic goals,
2. *business strategies*, which are related to all the segments that make profit and these are, of course, strategic business units that are the part of independent organization units or there are many of them in one strategic business unit,
3. *functional strategies* which support the realization of the global and business strategies to some functional segments, such as the development, production or maintaining. These strategies are also quite frequently called operation strategies.

### Classification of strategies

The classification of strategies according to the view of presentation deals with the strategy of operation without precisely defining if it refers to the global, business or partly functional strategy, since the global strategy in any case influences the foundation of business strategies and the functional strategies of presenting plans in companies. Therefore, there are various global alternative group strategies and they are classified in the following four alternative strategies: (1) stability strategy, (2) growing strategy, (3) defensive strategy, (4) combined strategy.

The strategy of stability is defined by the following characteristics: (1) confidence of management in successful business operating of a company, (2) making decisions for the purpose of achieving the same or similar goals, (3) expected level of reaching the growing annual goals in almost the same percentage, (4) company constantly provides the customers with the same products or services.

*Strategija stabilnosti*, za koju je karakteristična i niska stopa rizika, pogodna je naročito za uspješna preduzeća koja djeluju u rastućoj privrednoj grani i stabilnoj okolini.

*Strategiju rasta*, za razliku od stabilne strategije, možemo upotrijebiti naročito u privrednim granama sa relativno stalnim tržištima i sa dugoročno koncipiranim proizvodima i proizvodnim resursima. Strategije se mogu, s obzirom na strateško područje, oblikovati drugačije prema aspektu izvedbe i to kao: (1) strategija kontrole troškova, (2) strategija diferencijacije, (3) strategija usredsređena na tržišni segment.

*Strategija kontrole troškova* usmjerena je prema tome posluje li preduzeće i proizvodi uz niže troškove nego konkurencija ili uopšte učesnici u nekoj privrednoj grani. Krajnji cilj je postići, pomoću smanjenja troškova, povoljniju cijenu za kupca.

*Strategija diferencijacije* odnosi se na diferencijaciju proizvoda ili usluga na način koji omogućava postizanje jedinstvenog položaja i, svakako, bolje strateške pozicije na tržištu. Izvedba te diferencijacije je veoma različita pa može biti, npr., pomoću kvaliteta proizvoda i kvaliteta plasiranja na tržište, stvaranje imidža, uvođenja nove tehnologije, posebnog servisa za kupce, diverzifikacije proizvoda itd.

*Strategija usredsređenja* na tržišnini segment znači da nije usmjerena ka cijelom tržištu, nego se ograničava samo na određeni tržišni segment. Primjenom strategije usredsređenja na određen tržišni segment, preduzeće može postići manje troškove i time i konkurentsku cijenu kao i diferencijaciju ili, jedno i drugo.

## FAKTORI KOJI UTIČU PRI DEFINISANJU STRATEGIJE

Neke od zadanih osobina koje strateg mora imati, prije svega, su: vizija, širina znanja, mogućnost smanjenja rizika, postavljanje dobrih strateških alata itd. Strategija preduzeća odražava kako treba da konkuriše, protiv

*The strategy of stability* is characterized by a very low risk level and it is especially suitable for successful companies operating in the growing economic sectors and stable surroundings.

*The growing strategy*, unlike the strategy of stability, may especially be used in economic sectors with relatively stable marketplaces and with long-termed conception products and product resources. With respect to strategic areas, strategies may be modified differently according to the aspect of presentation: (1) strategy of controlling the expenses, (2) strategy of differentiation, (3) strategy focused on a particular segment of marketplaces.

*The strategy of controlling the expenses* is focused on the expenses of competition companies or some members of a particular economic sector. The final goal is to achieve better prices for customers by lowering expenses.

*The strategy of differentiation* refers to the differentiation of products or services in such a way that it enables creating the unique position and, of course, better strategic position at marketplaces. The manifestation of this differentiation has various dimensions and it can be achieved by, for example, the quality of products or the quality of putting the products into a marketplace, creating a status, introducing new technologies, the special service for customers, the diversion of products, etc.

*The strategy focused* on a particular segment of marketplaces means that this strategy is not focused on the whole marketplace but it limits its focus only on the particular segment of marketplaces. By applying the strategy of focus to a particular marketplace segment, a company has lower expenses, which implies the competitive price as well as the differentiation or both of these.

## FACTORS INFLUENCING THE DEFINITION OF A STRATEGY

Some of the personal qualities that a strategic person needs to possess above everything else are the following ones: vision, wider scope of knowledge, capability of lowering the risk, making good strategic tools. The strategy of



koga, kada, gdje i zašto. Ona predstavlja ukupnu misiju određenog preduzeća i set sredstava za korištenje resursa u cilju ostvarenja misije, okvirni rad koji usmjerava menadžere pri postavljanju prioriteta i preduzimanju aktivnosti na postizanju ciljeva. Različita su menadžerska stajališta o tome koja je osobina najvažnija za kvalitetne stratege, najvažnije je izvršavanje zadataka navedenih u strategiji. Odnosno, osim same strategije, važno je da se preuzmu određena znanja koja će omogućiti njeno ispunjavanje, te je važno smanjiti rizike koji bi mogli onemogućiti ispunjavanje strategije. Dakle, strateški alati veoma su važni kod implementacije strategije i upravo je to ključno pitanje: kako stratešku ideju ili zamisao, koju ima vlasnik neke kompanije ili glavni direktor, raščlaniti u poslovni model i provesti kroz poslovnu organizaciju te osigurati njeno izvršenje u roku u kojem je zadano. U svakom slučaju, strateške odluke se mijenjaju zbog veće globalizacije koja utiče na konkurentnost ili bilo koju krizu, što zahtijeva od stratega da na vrijeme reaguje.

### Timski rad

Važno je imati strateški okvir i željenu poziciju. Za osobu koja se bavi strategijom nesumnjivo je važno adekvatno formalno obrazovanje, sa naglaskom na multidisciplinarnost, a koje bi trebalo obuhvatiti i područja šira od vlastite industrije ili profesionalnog usmjerenja. Od individualnih kvaliteta važne su sposobnosti apstraktnog razmišljanja, sposobnosti percipiranja "velike slike", prepoznavanja trendova, kreativnost te, naravno, sposobnost permanentnog učenja i usavršavanja. Za stratega je, takođe, izuzetno važno i to da dobro poznaje kretanja u vlastitoj i srodnim industrijama, da ima širok pogled, očekivanja, ali za samo kreiranje i izvršavanje strategije najvažniji je proces.

Bitna je timska organizacija rada i multidisciplinarnost, od revizije i financijskog savjetovanja do spajanja i akvizicija. Osoba koja rješava strateška pitanja mora prepoznati vlastite nedostatke i

a company defines the manner of competing, the people to be competed with, as well as the reason, place and time of competing. It represents the whole mission of company and the set of tools for using the resources for the purpose of accomplishing the mission, approximate work that leads managers to making priorities and actions towards accomplishing the goals. In fact, besides the strategy itself, it is important to seek for the knowledge that will help in accomplishing the goal, so it is important to lower the risks which could unable the fulfilment of a strategy. So, the strategic tools are very important for the implementation of a strategy and that is the main task here: how to make a plan in such a way that the strategic idea of a certain company manager or the owner of a company becomes a strategic model, and then to accomplish it in a predetermined period. Anyway, strategic decisions are in the process of constant change due to the increasing globalization which influences competition or any other threat, which means that the strategic person must react in time.

### Team work

It is important to have the strategic frame and the wanting position. For the strategic person, an adequate formal education is of much importance, with the emphasis on multidiscipline. When considering individual qualities, the abilities of abstract thinking, the abilities of perceiving the 'big image', trend recognizing, creativity and, of course, the possibility of permanent learning and skills advancing are very important. For the strategic person, it also very important to know the movements of their own industry or related industries, to have a wide spectrum of viewpoints, expectations, but for the very creation and completion of a strategy, the process is the main point.

The team work organization and multidiscipline is very important, from the revision and financial counselling to the attachment and acquisition. The strategic person needs to aware be of his or her own defections and simply for that reason make other

upravo zbog toga uključiti prave ljude u tim. Veoma je važna multidisciplinarnost, ali i poznavanje sektora i posla, kao i opšta kultura. Osim toga, važno je i radno iskustvo u sektoru u kojem djelujete. Potrebno je da voditelj strateškog tima ali i svi njegovi članovi uče svaki dan. Voditelji strategije u svojim organizacijama su desna ruka upravi preduzeća.

Osoba koja izrađuje strategiju, mora znati i ekonomsku istoriju (jer se ona često ponavlja), kako bi imala jasan pogled u buduća zbivanja, odnosno razumjela tržište. To je važnije od samih tehničkih znanja. Osobe koje prate i kontrolišu izvršenje strategije kroz kratkoročne poslovne planove, nužno je da dobro poznaju pojedina područja, između ostalog, i tehnologije. Takva osoba mora znati utvrditi smjer strategije, načela kako je provoditi, politike, mjere i instrumente. Ulaganje u znanje treba biti jedan od strateških ciljeva, jer bez ljudi priča o strategiji je nemoguća. Međusobno menadžeri ili konsultanti nemaju jednako stajalište o tome šta pripada strateškim ciljevima. Zbog toga neke kompanije zadaju безусловne ciljeve nekoliko godina unaprijed, što nije loše, ali, pritom treba uvidjeti i mogućnosti.

### Razumijevanje tržišta

Strateško pozicioniranje podrazumijeva dugo razdoblje, a nikako jedan ili dva ciklusa planiranja, kao niti samo definisanje dugoročnih ciljeva. Treba utvrditi i način na koji će neka kompanija izboriti željenu poziciju i dugoročno nadmašiti konkurenciju uz ostvarivanje povećanja vrijednosti. Postavljanje samo ciljeva ne može se nazvati strategijom, jer svi nude iste ili slične proizvode, a za institucije koje uvijek samo prate druge, to može biti i kontraproduktivno na dugi rok. Preduzećima ne smije biti prioritet samo zadovoljstvo vlasnika preduzeća i profit nego i povećanje vrijednosti preduzeća. Pretpostavke za dobru strategiju jesu: razumjeti tržište i kretanja na tržištu, razumjeti snagu i slabosti konkurencije te razumjeti vlastitu snagu i slabosti. Na osnovu tih pretpostavki, prilikom

people be involved in the team. Multidiscipline is also very important, as well as knowing the sector and business operation, and culture in general. Beside all these things, work experience in a particular sector is also one of crucial factors. The leader of a strategic team must be involved in constant learning (i.e. every day), as well as the other members of a team. Leaders of a strategy in their organizations are the right hand of the company management.

The strategic person also needs to know the economic history (because of its constant repetition) because of the future activities and for the purpose of better comprehension of marketplaces. This is more important than pure technical skills. The strategic person has to define the direction of a strategy, rules of its conduction, policies, measurements and instruments. Investing in knowledge has to be one of the strategic goals, since without people, the conversation about the strategy is impossible. Among themselves, managers or consultants do not have the same opinions about what the strategic goals are referred to. That is why some companies make unconditional goals for the following few years, which is not bad, but all possibilities need to be taken into account when making such decisions.

### Comprehension of a marketplace

Strategic positioning is associated with long periods of time, and not with one or two cyclic periods of planning or with just defining the long-termed goals. The way of determining a wanted position and long-termed competition beating with quality raising needs to be done. Just defining the goal cannot be called strategy because the same or similar products are on the marketplace and for an institutions that just copy other products, it may also cause a counterproductive effect for long periods. Presuppositions for a good strategy are the comprehension of a marketplace and activities in it, knowing good and bad points of the competing side, as well as knowing its own good points and weaknesses. Based on this presuppositions, during the decision making,

strateškog opredjeljenja preduzeća odlučuju šta žele postići i šta realno mogu postići. *Balansiranje između želja i mogućnosti ključno je za dobar uspjeh strategije.*

Izradu strategije ne treba vezati za jednu osobu, jer je to proces u kojem treba biti jasno ko šta radi. Važnije je ispunjavanje zadanih strateških planova nego sama strategija. Čak 96% preduzeća ne uspijeva u ispunjavanju svih strateških ciljeva.

Osobe koje učestvuju u donošenju strategije moraju dobro poznavati preduzeće i biznis u kojem se to preduzeće nalazi, iako je iluzorno očekivati da bilo ko može tačno predvidjeti šta će se dogoditi. Najbitnije je zato uspostaviti formalni proces donošenja strategije u kojem će biti uključeni razni dijelovi preduzeća i eksperti iz različitih područja. Cilj je procesa izraditi scenarije, uz uvažavanje onoga što bi se moglo dogoditi, a zatim odabrati onaj scenarij za koji se smatra da je najpoželjniji za poslovni uspjeh preduzeća. Zato je, uz viziju, potrebno imati i formalan proces definisanja strategije za realizaciju željene vizije. Strategija se zasniva na ulaznoj strategiji, koja se zatim prilagođava domaćem tržištu i poziciji na njemu. Ostvarivanje strategije prati se putem ostvarivanja postavljenih ciljeva, što je povezano sa sistemom nagrađivanja svih zaposlenika. Zavisno o ispunjavanju zadanih ciljeva, menadžeri su nagrađeni putem varijabilnog dijela plate. Podsticaj kroz varijabilni dio plate, za sada, većinom primjenjuju preduzeća u stranom vlasništvu, dok domaća većinom rade na ispunjavanju norme.

### Značaj procesa implementacije strategije

Putem implementacije strategije preduzeće prevodi idejna rješenja u praktična ostvarenja. To podrazumijeva da se ciljevi pretvore u zadatke, identifikuju aktivnosti, alociraju resursi, institucionalizuje organizaciona struktura i reguliše poslovna kultura. Za to su potrebna znanja, vještine, motivisanost, koordinacija, vođenje i kontrola. Budući da se implementacijom pokreće aktivnost preduzeća, odnosno sinhronizuje funkcionisanje složenog meha-

companies have to decide what they want to achieve and what they can achieve. *Balancing between wishes and real opportunities is of key importance for the success of a strategy.*

Producing a strategy cannot be related to one person only, since it is a process where everyone needs to be aware of their work segment. The realization of strategic plans is more important than the very strategy. Even 96% of companies do not succeed in accomplishing their strategic goals.

The people involved in making a strategy have to get to know the company and the business of the company, although it should not be expected that anyone could predict the result. The formal process of making a strategy has to be applied and various segments of a company are to be involved in, as well as the experts from different fields. So, in addition to the vision, it is necessary to have the formal process of defining a strategy for the vision to be realized. A strategy is based on the entering strategy that is further adjusted to a domestic marketplace and its position in it. A strategy is being accomplished by the manner of accomplishing the previously fixed goals, which is related to the system of employee rewarding. Depending on the accomplishment of their goals, the managers are rewarded with the variable part of a salary. The support by the variable part of a salary, just for nowadays, is typical for companies in the possession of foreigners, whereas the local ones regularly fulfil their norms.

### Importance of the implementation strategy process

Through the implementation strategy, a company turns imaginary solutions into practical accomplishments. This implies that the goals are turned into business tasks, activities are identified, resources allocated, structure organization is institutionalized and the business culture is controlled. In order to achieve this, essential clues are knowledge, skills, motivation, coordination, leadership and control. Bearing in mind that the business operation is initiated by implementation, i.e. it

nizma koji čine ljudi, tehnologija i sredstva, od preduzeća se očekuje da anticipira moguće rezistencije (aktivne i pasivne), konflikte, disfunkcionalnosti, uska grla i široka mjesta, razne eksterne barijere i sl. Implementacija strategije predstavlja značajno područje strategijskog menadžmenta. Imajući u vidu veličinu uticaja na konačne poslovne performanse, ovo područje ništa manje nije značajno od samog procesa formulisanja strategije. Iako je logično da se strategija prvo formuliše pa onda izvršava, ipak je dobro i u momentu njenog formulisanja sagledati veličinu i vrste promjena koje će njena realizacija podrazumijevati.

Budući da se strategija formuliše na bazi ocjene eksternih i internih faktora, to njena implementacija može uključivati suočavanje sa manje ili više novih fenomena i promjena. Te se promjene mogu odnositi na izmjenu veličine preduzeća, ulazak u nove grane, menadžere i akvizicije, transformaciju organizacione strukture i stila upravljanja, promjenu tržišnog i proizvodnog fokusa i sl. Zbog toga, implementacija strategije znači samo ogledalo druge strane problema, čije uspješno rješavanje uključuje vještinu upravljanja promjenama, shodno idejnim rješenjima koja su sadržana u strategiji.

U literaturi se implementacija strategije najčešće definiše kao skup aktivnosti potrebnih da bi se izvršio strateški plan. To je proces kojim se strategije i politike aktiviraju putem programa razvoja, budžeta i procedura.

Postoje različiti pristupi, odnosno modeli implementacije strategije. Tako recimo, prema J. David-u Hunger-u i Thomas-u L. Wheelen-u, u samom početku procesa implementacije, top menadžment se mora usmjeriti na tri područja: (1) Ko su ljudi koji će voditi računa o strateškom planu? (2) Šta mora biti urađeno? (3) Kako će biti urađeno to što je potrebno?

Zavisno od veličine preduzeća i stila upravljanja, govori se o nekoliko manje ili više različitih pristupa implementaciji strategije.

synchronizes the functioning of a complex mechanism consisting of people, technology and means, the company is expected to anticipate the possible resistences (active and passive ones), conflicts, disfunctionalities, narrow bottlenecks and wide places, various external barriers, etc. The implementation of a strategy represents an important issue for the strategic management. Considering the effects on final business performances, this field is not less important than the very process of defining a strategy. Even though the logical order is to first define a strategy and then comes its accomplishment, it may be good to take a look at the moment of defining to see the types of changes that a certain realization may produce.

Since a strategy is defined on the basis of its internal and external factors, its implementation may include a small or big number of new phenomena and changes. These changes may be related to the changes of company extension, getting into new business sectors, new managers and acquisitions, the transformation of structure organization, the change of market focus or the change of production, etc. Therefore, the implementation of a strategy represents just another side of a problem and its successful completion includes the skill of running the changes, according to point solutions involved in the strategy.

The strategy of implementation is most frequently defined as the set of activities needed for the accomplishment of a strategic plan. It is a process of strategy and policy activation through the program of development, budget issues and procedures.

There are different approaches, i.e. models of the strategy of implementation. For example, according to J. David Hunger and Thomas L. Wheelen, at the very beginning of an implementation process, the focus of the top management should be placed on three tasks: (1) Who are the people that will lead a strategic plan? (2) What has to be done? (3) In what way the necessary things will be done?

Depending on the size of a company and the type of company management, there are fewer or less different approaches to the strategy of implementation:

1. *Komandni pristup*, koji se zasniva na tome da se definisana strategija jednostavno stavlja u dužnost nižeg sloja rukovodilaca da je izvršavaju. Zadaci strategijskog upravljanja se razdvajaju na “misleću” i “djelujuću” fazu. Svojtven je manjim preduzećima ili situacijama kada implementacija strategije ne uključuje mnoštvo promjena.
  2. *Pristup organizacionih promjena*, uvažava potrebu anticipiranja i sprovođenja raznih organizacionih i drugih promjena za implementaciju strategije. U tom pogledu, od strane top menadžmenta, temeljnije se sagledavaju i projektuju potrebne promjene u organizaciji, sistemu planiranja, nagrađivanja i kontrole.
  3. *Pristup saradnje*, podrazumijeva da se u planiranje implementacije uključuju rukovodioci poslovnih funkcija i jedinica, sa očekivanjem da će se tako doći do realnijih procjena zadataka na planu implementacije. Rukovodioci će biti motivisani i odgovorniji za izvršavanje strategije. Razumije se, treba voditi računa da se time ne podlegne raznim kompromisima i partikularizmima pojedinih funkcija.
  4. *Kulturni pristup*, koji se bazira na još širem uključivanju nosilaca implementacije u procesu njenog osmišljavanja. Svi oni na koje se strategija odnosi, nastoje se, kroz proces komuniciranja, indoktrinirati misijom i vizijom preduzeća i ohrabriti da, shodno tome, operacionalizuju strategiju. Primjenjuje se, obično, u organizacijama koje drže do poslovne kulture kao vezivnog tkiva, koje imaju brz rast i posluju u granama sa visokom tehnologijom.
  5. *Pristup odozdo na gore*, koji stimulira više inicijative i prijedloge od najnižih izvršilaca. Menadžment se pojavljuje u ulozi ocjenjivača prijedloga, a ne komandanta koji nameće rješenja. Sa nivoa preduzeća se emituju samo osnovne premise i vizija promjena, a ideje za njihovu realizaciju očekuju se da dođu odozdo. Svaki od navedenih pristupa ima određene dobre i
1. *The command approach*, based on the fact that the defining strategy is simply put in the hands of lower-rank managers to be accomplished. The tasks of strategic management are divided into ‘thinking’ and ‘acting’ phase. This approach is familiar with smaller companies or situations where the strategy of implementation does not involve many changes.
  2. *The changes in organization approach*, which is the approach that takes into account the need of anticipating and progressing the organization changes and other changes for the implementation of a strategy. In that sense, thorough changes in the organization, system planning, rewarding and controlling are done by the top management.
  3. *The cooperation approach* encompasses that in the planning of implementation, the managers of business functions and segments should be involved, with expectations that such a thing would lead to the real approximation of tasks on implementation plan. The managers are in that way more motivated and responsible for the strategy completion. Of course, it should be taken into account not accepting all compromises and particularities of certain functions.
  4. *The cultural approach* is even more based on the involvement of managers of implementation in the process of its loading. This strategy is usually applied in the organizations that use business culture as a means of firm connections. These organizations have very fast growing rate and they operate in business sectors provided with the highest technology.
  5. *The upward approach* stimulates the initiatives and suggestions of the lowest ranking employees. The management appears in the role of being charged for estimating the suggestions, and not in the commanding role which implies the enforcement of solutions. From company levels they receive only basic premises and the vision of change, but the ideas for their realization are expected to come from low rankings. Each of the mentioned approaches has its

loše strane, te je zadatak strateškog menadžmenta da, zavisno od veličine promjena koje podrazumijeva implementacija definisane strategije, prirode grane i njenog okruženja, osmisli tok realizacije strategije.

### Elementi procesa implementacije strategije

Ako se pod implementacijom strategije podrazumijeva njeno prevođenje u ostvarenje, onda je logično pretpostaviti da će to podrazumijevati pokretanje aktivnosti i resursa preduzeća kako bi se, u skladu sa strategijskim opredjeljenjima, realizovali ciljevi preduzeća.

Implementacija strategije zahtijeva složen upravljački napor koji se realizuje kroz procese: (1) planiranja, (2) organizovanja, (3) izvršenja i (4) kontrole širokog spektra aktivnosti.

*Planiranje* - Menadžeri koriste logiku i metode da bi promislili o ciljevima i akcijama.

*Organizovanje* - Menadžeri aranžiraju i raspoređuju posao, autoritet i sredstva da bi ostvarili ciljeve organizacije.

*Vodstvo* - Menadžeri usmjeravaju, motivišu i utiču na zaposlene da obave osnovne zadatke.

*Kontrola* - Menadžeri provjeravaju da li se organizacija kreće ka svojim ciljevima.

### Strategijsko planiranje

Strategijsko planiranje je orijentisano na duži vremenski period (3-5 godina) i odnosi se na preduzeće u cjelini. U literaturi ne postoji opšte prihvaćena definicija strategijskog planiranja, ali svakako postoje značajne karakteristike koje ga diferenciraju od operativnog planiranja: (1) odražava misiju preduzeća, (2) predstavlja okvir za svakodnevno operativno planiranje, (3) u osnovi je dugoročno orijentisano, (4) predstavlja osnovu za strategijsko razmišljanje i djelovanje, (5) uglavnom se vezuje za top menadžment.

Strategijsko planiranje otpočinje oblikovanjem poslovne strategije, tako da je pro-

advantages and disadvantages, so the task of the strategic management is, depending of the extent of changes concerning the implementation of the defined strategy, its sector and its surrounding, to create the progress for strategy realization.

### The elements of strategy implementation process

If strategy implementation means progress and accomplishment of a strategy, the logical assumption is to take into consideration the activities and resources of a company in order to realize the goals of a company according to strategic options. The implementation of a strategy requires a complex management effort realized through the following processes: (1) planning process, (2) organization process, (3) accomplishment process, (4) process of controlling various activities.

*Planing process* - Managers use logistics and methods to think about the goals and actions.

*Organisation process* - Managers arrange and distribute the activities, authorities and devices for accomplishing the goals of organization process.

*Leadership* - Managers make hints, motivate and influence the activities of employees in order to finish the main tasks.

*Controlling process* - Managers check if the organization is going in the direction of its goal accomplishments.

### Strategic planning

Strategic planning is oriented at longer periods of time (3 – 5 years) and it has to do with the company as a whole. There is not a generally accepted definition of strategic planning but there are some important characteristics which differentiate strategic planning from operation planning: (1) it maintains the mission of a company, (2) it represents the frame for everyday operation planning, (3) basically, it is long-termed oriented, (4) it represent the basis for strategic thinking and operating, (5) it is mainly related to top management.

The strategic planning begins with the process of shaping a business strategy in such a

jektirana poslovna strategija, output procesa strateškog menadžmenta, input startna tačka procesa strategijskog planiranja. Strategijsko planiranje je, dakle, analitički orijentisan proces koji se odvija putem precizno definisanog reda koraka, što je i razlog da Mintzeberg proces strategijskog planiranja naziva strategijsko programiranje, akcentirajući činjenicu da je proces strategijskog planiranja proces koji se odvija po jasnom i znanom, unaprijed utvrđenom programu posredstvom kojeg se poslovna strategija prevodi u konkretne zadatke (Šunje, 2003, str. 127).

Planiranje je formalizovana procedura koja rezultira integralnim sistemom odluka kako bi se ostvarila željena budućnost. Pored toga što je planiranje jedna od funkcija procesa menadžmenta, ono je i naučna disciplina koja ima svoju metodologiju, koncepte i kategorijalni sistem. Menadžeri definišu šta je potrebno da se uradi, kada, kako i ko to treba da učini. Menadžer proizvodnje planira način korišćenja kapaciteta, marketing menadžer planira način uvođenja novog proizvoda, kanale distribucije i cijenu proizvoda, finansijski menadžer izvore i alokaciju sredstava.

Potreba za planiranjem postoji na svim nivoima organizacione strukture, a izraženija je na višim nivoima zbog većeg uticaja na uspjeh preduzeća. Planovi se mogu razlikovati po fokusu, formi, stepenu obuhvaćenih detalja, vremenskom horizontu, funkcionalnom području, pristupima. Planiranjem se dobija poželjna slika budućih okolnosti, uzimajući u obzir trenutno raspoloživa sredstva, prošla iskustva i brojne druge faktore.

### *Značaj planiranja*

1. Planiranje pomaže anticipiranju rizika i neizvjesnosti i omogućava adekvatno prilagođavanje.
2. Posebno je važno u kriznim situacijama, a pomaže i u rješavanju mnogih problema sa kojima se preduzeća suočavaju.
3. Omogućava sagledavanje zahtjeva tržišta i suočavanju sa konkurencijom,
4. Neophodno je radi koordiniranja aktivnosti.

way that the projected business strategy, the output of the process of management planning, the input starting point of the process of strategic planning. So, the strategic planning is an analytically oriented process operating through precisely defined number of steps, which is the reason why Mintzeberg calls this process strategic programing, by putting an accent on the fact that the process of strategic planning is the process conducted through the already known and previously defined program, which is used to turn the business strategy into concrete fulfillments (Šunje, 2003, p. 127).

Planning is a formality procedure resulting in the integral system of decisions for the purpose of getting the desired future. Managers define what has to be done, when, how, and who needs to do it. The manager of production plans the way of using capacities, the marketing manager makes the plan of introducing new products, the channels of distribution and the price of products, whereas the financial manager is concerned with the sources and allocation of finances.

The need for planning is present at all levels of organization structure, especially at higher level because of greater influence on company success. Plans can be differentiated with respect to focus, form, level of including details, time horizon, function fields, approaches. By planning, a wanted image of future circumstances is gained, taking into account the momentarily available means, past experiences and many other factors.

### *The importance of planning*

1. planning may be helpful in risk and uncertainty anticipation and it enables an adequate adjustment,
2. it is very important in crisis situations and it is helpful in solving various problems that companies face,
3. enables the prospect of demands of the marketplace and facing the competition,
4. it is necessary for the coordination of activities,

5. Doprinosi povećavanju odgovornosti menadžera.
6. Planiranje u najvećoj mjeri od svih funkcija menadžmenta doprinosi uspjehu novog preduzetničkog poduhvata. S obzirom na to da su resursi obično mali, planiranjem se sprečavaju veće greške.

Takođe, potrebno je da menadžer analizira eksterno okruženje, konkurenciju, potencijalne kupce, kao i snage i slabosti novog posla. Planiranje novog poslovnog poduhvata daje odgovore na slijedeća pitanja. (1) Koji će se proizvod proizvoditi? (2) Na kom tržištu će se plasirati? (3) Kako će se posao pokrenuti? (4) Kako će se obaviti poslovanje? (5) Kako će se posao finansirati?

Menadžer potencijalnom investitoru prezentuje poslovni plan.

### *Odlučivanje*

Odlučivanje se definiše kao odabir nekog smjera djelovanja između više alternativa, i ono je suština planiranja. Ne može se reći da postoji plan sve dok nije donesena odluka o angažovanju resursa i smjera djelovanja. Menadžeri ponekad smatraju odlučivanje svojim središnjim planom jer su stalno pred izborom šta treba činiti, ko će to učiniti kada, gdje, a, povremeno, čak i kako će to učiniti. Međutim, odlučivanje je samo korak u planiranju, čak i kada se obavlja brzo i s malo razmišljanja, ili kada utiče na akciju svega par minuta. Donošenje odluka je značajan dio procesa menadžmenta. Obuhvata izbor najboljeg toka akcija kako bi se postigao željeni cilj. Odlučivanje je proces donošenja odluka radi rješavanja identifikovanih problema. Činjenica je da svi donosimo odluke, šta je karakterično za menadžere? Menadžeri poklanjaju posebnu pažnju odlučivanju i prilaze problemu na sistematičan način. Potrebno je skrenuti pažnju na tri momenta (Wehrich i Koontz, 1998, str. 199):

1. za odlučivanje je potrebna mogućnost izbora između više varijanti,

5. it contributes to the raising responsibilities of a manager,
6. planning is the most influential of all functions of management for the success of a new entrepreneurial project; since the resources are usually very small, greater mistakes are avoided by planning.

The manager needs to analyze external surroundings, competition, potential customers, as well as the potentials and weaknesses of a new business. The planning of a new business project makes responses to the following questions: (1) Which product will be used? (2) At which marketplace the product is to be promoted? (3) How the business will start? (4) In what way the business operation will be made? (5) From what sources the business will be financed?

The manager presents a business plan to the potential investor.

### *Decision making*

The decision making is defined as the choice of a certain acting direction among many alternatives, and it is the crucial part of planning. It cannot be said the plan exists as long as the decision about the engagement of resources and the course of acting have not been brought. Managers sometimes think that the decision making is their core plan, since they are always under pressure of what has to be done, when it has to be done, by whom and, occasionally, in what way it will be done. However, the decision making is just a step planning, even when being done rapidly and with little thinking, or when it influences an action for only few minutes. The decision making is a very important part of the management process. The purpose of decision making is to solve identified problems. It is a fact that we all make decisions but what are the characteristics of decision making when managers are concerned? Managers pay special attention to making decisions and they face the problem in a very systematic way. It is necessary to pay attention to three facts (Wehrich & Koontz, 1998, p. 199):

1. for making decisions, there has to be the possibility of choosing between variants,



2. odlučivanje je svjestan proces na koji utiču: znanje, iskustvo, informacije, interesi, emocije, intuicija i mnogi drugi faktori,
3. odluke su usmjerene ka ostvarivanju ciljeva.

Odlučivanje se može posmatrati po hijerarhijskim nivoima, odnosno poslovnim područjima u preduzeću. Postoje tri nivoa strategija: korporativna strategija, strategija strateških poslovnih jedinica i funkcionalna strategija (Babić i Lukić, 2009, str. 140).

### *Organizovanje*

Faza koja slijedi nakon planiranja je organizovanje. Procesom organizovanja menadžeri oblikuju odnose unutar organizacije formirajući njenu strukturu i na taj način vode zaposlene u budućnost organizacije. Prvi korak u pravcu organizacije, koji je logičan nastavak planiranja, je proces stvaranja dizajna organizacije. Rezultat je specifična shema odnosa koju menadžeri kreiraju tokom ovog procesa je organizaciona struktura. Ona je okvir koji menadžeri izrađuju za podjelu i koordinaciju aktivnosti članova organizacije. Pošto su strategije i uslovi okruženja različiti za svaku organizaciju, postoji veliki broj mogućih organizacionih struktura. Potrebno je donijeti odluku o šemi organizacione strukture. Osnovni koraci u procesu organizovanja su: (1) ispitivanje planova; (2) formiranje liste poslova koje treba uraditi; (3) podjela poslova u grupe po izvršiocima; (4) grupisanje povezanih poslova na logičan i efikasan način; (5) dodjela radnih zadataka pojedincima i (6) delegiranje autoriteta i odgovornosti.

Odluka o dizajnu organizacije predstavlja izbor organizacione strukture koja odgovara strategiji i okruženju u kojem će članovi realizovati strategiju. Pojam dizajn organizacije je evoluirao tokom XX vijeka. Prvobitno je fokus bio na internom funkcionisanju organizacije. Međutim, dizajn organizacije postavlja menadžere u položaj u kome moraju istovremeno da prate šta se događa unutar organizacije, a šta izvan nje. Organizovanje ne podrazumijeva krajnju specijalizaciju po zani-

2. the decision making is a conscious process influenced by: knowledge, experience, information, interests, emotions, intuition and many other factors,
3. decisions are headed towards the accomplishment of goals.

The decision making can be viewed from the perspective of hierarchical levels, i.e. according to business fields in a company. There are three level of strategies: corporation strategy, the strategy of strategic business units and functional strategy (Babić & Lukić, 2009, p. 140).

### *Organization*

The phase that follows the phase of planning is the phase of organization. By the process of organization managers shape their relations within the organization. So, they form the structure of organization and in that way they lead their employees to the future of organization. The first step towards the organization is a process of creating the design of organization. The result is a specific scheme of relations created by managers. The structure of organization is the frame that managers create for the division and coordination of activities of the organization members. It is necessary to make a decision about the scheme of organization structure. The main steps in the process of organization are the following ones: (1) examination of plans, (2) forming the list of actions needed to be done, (3) the division of actions into groups according to group members, (4) grouping the related business actions in a logical and efficient manner, (5) giving the work tasks to individuals, (6) the delegation of authorities and responsibilities.

The decision about the design of organization represents the choice of the organization structure which corresponds to the strategy and the surroundings where the members will realize their strategy. The notion of design organization is being evolved during the twentieth century. The focus has been on the internal operation of organization. However, the design of organization puts the managers in such positions that they have to follow simultaneously the actions within and outside the organization.

manjima zbog koje je u mnogo slučajeva rad nezanimljiv, dosadan i nepotrebno ograničen. Kada se kaže da zadaci moraju biti određeni, to ne znači da oni moraju biti ograničeni i mehanički. Na organizatoru je da, imajući u vidu željene rezultate, razmotri treba li zadatke rastaviti na najmanje dijelove - kao kod tipične pokretne trake - ili ih treba odrediti dovoljno široko da obuhvate konstrukciju, proizvodnju i prodaju stroja. U svakoj se organizaciji poslovi mogu odrediti tako da dopuste malo ili nimalo lične slobode odlučivanja ili najšire moguće odlučivanje po nahodañju. Ne smije se zaboraviti da ne postoji neki najbolji način organizovanja i da primjena teorije organizacijske strukture mora voditi računa o situaciji (Wehrich i Koontz, 1998, str. 257-259).

### *Kontrola*

Proces kontrole se obično definiše i uspostavlja kao specifičan sistem koji neprekidno funkcionira u toku cjelokupnog procesa upravljanja. Menadžment kontrola obuhvata ulaganja, rezultate i odnose ulaganja prema ostvarenim rezultatima. Viši nivo menadžmenta kontroliše ekonomske rezultate i stepen ostvarenja strateških ciljeva. Niži nivo kontroliše ulaganja, radne rezultate, tehničke performanse procesa ili proizvoda i stepen ostvarenja operativnih ciljeva organizacije. Dvije osnovne metode kontrole su: (1) budžetske metode kontrole (kontrolisu se i mjere finansijski aspekti uspješnosti poslovanja) i (2) nebudžetske metode kontrole (koristi se za kontrolu rokova, kvaliteta, obima poslova).

Standardi se definišu za projekcije i za konačne rezultate. Imaju dvije bitne funkcije: motivacionu i "praga" poređenja. Menadžeri treba da znaju šta zahtijeva pažnju i, shodno tome, šta je potrebno mjeriti. Često se preduzeća usredsređuju na mjerenje faktora koji se brzo i lako mogu izmjeriti. Obično su to inputi, resursi i efikasnost kao rezultati, a efektivnost se teže mjeri. Zadovoljenje potreba i očekivanja ključnih stejkholdera je kritično za dugoročni prosperitet. Svi kvalitativni indika-

Organizing does not involve the final specialization according to professions, which is why the work is in many cases not interesting, boring and unnecessarily limited. When it is said that business tasks need to be defined, it does not mean that they have to be limited and mechanical. It is up to the organizer, taking into account the wanted results, to decide whether the tasks should be further divided into the tiniest parts or they should be divided in such a way that they include construction, production and the selling of machines. The fact that the best way of organization does not exist cannot be neglected, and by applying the theory of organizing a structure, the situation itself needs to be taken into account (Wehrich & Koontz, 1998, p. 257-259).

### *Controlling process*

The controlling process is usually defined as a specific system constantly functioning in the whole process of management. The management controls include investments, results and relations of investments according to the achieved results. The higher level of management controls economic results and the degree of accomplishing strategic goals. Lower level controls investments, work results, the technical performances of a process or product and the degree of accomplishing operational goals of an organization. There are two basic methods of controlling processes: (1) budget controlling methods (financial aspects of successful business actions are controlled), (2) non-budget controlling methods (used to control the deadlines, quality and quantity of business actions).

Standards are defined for projections and final results. They have two main functions: motivational function and the function of comparison. Managers need to know what catches the attention and what needs to be measured. Companies are very often focused on controlling the factors that can be easily and rapidly measured. In most cases, inputs, resources and efficiency are the result, and efficiency cannot be easily measured. To satisfy the needs and expectations of the key stake

tori utiču na dugoročne finansijske rezultate. Potrebno je tražiti objašnjenja kada su rezultati razočaravajući ili ispod željenog nivoa. Pažnja se brzo fokusira na neuspjeh, što nije uvijek slučaj sa uspjehom. Nije neuobičajno da menadžeri smatraju uspjeh kao rezultat svojih ličnih sposobnosti i briljantnosti. U stvarnosti uspjeh može da počiva na sreći i na odsustvu jačeg konkurenta. Ove prednosti su kratkoročne. Uspjeh se brzo može pretvoriti u neuspjeh. Kontrola se sastoji u mjerenju i korekciji aktivnosti i postupaka s ciljem stvaranja uslova za ispunjenje ciljeva preduzeća i utvrđenih planova. Za obavljanje uspješne kontrole potrebno je: (1) utvrditi kontrolne tačke, (2) utvrditi standard, (4) obezbijediti odgovarajući broj stručnih ljudi sa analitičkim sposobnostima, (3) uspostaviti dobru organizaciju, (5) pravilno postaviti informacioni sistem.

### *Razvijanje, održavanje i upravljanje implementacijom*

Ovaj segment upravljačkih aktivnosti usmjeren je na to da se putem kreiranja tzv. "meke infrastrukture" obezbijedi efektivna i efikasna implementacija strategije. Ona obuhvata: (1) utvrđivanje načina motivisanja organizacionih jedinica i pojedinaca da, ostvarujući strategiju, postiču željene rezultate, (2) kreiranje adekvatne poslovne kulture za podršku realizaciji strategije, (3) pospešivanje orijentacije na rezultate i (4) stvaranje poslovne klime, usklađivanje sistema nagrađivanja sa aktuelnim strategijskim performansama.

Menadžeri daju zadatke i zahtijevaju rezultate. Međutim, vođenje podrazumijeva više od toga - usmjeravanje i motivisanje zaposlenih da rade u najboljem interesu za organizaciju. Napor menadžera da se usredsrede na ciljeve organizacije naziva se proces vođenja. Menadžer mora da razumije ljudsko ponašanje, da bude u stanju da ostvari komunikaciju, da motiviše i vodi druge kako bi se ostvarili ciljevi organizacije. Radi shvatanja ponašanja pojedinaca, neophodno je ispitati biološke, socijalne i organizacione faktore koji utiču na njihovo ponašanje. Motivacija - usmjeravanje radnika da se ponašaju tako da obezbijede

holders is a risk when it comes to long-time prosperities. Explanations are needed when the results are disappointing or above expected level. Attention is immediately focused on the failure, which is not the case when the success is made. It is not a rare case that managers perceive the success as a result of their own aptitude and brilliant mind. In reality, success can be based on luck or it can be achieved in the absence of higher competition. These benefits do not last long and success can very easily be turned into failures. To make a successful control, the following actions are to be done: (1) establish the control point, (2) establish the standard, (3) employing a group of professionals with analytic capabilities, (4) make a good organization, (5) set up the system of information technologies in an appropriate way.

### *Development, maintaining and the management of implementation*

This segment of management activities is focused on the fact that by creation of a so-called 'soft infrastructure', an efficient and effective implementation of a strategy will be achieved. It includes: (1) determining the way for motivation of organization units and individuals to achieve the wanted results, (2) creation of an adequate business culture to support the strategy realization, (3) more effective result orientation, (4) creating the business environment.

Managers provide tasks and expect the results. However, management means much more than that - directioning and motivating employees to do their best for organization. The effort of a manager to make his employees focus harder on the organization goals is called the leadership. The manager has to understand human behavior, be good at communicating, motivate and lead others for the purpose of accomplishing the goals of organization. In order to understand the behaviour of individuals, it is necessary to examine the biological, social and organization factors that influence their behaviour. Motivation means supporting employees to behave in such

ostvarenje organizacionih ciljeva i da, istovremeno, ostvare svoje vlastite ciljeve. Neki autori smatraju da motivacija u menadžmentu ima najmanje tri važne svrhe: (1) podsticanje potencijalno zaposlenih da se pridruže organizaciji, (2) stimulacija zaposlenih da rade više, bolje i efikasnije i (3) ohrabrivanje zaposlenih da ostanu u organizaciji.

Nove forme motivisanja idu u pravcu uključivanja zaposlenih i menaždera u različite šeme za dijeljenje profita ili programe za sticanje vlasništva u preduzećima u kojima su zaposleni. Za svrsishodno usmjeravanje zaposlenih značajno je uspostavljanje efikasnog sistema komunikacije. Osnova komuniciranja je prenos znanja, emocija, iskustva, stavova, informacija, misli i zapažanja da bi se postiglo zajedničko značenje. Istraživanja su pokazala da menadžeri najveći dio svog radnog vremena provode obavljajući ovu aktivnost (između 70-80%). Proces komuniciranja je dvosmjernan i u njemu svaka strana ima potrebu da nešto saopšti i da sasluša sagovornika. Neki autori sugerišu šta treba raditi da bi se povećala sposobnost aktivnog slušanja:

1. pažljivo slušati šta druga osoba ima da nam kaže, makar smatrali da je to sasvim pogrešno ili nevažno;
2. pokušajte podjednako da razumijete osjećanja koje osoba izražava isto kao i intelektualni sadržaj priče;
3. odvojite vrijeme za diskusiju bez prekida;
4. ne razmišljajte o drugim stvarima dok sagovornik ne završi misao;
5. ne donosite prerano zaključke, saslušajte sve relevantne informacije.

## ZAKLJUČAK

Preduzeće u uslovima tržišne konkurencije mora da ima adekvatnu strategiju poslovanja na osnovu koje može da uspješno parira konkurenciji. Tržišna orijentacija preduzeća je kontinuirani proces koji polazište ima u posjedovanju pravih informacija s tržišta, na osnovu kojih može da planira i organizuje

a way that the organization goals are achieved as well as their own personal goals. Some authors claim that management motivation has at least three important purposes: (1) supporting the potential employees to join the organization, (2) stimulating the employees to work better, harder and efficiently, (3) encouraging the employees to stay within the organization.

New forms of motivation are heading towards including the employees and the manager in various schemes for profit division or in programs for getting the ownership in companies they are employed in. The basis for communication is the exchange of knowledge, emotions, experiences, attitudes, information, thoughts and perception in order to get the common meaning. Investigations show that managers spend most of their time by performing these actions (70 – 80% of their time). The process of communication is being performed in two directions and each side has the need to say something and to listen what others have to say. Some authors suggest what needs to be done to raise the abilities of active listening:

1. to listen carefully what other people have to say, even though we think they are totally wrong or not related to the topic of conversation,
2. to try to equally understand both the feelings that a person expresses and the intellectual part of a speech,
3. to take some time for the discussion without interruption,
4. do not think about other topics while the person is still talking,
5. do not make conclusions very early and listen to all the relevant information.

## CONCLUSION

In conditions of marketplace competition, a company has to provide an adequate business strategy, so it can successfully face the competition. The marketplace orientation of a company is a continuous process which has its roots in possessing real information from marketplaces and by its possession a company can plan and

svoje poslovanje. Moderni koncept organizovanja preduzeća zahtijeva da menadžment, posebno u domenu strateškog odlučivanja, ima različite alternative funkcionisanja koje mogu da pariraju mnoštvu faktora koji utiču na njegovo poslovanje.

Kao rezultat procesa provođenja razvijaju se sposobnosti preduzeća koje predstavljaju preduslov za ostvarivanje konkurentskih prednosti koje se ostvaruju kod potrošača, zaposlenih i poslovanjem preduzeća. U navedenom procesu značajna je i uloga tržišne dinamike, intenziteta konkurencije, faktora na strani potražnje te poslovnih faktora koji iz okruženja djeluju na iskazivanje i razvoj konkurentskih prednosti. U donošenju poslovnih odluka koriste se informacije o potrošačima, ali i informacije iz okruženja, posebno podaci o konkurenciji.

U procesu provođenja tržišne orijentacije učestvuju menadžment preduzeća, zaposleni i potrošači. Menadžment ima ulogu pokretača procesa uvođenja tržišne orijentacije u preduzeću, ali i onoga koji mora osigurati uslove za njeno provođenje i usavršavanje. On daje podsticaj za provođenje tržišne orijentacije, gdje se stavlja akcenat na praćenje promjena na tržištu, stvaranju veza sa potrošačima i inovativnosti. Navedeni proces provođenja u svom svakodnevnom poslovanju implementiraju zaposleni. Sve ne bi bilo moguće bez potrošača i njihovih povratnih informacija koji predstavljaju treći element provođenja tržišne orijentacije. U cilju definisanja strategije razvoja ispituje se tržište i prikupljaju se sve informacije kako bi se dobili podaci o sadašnjim, neizraženim potrebama i željama potrošača, te promjenama u okruženju.

Rezultati istraživanja ukazuju da su uspješna preduzeća koja primjenjuju orijentaciju prema potrošačima u razvoju novih proizvoda i ostvarivanju i osvajanju novih tržišta, te razvijaju sposobnosti koje se zasnivaju na učenju kako bi se ostvarila i zadržala konkurentska prednost. Smatra se da je za navedeno odgovoran menadžment preduzeća koji je pokretač cjelokupnog procesa uvođenja orijentacije prema potrošačima, a važnu ulogu

organize its business activities. A modern concept of company organization requires from the management, especially in the domain of strategic decision making, to have various alternatives of functioning that can face many factors influencing its business activities.

As a result of the process, various company capacities are developed and they are a precondition for gaining competition benefits for customers, employees and business activities. At this process, it is important to mention the role of marketplace dynamics, intensity of competition, business factors from surrounding areas that have an effect on presentation and development of competition benefits. In making such business decisions, information about customers are used, as well as information from surroundings, especially the ones related to competition.

In the process of marketplace orientation, the management of a company, customers and employees are involved. The management has the role of starting the process of marketplace orientation in a company, as well as the role of providing conditions for its progress and completion. It supports the process of marketplace orientation and an emphasis is put on changes at a marketplace, creating contacts with customers and on innovations. The mentioned process in everyday business activities is implemented by employees. All this could not be possible without customers and their returning information which represent the third element in marketplace orientation. In order to define the strategy of growth or development, marketplaces are being examined and all pieces of information are collected to get the information about present needs of customers and changes in surroundings.

Results from the research show that successful companies are the ones which apply orientation strategy according to customers' needs in the development of new products, reaching and gaining marketplaces, as well as those which develop capacities based on constant learning to get and keep competition benefits. The manager of a company is considered to be responsible for all the things mentioned but customers also play an important role in the strategy of

imaju zaposleni koji navedenu orijentaciju aktivno provode. Pri tome dolaze do izražaja predanost i entuzijizam zaposlenih, njihove sposobnosti učenja, te posjedovanja i primjena inovativnosti u razvijanju odnosa sa potrošačima. Da bi preduzeće moglo pružiti veću vrijednost potrošačima, potrebno je da prikuplja podatke o njima putem istraživanja tržišta i izgradnje veze sa njima. Uočavanjem promjena u okruženju prate se naponi konkurenata usmjerenih na preotimanje potrošača kroz pružanje veće vrijednosti, te se gledaju trendovi koji bi mogli uticati na promjene potreba i želja potrošača. Sljedeća faza nakon stvaranja i pružanja zadovoljstva potrošačima je razvoj i podsticanje njihove odanosti. U cilju njenog podsticanja preduzeća djeluju na različite grupe faktora kojima povećavaju interesovanje korisnika proizvoda ili usluga preduzeća. Potrebno je usmjeriti se na prave potrošače, tj. one koji imaju najveći potencijal odanosti kako bi se konkurentske prednosti i razvile. Unapređenjem zadovoljstva potrošača stvaraju se bolji poslovni rezultati. Sve ovo se može postići samo pravilno odabranom strategijom poslovanja i odlučivanja koju top menadžment mora neprekidno da planira, prati kontroliše i, po potrebi, inovira.

orientation. In this process, the focus is made on the effort and enthusiasm of the employees, as well as on getting and using innovations when making contacts with customers. In order to offer the quality of their products to customers, it is necessary to get constant information about them and to maintain contacts. By observing changes in surroundings, efforts of the competition are made for the purpose of getting new customers by raising the values of their own production. New trends that may influence needs and wishes of potential customers are also observed. The next phase is creating and encouraging the loyalty. For the purpose of loyalty stimulation, companies are operating various groups of factors to raise the interest of product consumers or to raise the interest in their services. There is a need of getting real customers, i.e. those possessing the highest level of loyalty potential, so the competition benefits may be enlarged. By amplifying the satisfaction of customers, better business results are achieved. It is possible to achieve all this only by choosing an adequate business strategy and a decision strategy which has to be in the constant process of planning, tracking, controlling by top management. When necessary, innovations are also being made.

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