Introduction

The modern economy is in the phase of transition to a new reality. The world order that emerged after 1945 after the formation of the main international institutions — the UN, WTO and other institutions — has been collapsing in recent years, and since 2014 the process of collapse has become rapid and the world has already entered a state of permanent economic crises and geopolitical turbulence. In these conditions, which are burdened by sanctions pressure and geopolitical confrontation, the previous business models are becoming ineffective, and the strategies of both the state and individual companies need to be radically revised. One of the key areas of development of the Russian Federation is the achievement of technological sovereignty, namely: support for domestic technologies, ensuring self-sufficiency in terms of logistics and independence from foreign supplies. Previously, at the state level, first of all, goals were set for export growth, in particular, non-primary non-energy, but now the goal is to reduce the share of imports to 17 % of GDP by 2030. The main principle on which the economic program is based is only fundamental long-term solutions, the absence of short-term measures, which requires a qualitative study of the available methodological and methodological apparatus for effective strategic planning, analysis and management. At the same time, the innovative activity of business in Russia significantly lags behind many economically developed countries, which is why, in the context of Russia's confrontation with the countries of the collective West, ensuring technological security becomes a vital condition for the security of the country as a whole. This is not a fundamentally new goal, but its scope is changing.

Targeted measures to achieve technological sovereignty have been implemented in Russia since 2014, and the first strategic industry plans within its framework appeared in 2015. The intensification of the confrontation with the West since 2022, the escalation of geopolitical tensions, which resulted in the conduct of a Special military operation, has made ensuring Russia's sovereignty very important, and technological sovereignty critically important, since the Russian manufacturing, agriculture, IT sector and other sectors of the economy are developing extremely unevenly, Russia may be a global leader in some sectors and have critical dependence in related sectors.

Economics should contribute to the timely provision of the necessary tools for the implementation of a new plan for the new Russia, the transformation of the economy along key tracks, and the solution of strategic tasks that are fundamental for confident, long-term development of the country. In this regard, the issues on strategies outlined in the monograph economic security at global levels of governance, sanctions as an urgent factor of strategic planning in modern Russia, information strategy in the context of global change and strategies of technological sovereignty are becoming particularly relevant.

CHAPTER 1
The Evolution of Ideas about Strategic Management

The term "strategy", first taken from the military concept, was called "planning" in ancient times, which originally meant planning military operations in a war.[1]

For the first time, the word "strategy" in the business aspect was used in the 1930s in the arguments of the American economist Chester Barnard about the entrepreneurial activity of enterprises, which marked the official application of strategic ideas in the field of corporate governance.[2]

Strategic research of enterprises began in the late 1930s and the second half of the 1950s, when scientists had already developed the concept of strategic factors from various factors related to the purpose of the enterprise.

In 1962, American Professor A. D. Chandler defined a business strategy for the first time in the book "Strategy and Structure", which opened the way to the study of strategic enterprise management.[3]

Since then, the development of research in the field of business strategy can be divided into three stages:

At the first stage, which lasted from the early 60s to the early 70s, the main focus of strategic research was on theoretical issues, with a particular focus on strategic concepts and building blocks.

The birth and development of the early theory of strategic management was marked by the publication in 1962 of the famous American management specialist Chandler "Strategy and Structure: a Study in the History of Industrial enterprises." The monograph examines three levels of organizational structure, strategy, and business environment. Although this book does not contain a complete and systematic description of the system of strategic theories, it serves as a guide for subsequent research

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[1] The Great Soviet Encyclopedia. M.: Soviet Encyclopedia. 1969–1978.

[2] Chester I. Barnard. The functions of the supervisor. Harvard University City Press, 1954.

[3] Alfred D. Chandler, Jr. Strategy and structure: chapters in the history of the industrial enterprise. Cambridge, MA: MIT Press, 1962.

conducted by other experts and scientists. Later, researchers such as Henri Fayol, Chester Barnard, and Kenneth R. Andrews expanded and enriched the content of the strategy with various studies.

In 1965, in the book "Corporate Strategy" by the American scientist Igor Ansoff, a model of corporate strategic management was systematized. The theoretical and practical basis of strategic management of a modern enterprise has been laid, and the first place in the study of the theory of strategic management of a modern enterprise has been created.[4]

Subsequently, as the research of scientists deepened further, various factions emerged from the traditional strategic theory, such as the structural school, the school of the environment, the school of culture, the school of power, the school of creativity, the school of planning, the school of design, etc.

According to the classification of G. Mintsberg, schools of strategic management can be conditionally grouped into two groups: prescriptive, descriptive.[5]

The main tasks of prescriptive schools are to substantiate the methods of strategy development that ensure an increase in the competitive status of the organization. Within the framework of these schools, strategies act as something logically explicable, depending on the will of the leader and, if applied correctly, unambiguously guaranteeing the success of the organization. Describing schools, their main task is to provide the most reliable description of the strategy development and implementation process as it is. Any recommendatory conclusions can be drawn only on the basis of an analysis of the actual models.

The main features of each of the schools.

Prescriptive:

1. **The School of Design** (K. Andrews, A. Chandler).

In general terms, the design school offers a strategy-building model as an attempt to achieve a coincidence or correspondence between internal and external capabilities, i. e., according to this school, an economic strategy should be understood as a correspondence between the characteristics of a firm and those

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[4] Ansoff I. Corporate strategy. St. Petersburg, 1999.

[5] Mintsberg G., Quinn J. B., Goshan S. Strategic process. Concepts, problems, solutions. St. Petersburg: Peter, 2001.

capabilities that determine its position in the external environment. A typical example of a tool used within a design school is "SWOT analysis".

2. **The School of Planning** (I. Ansoff, P. Lorange). This school considers strategy as a conscious planning process, formally reflected in appropriate diagrams, tables and supported by appropriate methods, which are developed by specially trained people. The school's approach is based on the methodology of using the "balanced scorecard" (BSC).

3. **School of positioning** (M. Porter). The basic position of this school is that strategies are specifically general, market-based positions that are both economical and competitive. The main task of management is to correctly position the position of a company or business, which automatically leads to the emergence of a "ready-to-use strategy". One of the main models of this school is the M. Porter model of competition, a typical tool is the BCG matrix (the Boston Advisory Group).

Descriptive:

1. **The School of Entrepreneurship** (J. Schumpeter) — considers the process of strategy development and implementation as vision or vision that looks forward (future); backward (past); into the internal environment of the organization; into the external environment, etc. Moreover, this vision is based on intuition, entrepreneurial wit and finds expression in intuitive leadership goals.

2. **The cognitive school** (G. Simon) considers the process of strategy development and implementation as a thinking process that takes place in the strategist's mind, which means that strategies arise as perspectives and are based on information that is appropriately encoded and circulates between the members of the collection according to certain laws.

3. **The school of learning** (C. Lindblom) considers the strategic process as an adaptation to predictably changing environmental conditions. Ideas that contribute to this can arise from any individual, regardless of his place in the organizational hierarchy. Therefore, the task of the head is to create an organizational culture that promotes the selection and promotion of ideas that contribute to the adaptation of the organization.

4. **The school of power** (R. Kayert, J. March) — strategy is considered as the result of the interaction of people pursuing

their own purely selfish interests. To this end, formal and non-formal alliances are created, groups seeking to gain control over as many resources as possible. The strategy in this case is the resultant between the interests and actions of various groups.

5. **The School of the External environment** (M. Mescon) brings the ideas of the school of positioning to a logical absurdity, considering strategy as a resultant effect on the organization of external forces. According to this theory, organizations exist in certain limited, relatively stable conditions — economic niches. When a niche ceases to exist, organizations die or transform into unrecognizability.

6. **The School of Configuration** (D. Miller) — generalizes to a significant extent the achievements of previous schools and considers organizations as objects in whose existence periods of stability are replaced by periods of major changes. This approach means that research focuses on certain periods in the history of organizations (growth, change, stability), life cycle stages (growth, maturity, decline), as well as the type and form of the organization in order to understand if there is a visible logic or system.

The modern significance of these schools varies. Some of them have proven themselves well and hold reliable positions for analyzing the activities of companies belonging to "traditional" industries, others demonstrate the effectiveness of their methodology in newly developing, innovative business sectors, while others are more suitable for designing strategic changes in non—profit organizations or municipal government organizations, etc. Therefore, it would hardly be productive to try to rank schools and areas of strategic management according to their importance or effectiveness in isolation from the actual context of the organizational problems in which they arose and which affects their development. It is more important to learn how to apply the necessary and effective methods from the entire arsenal of methods provided by schools to solve strategic management problems that arise in specific organizations and at a certain time. The research center for the theory of competition strategy has shifted from intra-company strategy to competition of the main elements of the enterprise.

In particular, after the 80s of the last century, the theory of enterprise competition strategy gradually became the main academic theory, in which the three important schools of competition strategy theory were the school of strategic resources, the school of core competencies, and the school of industry structure.

The second stage lasted from the early 70s to the early 80s, it was the heyday and development of strategic research at the enterprise. At this stage of the research, the main focus was on strategic management and the application of theoretical research in practice gradually began.

The third stage, which began in the 80s and has continued to the present, is a period of reflection and development of corporate strategic research. Compared to the theory of the 70s, at this stage more attention is paid to human and cultural factors in the enterprise, the emphasis in research methods is on focus and efficiency, an irrational element is introduced into the way of thinking, which makes management flexible and increases the ability of the enterprise to adapt.

The basic theory of competitiveness

In the 1990s, American scientists Gary Hamel and Prahalad proposed the concept of the main competitiveness of an enterprise, according to which, regardless of the industry or enterprise, productivity and product quality are important factors that allow an enterprise to gain recognition from customers and the market in a short period of time.[6]

As for the long-term development of the enterprise, it is the basic competitiveness of products that ultimately affects the development of the enterprise. Key competitiveness means that an enterprise has unique market advantages in a particular industry or area where its products, technology, and services have significant advantages and technical barriers that cannot be overcome by other enterprises.

The following four characteristics are usually considered:

1) value, allows the company to increase the quality of products, reduce the cost of production, extend the service life of products, improve the experience of interaction with the consumer;

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[6] Hamel G. and Prahalad C. K. Competing for the Future. Paperback. Harvard business school press, 1996.

2) uniqueness if only a small number of enterprises or enterprises in a given industry own the technology;

3) irreplaceability, cannot be obtained by similar enterprises in the industry, and cannot be replaced in the process of interaction of products, equipment and consumer services;

4) the enterprise hardly imitates other enterprises. From the very beginning of its existence, an enterprise has its advantages and peculiarities in culture, management methods, and technical means of the enterprise, and cannot imitate other enterprises.

The business models of most enterprises providing R&D services in the field of software are classified as operations with intellectual assets. The main competitive ability of the enterprise consists mainly in the use of advanced information technologies and advanced R&D specialists. The success or failure of an enterprise in the software R&D market is often determined by the quality of technology and qualified personnel. Thus, the strengthening of technological research, Research and innovation, and the involvement of advanced specialists have become an important means for enterprises engaged in software research and development to gain their core competitiveness.

The IT industry, in comparison with the usual traditional industries, is sensitive to the main competitive advantages in the field of technology, specialists, etc., especially in today's era of the endless proliferation of new technologies. If software development companies do not have key competitiveness in the industries and areas in which they are located, they very easily fall into the price whirlpool of the homogenization of the product market, which seriously limits their long-term development.

Thus, in the process of developing a development strategy for a software development company, the main importance is how the company maintains its core competitiveness in its industry and field.

Diversification strategy

A diversification strategy, also known as a development diversification strategy, is a strategy in which an enterprise is selected for a new market in order to avoid risks associated with individual products, operations and markets, in accordance with the stage and characteristics of the enterprise's own development.

The first author of this theory was the American scientist Igor Ansoff, who, summarizing the research results of 100 enterprises that developed in the United States between 1909 and 1948, came to the conclusion that the ways of enterprise development can be roughly divided into four categories:

1) growth of existing markets;
2) development of new markets;
3) new product development;
4) diversified development.

After an enterprise reaches a certain height of development, a diversified development strategy is a relatively reliable and effective strategy for controlling business risks and contributing to the optimal allocation of enterprise resources.

Depending on the current state of development of different industries and enterprises, the classification and strategies for implementing diversification strategies also differ from each other. Firstly, the classification is carried out depending on the sphere of economic activity of the enterprise, diversification strategies can be divided into related and unrelated ones.

Related diversification refers to activities developed by enterprises based on the main competitive advantages of their own market and having certain technical and other distinctive features in comparison with traditional activities. Diversification, unrelated to related issues, is the creation of new enterprises by an enterprise that leave its previous field of activity and have no significant technical or other connection with traditional activities. Secondly, with regard to the practical implementation of the enterprise diversification strategy, it can be divided into product diversification and market diversification strategies.

The most characteristic feature of product diversification is that the products produced by enterprises are not limited to one industry, but due to differences in development directions, they can be divided into horizontal, vertical and integrated diversification.

Market diversification, also known as multi-industry economic activity, means that an enterprise simultaneously with the development of its core business carries out a multi-industry economic expansion, which includes concentric diversification, horizontal diversification and mixed-type diversification.

Concentric diversification means that new and old markets are a single whole, form a single organic whole in products and services, development models complement each other and interact with each other.

Horizontal diversification means that old and new markets run parallel, only products and services differ.

Mixed diversification is a strategy for moving to many different types of markets, and its fundamental importance lies in the fact that new markets are not clearly defined compared to old markets and that goods and services are not linked to either of them.

Thus, based on the theory of divergence strategy, software development enterprises are heavily influenced by factors such as technology, personnel, user needs, etc.

The tendency to diversify the product market is noticeable, sometimes even inter-industry phenomena occur. Any development of an enterprise has a cyclical character, as well as the commodity market, when a particular product of the enterprise is displaced from the market, it will be possible to replenish it in a timely manner with other new products or to find new areas and industry, in order to control the operational risks of the enterprise and stimulate its movement forward.

Theory of the supply chain Michael Porter, a well-known American strategist on competition issues, first formulated the concept of the “value chain” in 1985 and used it as a tool for analyzing the competitive advantages of enterprises.

He divided the areas of the company’s daily business activities into two categories:

1. Main activities.
2. Auxiliary activities.

The main activities cover the management and production of the enterprise, marketing, after-sales service, internal and external logistics, etc., auxiliary activities include the human resources of the enterprise, finance, technical research and development, as well as the day-to-day basic support of the enterprise.

The interaction between the main and auxiliary activities of the enterprise in Ultimately, it forms a dynamic process of value transformation, i. e. the production and distribution chain of the enterprise.

For a diagram of the value chain analysis, see *Fig. 1*.

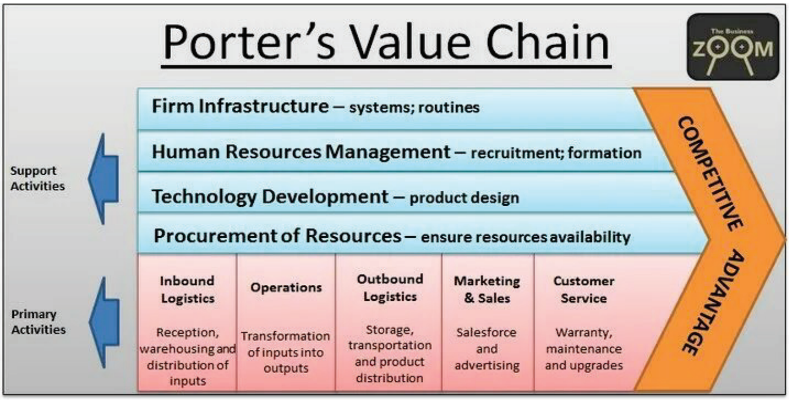

Fig. 1. M. Porter's value chain analysis diagram

Michael Porter believes that the type of enterprise determines the relationship between different types of activities in the value chain, that the vast majority of fundamental activities of enterprises have common features, and the dynamic process of enterprise value transformation in the value chain reflects the fundamental importance of the company for the development and promotion of strategy.[7]

The main competitive advantages of an enterprise ultimately lie in the advantages of certain types of activities within the value chain.

At the macro level, the company's production and sales chain is part of a production chain that is interconnected and forms a value system, and the place of the company's production and sales chain in the system determines its strategic positioning.

Thus, the application of the theory of the production and distribution chain to analyze the development strategy of an enterprise involves, firstly, obtaining a complete understanding of the relevant resources in the production and distribution chain by the enterprise and, secondly, building capacity in key parts of the production and distribution chain so that the enterprise can receive the main competitive advantages in your industry.

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[7] Michael Porter's Competitive Advantage: how to achieve a high result and ensure its sustainability. M.: Alpina Publisher, 2016.

CHAPTER 2
Definition, Approaches and Stages of Strategic Planning, the Main Types of General Strategies

Strategic planning is a set of management actions and decisions that lead to the development of specific strategies designed to help an organization achieve its goals.[8]

Proper strategic planning will contribute to the development of the company and the growth of its capitalization.

The planning process is not an intermittent process, its purpose is to formally review and extend the plan annually. As part of the process, opportunities for formal revision of the plan should be provided, as well as the dissemination and formal discussion of strategic directives that allow the operational divisions of the corporation to draw up their plans.[9]

There are two opposing views on understanding strategy.[10]

In the first case, a strategy is a specific long-term plan for achieving a certain goal, and strategy development is the process of finding a certain goal and drawing up a long-term plan. This approach is based on the fact that all emerging changes are predictable, the processes occurring in the environment are deterministic and amenable to complete control and management.

In the second case, strategy is understood as a long-term, qualitatively defined direction of an enterprise's development, concerning the sphere, means and form of its activity, the system of internal production relations, as well as the company's position in the environment.

With this understanding, the strategy in general can be characterized as a chosen line of activity, the functioning of which should lead the organization to achieve its goals.

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[8] Asaul A. N. Investment and economic strategy of the enterprise / A. N. Asaul, V. P. Grakhov // Actual problems of the investment and construction process: temat. collection of tr. SPb.: Stroyizdat SPb., 2003. Issue 2.

[9] Knysh M. I. Strategic management of corporations / M. I. Knysh, V. V. Puchkov, Yu. P. Tyutikov. SPb.: Cult. Inform Press, 2002. 240 p.

[10] Modern strategic analysis: textbook manual / O. V. Mulenko; Federal State Budgetary Educational Institution of Higher Professional Education. Rostov on Don, 2017. 129 p.

An example of the first type of strategy is a long-term production plan for a certain product, which sets out the volume and assortment of output for each time period.

The second type of strategy includes the following:

– increase the share of sales volume in the market to 35 % (conditionally) without lowering the price;

– infiltrate distribution networks controlled by competitors.

It should be noted that the strategic planning process is a tool that helps in making managerial decisions. His task is to ensure innovation and changes in the organization to a sufficient extent. There are four main types of management activities within the framework of the strategic planning process. These include:

– resource allocation — limited organizational resources (funds, scarce managerial talents and technological expertise);

– adaptation to the external environment — covers all strategic actions that improve the organization's relationship with its environment;

– internal coordination — includes the coordination of strategic activities to map the strengths and weaknesses of an organization in order to achieve effective integration of internal operations;

– organizational strategic forecasting — the activity provides for the implementation of the systematic development of managers' thinking.

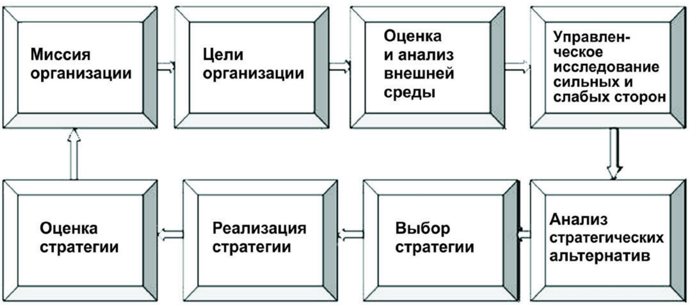

Fig. 2. The model of the strategic planning process[11]

[11] Modern strategic analysis: a textbook / E. Y. Kuznetsova [et al.]; under the general editorship of Professor, Doctor of Economics E. Y. Kuznetsova. Yekaterinburg: Ural Publishing House. University, 2016. 131 p.

From the point of view of the hierarchical stages of the strategic development of an enterprise, the development strategy can be divided into three levels, namely, the general strategy of the enterprise (corporate strategy), business strategy (operational strategy) and functional strategy, which together form the content of the strategic system of the enterprise and have relationships with each other with increasing level. This can be seen from the architectural framework in *Fig. 3* (see below).

1. The overall strategy of the company.

The overall strategy of the enterprise is mainly to help the enterprise predict the future, analyze the real situation and analyze the historical development experience in order to provide a global and long-term strategy for the survival and development of the enterprise *in the future.*

Fig. 3. The structural basis of strategic planning business development[12]

The key importance in the overall strategy is given to the mission. The mission is necessary for those projects that want to achieve success and gain popularity among their audience. Any project should have a sense of existence, a sense of growth and development. Otherwise, the project will outlast itself over time.

[12] Business planning in entrepreneurial activity: studies manual / V. E. Shkurko, N. Y. Nikitina; [scientific editorship by A. V. Grebenkin]; Ministry of Education and Science of the Russian Federation. Federation, Ural. feder. university. Yekaterinburg: Ural Publishing House. University, 2016. 172 p.