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**EVALUATION OF THE EFFECTIVENESS OF STRATEGIC PLANNING**

Strategic planning enables shareholders and company management to determine the direction and pace of business development, outline global market trends, understand what organizational and structural changes must occur in a company in order for it to become competitive, what is its advantage, what tools are necessary for its successful development. In conditions of tough competition and a rapidly changing situation, enterprises should not only focus on the internal state of affairs, but also develop a long-term strategy of behavior that would allow them to follow the changes taking place in their environment. The acceleration of changes in the environment, the emergence of new consumer demands, the updating of business opportunities opened up by the achievements of science and technology, the development of information networks, the availability of modern technologies, the increasing role of human resources, and a number of other factors led to a sharp increase in the importance of strategic management and planning.

This article assesses the feasibility of the program-oriented benchmarks of the strategic planning of the tourism industry in Kazakhstan, namely, the Shchuchinsko-Borovskaya resort area of the Republic of Kazakhstan. Based on the methodology for evaluating the effectiveness of strategic planning, a system of interrelations between the program-targeted benchmarks of the strategic planning of the tourism sector in Kazakhstan and the directions of tourist destinations strategies is substantiated. For the most complete assessment of the strategic planning system of the Shchuchinsko-Borovsky resort area, we will analyze strategies at the levels of: republican, regional and business structures and apply the methodology for evaluating the effectiveness of implementing strategies for socio-economic development of levels based on performance evaluations and managing the implementation of strategies that improve efficiency strategic management decisions.

**Key words:** the tourism industry, strategic and program documents, state strategic planning.

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**Стратегиялық жоспарлаудың тиімділігін бағалау**

Стратегиялық жоспарлау компанияның акционерлері мен менеджментіне бизнестің даму бағыты мен қарқынын анықтауға, нарықтың жаһандық үрдістерін көрсетуге, ол бәсекеге қабілетті болу үшін компанияда қандай ұйымдық және құрылымдық өзгерістер болуы тиіс екенін, оның артықшылығы неде, оған табысты даму үшін қандай құралдар қажет екенін түсінуге мүмкіндік

береді. Қатаң бәсекелестік күрес және тез өзгеретін жағдай жағдайында кәсіпорындар істің ішкі жағдайына назар аударып қана қоймай, сонымен қатар олардың айналасында болып жатқан өзгерістерді қадағалауға мүмкіндік беретін ұзақ мерзімді мінез-құлық стратегиясын да әзірлеуге тиіс. Қоршаған ортадағы өзгерістерді жеделдету, тұтынушылардың Жаңа сұраныстарының пайда болуы, ғылым мен техниканың жетістіктерімен ашылатын бизнес мүмкіндіктерін өзектендіру, ақпараттық желілерді дамыту, заманауи технологиялардың қол жетімділігі, адами ресурстардың рөлін арттыру, сондай-ақ басқа да бірқатар факторлар стратегиялық басқару мен жоспарлау мәнінің күрт өсуіне алып келді.

Бұл мақалада Қазақстанның туристік саласын, атап айтқанда Қазақстан Республикасының Щучье-Бурабай курорттық аймағын стратегиялық жоспарлаудың бағдарламалық-мақсатты бағдарларының іске асырылуына баға беріледі. Стратегиялық жоспарлаудың тиімділігін бағалау әдіснамасы негізінде Қазақстанның туризм саласын стратегиялық жоспарлаудың бағдарламалық-нысаналы бағдарлары мен туристік дестинациялар стратегияларының бағыттары арасындағы өзара байланыс жүйесі негізделген. Щучье-Бурабай курорттық ауданының Стратегиялық жоспарлау жүйесін неғұрлым толық бағалау үшін біз стратегияларды мына деңгейлерде талдаймыз: республикалық, өңірлік және бизнес-құрылымдарда және стратегиялық басқару шешімдерінің тиімділігін арттыруға мүмкіндік беретін нәтижелілікті бағалау және стратегияны іске асырудың тиімділігін бағалау әдістемесін қолданамыз.

**Түйін сөздер:** туризм индустриясы, стратегиялық және саяси құжаттар, мемлекеттік стратегиялық жоспарлау.

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### Оценка эффективности стратегического планирования

Стратегическое планирование дает возможность акционерам и менеджменту компаний определиться с направлением и темпом развития бизнеса, очертить глобальные тенденции рынка, понять, какие организационные и структурные изменения должны произойти в компании, чтобы она стала конкурентоспособной, в чем ее преимущество, какие инструменты необходимы ей для успешного развития. В условиях жесткой конкурентной борьбы и быстро меняющейся ситуации предприятия должны не только концентрировать внимание на внутреннем состоянии дел, но и вырабатывать долгосрочную стратегию поведения, которая позволяла бы им следить за изменениями, происходящими в их окружении. Ускорение изменений в окружающей среде, появление новых запросов потребителей, актуализация возможностей бизнеса, открываемых достижениями науки и техники, развитие информационных сетей, доступность современных технологий, повышение роли человеческих ресурсов, а также ряд других факторов привели к резкому возрастанию значения стратегического управления и планирования.

В данной статье дается оценка реализуемости программно-целевых ориентиров стратегического планирования туристской отрасли Казахстана, а именно Щучинско-Боровской курортной зоны Республики Казахстан. На основе методологии оценки эффективности стратегического планирования обоснована система взаимосвязей между программно-целевыми ориентирами стратегического планирования сферы туризма Казахстана и направлениями стратегий туристских дестинаций. Для наиболее полной оценки системы стратегического планирования Щучинско-Боровского курортного района мы проанализируем стратегии на уровнях: республиканском, региональном и бизнес-структурах и применим методику оценки эффективности реализации стратегии социально-экономического развития уровней на основе оценок результативности и управления реализацией стратегии, которые позволяют повысить эффективность стратегических управленческих решений.

Ключевые слова: индустрия туризма, стратегические и программные документы, государственное стратегическое планирование.

## Introduction

Strategic planning is one of the functions of management, which is the process of selecting the goals of the organization and the ways to achieve them. Strategic planning provides the basis for managing all processes in the enterprise.

The development of market relations poses many challenges for the enterprise, which determine the principles for the formation of its economy. In these conditions, the company itself develops the concept and strategy of its development on the basis of assessing the available resources and analyzing the market situation, determining the main stages of development and the pace of renovation, justifying the scope of activities and forms of interaction, both with partners and with competitors.

The purpose of this study is to assess the effectiveness of strategic planning Shchuchinsk-Borovskoy resort area (hereinafter referred to as SCBRA) on 3 levels.

For the most complete assessment of the strategic planning system of the Shchuchinsk-Borovskoy resort area, we will analyze the strategies at 3 levels:

1) State planning at the republican level. Within the framework of this level, the main strategic guidelines of the state on the development of the tourist industry of Kazakhstan will be considered; will assess the compliance of goals and objectives of government strategic documents.

2) State planning at the regional level. An analysis will be carried out of the goals and objectives, as well as the activities carried out within the framework of the activities of local executive bodies.

3) Strategic planning in business structures. The survey method will identify strategic guidelines for enterprises and individual entrepreneurs that operate in the SCBRA.

It is known that in the economic literature efficiency is understood as the ratio of the results obtained and the costs necessary for this. However, in all cases, all the necessary costs cannot be taken into account with high accuracy. In this case, the results obtained can have qualitative characteristics. These circumstances make it difficult to determine the effectiveness of strategic planning in the way described above. The efficiency can be indicated by the extent to which the set goals have been achieved, the envisaged activities have been implemented at the given levels of regulatory, organizational and financial security of the implementation of the strategic plan. This approach to determining the effectiveness of the implementation of the strategic

plan reflects, first of all, its effectiveness, which refers to the degree of achievement of the strategic goals and objectives, the expected state of the facility, the implementation of the activities.

The regulatory, legal, organizational and financial security of the implementation of the strategic plan characterizes the quality of management activities aimed at achieving strategic goals, accomplishing tasks and implementing the envisaged activities in accordance with the needs of the economy and society.

## Materials and Methods

To assess the results of the implementation of the strategic document, it is necessary to use a system of indicators, the basis for the formation of which should be a balanced system of strategic goals.

Without substantiating the system of indicators regarding goals and objectives, any set of them remains a useless tool that is not very suitable (or not suitable at all) for making decisions, substantiating a strategy and monitoring its implementation.

The creation of a system of indicators begins simultaneously with the start of work on the preparation of a regional development strategy and is an integral part of monitoring. The selection of indicators for assessing the implementation of a regional strategy is a complex process, on which the objectivity of the assessment largely depends, and consequently, conclusions regarding the effectiveness of the transformations carried out in accordance with the strategic document. The main thing in this case is not to identify the system of assessments of strategic goals and objectives with indicators characterizing the socio-economic situation in the region. In the latter case, the set of indicators becomes cumbersome. For a large amount of information, the estimates necessary for the analysis of strategic goals, objectives and, ultimately, for the formulation of regional policy are lost.

For qualified implementation of a comprehensive assessment of levels, careful development of a set of indicators is necessary. The list of indicators should be limited by the number of indicators and relevant, focused on the reflection of certain, precisely corresponding to the task of assessing the positions of the socio-economic status of the levels. As a rule, to determine the integrated assessment of the level of socio-economic development at all levels, generalizing indicators are used, the calculation formulas of which depend on the chosen (proposed) assessment methodology. Integral

indicators consisting of a set of particular indicators characterizing the level of development of individual areas of economic activity at all levels can serve as generalizing indicators.

Therefore, we have taken as the basis the methodology for evaluating the effectiveness of strategic planning used by scientists of the Samara State University of Economics. This is developed and presented by Kirill Y. Egorov. The methodology for assessing the effectiveness of the implementation of the strategy of the socio-economic development of the region has a practical orientation and can be used by government bodies of the subjects. This technique involves the use of two integral indicators:

The integral indicator of the evaluation of the results of the implementation of the strategic plan can be defined as the arithmetic mean of its main parameters:

$$I_r = (i_s + i_p + i_y) / 3 \quad (1)$$

где

$i_s$  – assessment of the extent to which strategic objectives and tasks are achieved;

$i_p$  – assessment of the degree of implementation of the activities;

$i_y$  – assessment of the level of development of the industry.

The assessment of regulatory support reflects the nature and extent of state support in the development and adoption of regulatory acts at the regional level aimed at implementing the regional development strategy, as well as proposals for improving legislation in the field of regional strategic planning and management.

To determine the assessment of organizational support, it is necessary to assess the degree of involvement of local executive authorities, businesses, political and public organizations in the implementation of the document, answer questions about whether the public-private partnership mechanism was actively used in implementing promising, economically and socially important investment projects, whether it was actively implemented support the formation of regional development institutions (funds, special economic zones, territorial production clusters, technology parks, etc.), whether information support was effectively implemented (exhibitions, presentations, presentation of the region in major Kazakhstan and international forums, Internet support, coverage of the implementation of the strategy in the media).

The assessment of financial security consists in evaluating the effectiveness of using financial

mechanisms for implementing the strategy aimed at concentrating financial resources. To determine the effectiveness of the use of financial resources, it is advisable to use an indicator such as «the amount of financial resources allocated for the implementation of envisaged activities from all sources of funding in the reporting period of the strategy of the total planned financial resources,» including from the national budget and regional budget local budget and other sources.

The value of each indicator should be in the range from 1 to 5, depending on whether the strategic plan is well or poorly implemented.

The integrated measure of management evaluation of the implementation of the strategic plan ( $I_y$ ) is calculated by means of the following formula (2):

$$I_y = (i_n + i_o + i_f) / 3 \quad (2)$$

where

$i_n$  – assessment of regulatory and legal support for the implementation of the strategy;

$i_o$  – assessment of organizational support for the implementation of the strategy;

$i_f$  – assessment of financial support for the implementation of the strategy.

The value of each indicator should be in the range from 1 to 5, depending on whether the strategic plan is implemented well or poorly.

On the basis of integrated performance assessments and management of the implementation of the strategic plan ( $I_r$ ,  $I_y$ ), it can be determined whether strategic planning was effective or ineffective.

$$I_{\text{eff}} = (0,8 * I_r + 0,2 * I_y) / 2 \quad (3)$$

To determine the effectiveness of strategic planning in the SCBRA, we use the formula for determining the value of an equal interval. The minimum value of  $I_{\text{eff}}$  is 0.5, the maximum is 2.5. In order to simplify the grouping, three intervals were taken. The value of an equal interval was about 0.6.

By the value of the integral indicator, the following assessments of the effectiveness of the implementation of the strategy for the reporting period can be assigned:

– inefficient implementation of the strategy at

$0.5 \geq I_{\text{eff}} \leq 1.1$ ;

– adequate implementation of the strategy at

$1.2 \geq I_{\text{eff}} \leq 1.8$ ;

– effective implementation of the strategy at

$1.9 \geq I_{\text{eff}} \leq 2.5$  (Yegorov, 2010; Ritchie et al., 2003).

## Literature review

Strategic management is the basis for planning the development of an enterprise, region or state in the long run. At present, in economic practice, the mechanism of strategic management is experiencing a period of formation. The lack of a developed strategy prevents the enterprise or the state from developing steadily. Therefore, the heads of large enterprises and state apparatus are approaching the understanding of the need to develop a development strategy, which facilitates the identification of economic entities as an integrated separate system and the formation of new targets for creating and maintaining competitive advantages. A special role in strengthening the importance of strategic management is played by constant changes in the internal and external environment of the enterprise, region or state, which stimulates the emergence of new methods, systems and approaches to management.

There are different points of view on the process of strategic management. Issues of strategic management are devoted to the work of foreign researchers: Shendel D.E., Hatten K.J. (Shendel et al., 1972), I. Ansoff, M. Porter (Porter, 2016), P. Drucker (Drucker, 2008), M. Mescon, G. Mintzberg, A. Strickland and A. Thompson (Strickland et al., 1996), F. Taylor (Portret et al., 2007), H. Fayol (Fayol, 1917), F. Hedouri (Meskon et al., 2016).

In addition, a feature of the theory of strategic management is that among the founders of theorists there are also practices, for example, consulting groups, such as: Boston Consulting Group, McKinsey & Company and Arthur D. Little. The tourism industry is an effective multiplier, directly or indirectly affecting 32 sectors of the economy, this is a complex of services for the transportation, accommodation and meals of tourists, excursion services and much more.

To understand the impact of tourism on the state of society from an economic point of view, it is necessary to consider the measure of such impact precisely the aggregate cost of expenditure that was made by tourists, and not as is usually taken from the position of aggregate income of all types of business involved. Such economic impact includes incomes of hotel and restaurant, entertaining business, petrol stations, i.e. types of business traditionally focused on tourism. In addition, it includes retail sales, the proceeds of which often exceed the income from the provision of housing. These include, for example, hairdressers, auto repair services, road fees in some

countries, donations to temples and much more. In fact, newcomers spend money on all the same things as residents, which means that any industry that sells anything to consumers receives money from tourists. It is clear that the criteria that determine a set of similar activities, the product in general terms or the production process, are not suitable for describing tourism.

Moreover, the requirement of interchangeability is also not fulfilled. In most cases, most of the expenses of tourists are the costs of complementary goods (complementary goods). For example, food does not compete with housing, because the tourist buys both.

A certain contribution to the study of the development of tourism was made by domestic researchers: A. Aldasheva, V.N. Vukolov, G.M. Duisen (Duisen, 2010), S.R. Erdavletov (Erdavletov et al., 2007), G.K. Kaliyeva, G.K. Koishina (Koishina, 2010), K.A. Iskakova (Iskakova et al.), O.B. Mazbaev (Mazbaev, 2009), K.S. Mukhtarova (Mukhtarova et al., 2009), E.S. Nikitinsky, A.Zh. Saduov (Saduov, 2010), S.K. Suraganova (Suraganova, 2009), A.T. Tleuberdinova and Zh.M. Shaikina (Tleuberdinova et al., 2010).

The dynamic development of tourism is determined by the impact of a complex of socio-economic, demographic, natural-geographical and scientific-technical factors.

According to the domestic researcher Saduov A.Zh., expressed in his doctoral dissertation «Management of the development of tourism in Kazakhstan: theory, methodology, mechanisms», tourism is connected with aspects of management. In his understanding: «Tourism is a controlled socio-economic system, the functioning of which is associated with the organization and maintenance of travel for the purpose of recreation, treatment, expansion of horizons and various activities not related to relocation and work in places of visit.»

As S.R. Erdavletov notes, tourism is a spatial socio-economic phenomenon, at the same time a multifaceted, multidimensional phenomenon, as well as a type of population migration (recreational migration), and business, and a branch of the world economy, and national economy, and sphere of intercultural interaction.

Also S.R. Erdavletov notes that: «in terms of commodity-money relations, tourism also performs other economic functions. For example, the accelerated development of the economic structure of a certain part of the country; the expansion of the sphere of application of labor, that is, the increase in employment of the population through recreational

services and in industries related to recreation indirectly; a significant impact on the structure of the balance of monetary incomes and expenditures of the population throughout the country in favor of recreational areas».

In the monograph Duisen G.M. «Recreational development of the regions of Kazakhstan in terms of entering into world tourism: theory, strategy and practice» provides a score of four indicators: natural and recreational, social and recreational, environmental and recreational, recreational and economic potential. In this approach, the author suggests that Almaty, East Kazakhstan and Akmola regions have the highest tourist potential among the regions of Kazakhstan. Also, the monograph is devoted to the strategic orientations of the recreational development of the country's regions and the practice of Kazakhstan's entry into the world tourist space.

The influence of tourism as a factor of socio-economic progress is analyzed in the works of K.A. Iskakova. In his work highlights the problems of development of depressed areas. A consequence of the development of depressive situations is a decline in incomes of the population, negative trends in the sphere of demography, ecology, and social services. At the same time, the author identifies two aspects: tourism is considered as a sphere of production of tourist services, aimed at serving «external» consumers, when tourist enterprises work «to receive» clients from other regions of the country; the second aspect is meeting the recreational needs of the population of the region itself.

### Results and discussion

The system of state planning is a complex of interrelated elements consisting of principles, documents, processes and participants in state planning, ensuring the development of the country for a long-term (over 5 years), medium-term (from 1 to 5 years) and short-term (up to 1 year) periods.

State planning covers the activities of public authorities and other participants in the country's development process aimed at raising the level of socio-economic development of Kazakhstan, increasing the welfare of citizens and strengthening the country's security.

At the republican level, the main strategic documents under which the state manages the development of the tourism industry are:

1. Concept for the development of the tourism industry of the Republic of Kazakhstan until 2020.

The concept of the development of the tourism industry of the Republic of Kazakhstan until 2020 is designed to implement the Message of the President of the Republic of Kazakhstan Nursultan Nazarbayev to the people of Kazakhstan dated January 27, 2012 «Social and economic modernization is the main vector of Kazakhstan's development» and in accordance with the developed system development plans for tourism of the Republic of Kazakhstan, Borovskoy a resort zone of the Akmola region, a ski area near the city of Almaty, a recreation area Kenderli, as well as a master plan for a cluster development program tourism but in the East Kazakhstan region.

The main objectives of the development of the tourism industry in accordance with the Concept of the development of the tourism industry of the Republic of Kazakhstan until 2020 are:

1. creation of the necessary innovative, energy-efficient infrastructure;
2. creation of a system of new tourist «experiments» and development of international competitive products and services for local and foreign tourists;
3. development of ecological tourism and environmental education, including in specially protected natural areas;
4. creation of a professional system of management and regulation of the tourism industry;
5. providing simplified access to Kazakhstan and within the country.

The main objectives of the development of the tourism industry in the Republic of Kazakhstan until 2020 are:

1. increase the contribution of the tourism industry to the state economy;
2. stimulation of economic growth and investments, taking into account the significant growth potential of the tourism industry in the Republic of Kazakhstan;
3. creation of jobs in the tourism industry and related industries;
4. entrepreneurship development, including small and medium business in related sectors of the economy, and human potential, in general across the country and regions, including rural areas.

It should be noted that this concept has a significant drawback, which is not quite true setting goals and objectives. For example, «creating the necessary innovative, energy-efficient infrastructure» is not an end in itself for the development of tourism in the country. This goal could be one of the goals in the framework of the goal of increasing the tourist potential of Kazakhstan's natural and cultural

monuments. This is also true for the other purposes of this Concept.

Expected results from the implementation of the Concept:

1) an increase in the number of accommodation places for tourists: from 89,940 beds in 2013 to 206,000 beds in 2020 (an increase of 2.3 times, with an aggregate annual growth rate of 12.6%);

2) an increase in the number of overnight stays of tourists (both domestic and foreign): from 8 067 109 tourist lodgings in 2013 to 33.74 million tourist lodgings in 2020 (an increase of 4.2 times, with an aggregate annual growth rate of 22.7%);

3) an increase in the average length of the tourist's stay: from 2.4 nights per arrival in 2013

to 4.0 nights per arrival in 2020 (an increase of 1.6 times);

4) increasing the occupancy of accommodation: the load factor of the room fund from 24.6% in 2013 to 45.0% in 2020 (an increase of 1.8 times);

5) increase of employment in the sphere of tourism: from 129 thousand employees in 2012 to 234 thousand in 2020 (an increase of 1.8 times).

2. Strategic plan of the Ministry of Culture and Sport of the Republic of Kazakhstan (hereinafter referred to as the MCS RK) for 2017-2021.

In the strategic plan of the MCS RK there are 2 target indicators reflecting the results of the state's activity in the formation of a competitive tourism industry (table 1).

**Table 1** – Target indicators for the development of the tourism industry of the Ministry of Culture and Sports of the Republic of Kazakhstan

Target indicator	unit of measurement	Reporting year 2016	Plan (fact) of the current year 2017	Planning period			
				2018 year	2019 year	2020 year	2021 year
Increase of the served visitors by places of accommodation on internal tourism (residents) in comparison with the previous year	% to the previous year	100,0	145,5	78,7	107,3	108,2	107,7
Increased attendance of accommodation facilities for entry tourism (non-residents) compared to the previous year	% to the previous year	100,0	156,4	73,7	106,2	107,0	106,6

\* compiled from source (Strategicheskii plan, 2017)

In the strategic plan of the MCS RK there is no information on tasks and activities that will be solved within the framework of the set goals. Therefore, the main strategic document of the state in the tourism industry is the Concept of the development of the tourism industry of the Republic of Kazakhstan until 2020.

At the regional level, there are: Systematic plan for the development of the Borovskoy resort zone of the Akmola region; Master plan for the development of the tourist cluster of Akmola region for 2014-2016.

1) System plan for the development of the Borovskoy resort area of the Akmola region.

Development of the System Plan for the development of the Bohr resort area of the Akmola region is envisaged in the framework of the implementation of the Address of the President of the Republic of Kazakhstan – the Leader of the Nation N.A. Nazarbayev to the people of

Kazakhstan on January 27, 2012. «Social and economic modernization is the main vector of Kazakhstan's development» and for the purpose of implementing the State Program on Forced Industrial and Innovative Development of the Republic of Kazakhstan for 2010-2014.

The purpose of the System Plan is to create a conceptual basis for the future development and development of the Borovoe resort, by defining the land use structure, urban development characteristics, common design concepts and integration of natural resources available in the region.

The system plan is a guiding prescriptive document that can be flexible, but must maintain its overall integrity so that the project as a whole is successful and achieves the goals and objectives planned for the Borovoe resort.

To achieve the goal indicated above, the System-Plan foresees the fulfillment of a number of tasks. They are as follows:

– Create facilities and opportunities that can attract tourists in the winter, respectively, will receive revenues throughout the year;

– Create objects and facilities that will allow the proposed system of impressions to work;

– Create facilities and opportunities that will attract tourists who are willing to pay big bucks;

– Create a planning and development strategy that will strengthen the Borovoe resort, protecting its environment from deterioration and disparate unregulated developments in the future;

– Planning opportunities that will be attractive and beneficial for investors and developers.

2) Master plan for the development of the tourist cluster of Akmola region for 2014-2016. Objectives:

– introduction of the regulatory framework in the field of tourism;

– cluster development of the tourist industry;

– training of personnel and the system of professional development of tourism workers, scientific and methodological support;

– preservation and rational use of cultural, historical and natural recreational areas of the region for tourism;

– formation of tourist image of Akmola region, Kazakhstan and expansion of international cooperation;

– development of information support for the tourist cluster.

3) The program of development of the Akmola region for 2011-2015

Activities aimed at achieving the set goals:

– creation of reference services, information centers, websites and issuing brochures aimed at providing tourists with the necessary information;

– participation of representatives of the tourism business and representatives of responsible executive bodies in interregional and international seminars, exhibitions related to tourism, with the aim of improving the tourist image of the region;

– implementation of a master plan for the development of tourism in the region;

– development and implementation of the system plan for the development of the Shchuchinsk-Borovoy resort zone.

Micro-level – enterprises and individual entrepreneurs.

**Table 2** – The strategic goal and objectives of the state for the development of tourism in SCBRA (regional level)

Vision of the resort zone in 2020	Resort zone with developed infrastructure, offering a wide range of quality services for domestic and foreign tourists
Strategic objectives	Creation of a competitive tourist destination in SCBRA
Main tasks	<ul style="list-style-type: none"> <li>– expansion of the nomenclature of tourism products;</li> <li>– continuous improvement of the quality of service in the tourist destination;</li> <li>– ensuring environmental friendliness of the SCBRA</li> </ul>
Responsible organizations	Akimat of Akmola region, Akimats of cities and districts of Akmola region, Association of tourism and recreation industry of Akmola region, State national nature park «Burabai», Association of tourism and recreation industry «Burabai»
* compiled from source (Strategicheskii plan, 2017)	

**Table 3** – Target indicators of the development program for the Akmola region in 2011-2015

Target indicators / indicators of direct results		2011	2012	2013	2014	2015
«Increase in the total volume of rendered services in the sphere of tourist activity», million tenge	Plan	1946,8	2177,8	2308,9	3462	3718
	Fact	1457,6	1819,0	3329,9	3987,5	4255,9
«Increase in the number of visitors to domestic tourism», thousand people	Plan	185,2	188,0	191,4	306,0	327,4
	Fact	159,9	174,5	240,2	238,3	218,2
«Increase in the number of visitors to inbound tourism», thousand people.	Plan	2,85	3,1	3,2	7,7	8,0
	Fact	2,85	3,6	9,3	13,7	8,0
* compiled from source (Strategicheskii plan, 2017)						

At the micro level, strategic planning is very rare. In most cases, the strategic plan is only for large and actively developing medium-sized enterprises, as well as start-up companies that provide services using innovative approaches.

Since the internal data of enterprises are classified information, a micro-level strategic planning study was conducted using the survey method.

The survey of organizations and individual entrepreneurs providing services to tourists in the city of SCBRA was conducted on the basis of the following sample:

- 10 large enterprises rendering a complex of services, including accommodation of visitors, catering, health and SPA procedures, active recreation services (LE);

- 20 medium-sized accommodation facilities, including catering, providing various services related to active recreation (ME);

- 40 individual entrepreneurs (IP) providing tourist accommodation services (mainly preferring weekend tours);

- 10 establishments providing catering services (CS);

- 20 tourist enterprises offering various tours, including treatment, rest and entertainment (TE).

Respondents were asked to answer questions about the following issues:

- 1) the existence of an enterprise or entrepreneurial strategy for the next 10 years;

- 2) goals, objectives, activities within the framework of the adopted strategy (availability, degree of achievement);

- 3) the level of current development and vision of the development of the SCBRA by 2025;

- 4) evaluation of the activities of government agencies responsible for the development of the tourist industry in the SCBRA;

- 5) barriers to the development of the enterprise;

- 6) availability of financial resources necessary to implement the strategic plan;

- 7) the interaction of an enterprise or an entrepreneur with other organizations that serve tourists in the SCBRA;

- 8) the presence of specially trained personnel.

**Table 4** – Results of a survey of organizations and individual entrepreneurs that provide services to tourists in SCBRA

Categories of respondents	LE	ME	IP	CS	TE
Number of enterprises and entrepreneurs with a long-term development strategy	5	4	4	1	1
The number of enterprises and entrepreneurs who expect significant quantitative and qualitative changes in the sphere of servicing tourists in SCBRA by 2025	6	8	11	6	2
The number of enterprises and entrepreneurs who highly appreciate the activities of government agencies related to the development of tourism in the city of SCBRA	8	14	12	5	2
The number of enterprises and entrepreneurs who highly value the activities of local tourist associations	4	6	3	2	5
The number of enterprises and entrepreneurs who have connections with other organizations that serve tourists in the city of SCBRA	8	12	11	2	20
Availability of specially trained personnel	8	11	6	1	9
* compiled by the authors					

As a result of the survey it was revealed that only half of the large enterprises rendering a complex of services for tourists have a development strategy for the next 10 years. At the same time, the strategic objectives of the two large enterprises are not backed up by corresponding tasks. The remaining 5 enterprises that do not use strategic management tools adhere to the «act on the situation» position. The same position holds most of the medium and

small enterprises and individual enterprises. The overwhelming number of them has no long-term strategy.

Only 3 out of 10 large enterprises have a clear strategy, containing the goal, tasks and activities aimed at accomplishing the tasks set. In addition, these companies have their own vision of the development of the SCBRA by 2025. Proceeding from this, the enterprises plan to supplement the

range of services provided with new types, aimed at certain categories of customers.

At the moment, medium-sized enterprises and individual entrepreneurs providing accommodation services are aiming to increase the number of beds, guided by the data on the increase in the number of tourists arriving in the SCBRA. However, their activities are aimed at the category of clients with low and medium income, who came to SCBRA for 1-4 days. Involvement of other categories of customers requires a significant expansion of the range and quality of services provided, which is difficult for small businesses.

Large and medium-sized enterprises of the industry highly appreciate the state's activity in the development of the tourist industry in SCBRA. On the contrary, only 34.3% of small businesses and individual entrepreneurs support state actions.

The effect of the activities of tourist associations is seen only by a part of large and medium-sized enterprises, as well as by travel agents. Small enterprises and places of public catering consider the activity of associations ineffective.

Along with this, it was revealed that a sufficiently large number of enterprises and entrepreneurs have links with other participants in the tourism services market. Basically, such links are presented in the

form of promoting the services of some enterprises by others. For example, in the accommodation are offered excursion, medical and other services.

Enterprises involved in catering services demonstrate the lowest level of communication with other participants in the tourism industry. The interrelation of these enterprises is based only on the personal ties of entrepreneurs and mutual advertising.

The largest number of specially trained personnel in the state are large and medium-sized enterprises, as well as tourist enterprises. At the same time, the staff of half of the large enterprises periodically receive training and internships. On the contrary, most individual entrepreneurs and places of public catering are hired by personnel who do not have special training, which affects the quality of the services provided. Also in such institutions there is a great turnover of staff.

Along with the survey of organizations and individual entrepreneurs, an expert survey was conducted, in which experts from central and local executive bodies, representatives of tourism associations, and researchers from research institutes participated. This survey was conducted to collect data to assess the effectiveness of strategic planning at all three levels.

**Table 5** – Evaluation of the effectiveness of strategic planning at three levels

Index	Republican level		Regional level		Business structures	
	I	E	I	E	I	E
assessment of the extent to which strategic objectives and tasks are achieved	4	3,1	4	2,2	2	3
assessment of the degree of implementation of the activities	3	3	3	2,2	3	2,4
assessment of the level of development of the industry	3	2,2	4	4	3	3
evaluation of regulatory and legal support for the implementation of the strategy	4	2,3	3	2,5	4	3
assessment of organizational support for the implementation of the strategy	3	2,3	3	2	2	2,2
assessment of financial support for the implementation of the strategy	4	3	2	3	2	3

\* I – an estimation based on the indicators (by applying the «equal interval» method);  
E – average score of experts

Using the data in the table and the formula (1), we calculate the integral indicator of the evaluation of the results of the implementation of the strategic plan for each level:

Republican level:  $I_r = (3,55 + 3,0 + 2,6) / 3 = 3,05$

Regional level:  $I_r = (3,1 + 2,6 + 4) / 3 = 3,23$

Business structures:  $I_r = (2,5 + 2,7 + 3) / 3 = 2,73$

Similarly, on the basis of formula (2), we calculate the integral indicator of management evaluation of the implementation of the strategic plan:

Republican level:  $I_y = (3,15 + 2,75 + 3,5) / 3 = 3,13$

Regional level:  $l_y = (2,75 + 2,5 + 2,5) / 3 = 2,58$   
 Business structures:  $l_y = (3,5 + 2,1 + 2,5) / 3 = 2,7$   
 Based on the obtained performance assessments and management of the implementation of the strategic plan ( $l_r, l_y$ ), we determine the level of effectiveness of strategic planning.

Republican level:  $l_{eff} = (0,8 * 3,05 + 0,2 * 3,30) / 2 = 1,55$

Regional level:  $l_{eff} = (0,8 * 3,23 + 0,2 * 2,58) / 2 = 1,55$

Business structures:  $l_{eff} = (0,8 * 2,73 + 0,2 * 2,7) / 2 = 1,36$

## Conclusion

Thus, it can be seen from the calculations that, at all three levels, strategic planning, while not effective, is carried out at an adequate level, corresponding to institutional conditions, resource provision, quality of human capital.

Therefore, summarizing the features of strategic planning in the SCBRA, it is necessary to note the following problems:

– poor quality of program documents, which reflect the conceptual basis for the development of the SCBRA;

– incomplete understanding by business entities of their role and tasks, lack of a long-term development strategy;

– almost complete absence of plans in medium and small enterprises engaged in accommodation of tourists, catering, provision of recreational and entertainment services for tourists;

– discrepancy of goals, tasks, vision of development of subjects of management of different levels.

These problems limit the opportunities for a full-fledged realization of the tourist potential of the SCBRA. Their solution requires the improvement of strategic planning in state institutions, tourist associations and enterprises. In addition, strategic management at all levels should be in harmony with the concept of development of the SCBRA, which in turn should include the main priorities and principles for the development of the tourism industry.

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