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COMPARATIVE ANALYSIS OF MODERN STRATEGIC PLANNING MODELS AND THEIR INTEGRATION WITH EMERGING TECHNOLOGIES

ПОРІВНЯЛЬНИЙ АНАЛІЗ СУЧАСНИХ МОДЕЛЕЙ СТРАТЕГІЧНОГО ПЛАНУВАННЯ ТА ЇХ ІНТЕГРАЦІЇ З НОВИМИ ТЕХНОЛОГІЯМИ

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The paper provides a comprehensive analysis of strategic planning models, organizing complex concepts into a systematic comparison to aid scholars and professionals in selecting and using appropriate models for different organizational scenarios. It includes a variety of models that cover a wide spectrum from basic to advanced, addressing the challenges of implementation in contemporary business environments. The article establishes a central structure by outlining essential elements that are common to strategic planning models, such as the definition of a vision, the establishment of goals, and the construction of strategies. A comprehensive comparison table is provided, which includes full descriptions, appropriate settings, and implementation techniques for each model. This table aims to enhance clarity and facilitate comprehension. The purpose of this table is to standardize the way varied models are presented, which improves the practical application and instructional usefulness of strategic planning theories. This work aims to bridge the gap between theoretical complexity and practical applicability, providing a valuable tool for informed decision-making in strategic planning. The study discusses the inherent challenges in scientific writing on strategic planning, which include dealing with abstract concepts, integrating various models, and translating theory into practical strategies. The target audience consists of a heterogeneous collection of readers from many fields, aiming to improve understanding and strategic approaches across a broad spectrum of industries and organizational frameworks.

Keywords: strategic planning models, WEB 3.0, strategic management, strategic planning processes, strategic innovation.

Ця стаття надає всебічний аналіз моделей стратегічного планування, показуючи теоретичні дослідження провідних науковців та підкреслюючи їх практичні аспекти. Ми оцінили традиційні та інноваційних моделі стратегічного планування, та їхню актуальність та пристосованість до сучасних бізнес умов. В даній роботі створено структуру шляхом окреслення основних компонентів, спільних для моделей стратегічного планування, включаючи визначення бачення, встановлення цілей і створення стратегії. В даній роботі розроблено детальну порівняльну таблицю, яка включає широкий спектр моделей стратегічного планування. Завдяки ній стаття надає чіткий і доступний інструмент для вибору та впровадження найбільш релевантних моделей для різноманітних організаційних контекстів. Таблиця допомагає порівнянню двадцяти моделей, підкреслюючи їхні особливості, оптимальні умови впровадження та схеми реалізації. Такий підхід є новаторським у висвітленні як теоретичних, так і практичних аспектів стратегічного планування, сприяючи більш глибокому розумінню та ефективному застосуванню стратегічних ініціатив в управлінні компаніями. Даний доробок прагне мінімізувати розрив між теоретичною складністю та практичною корисністю, пропонуючи зрозумілий інструмент для прийняття обґрунтованих рішень у стратегічному плануванні. У роботі розглядаються труднощі, властиві науковому опису стратегічного планування, включаючи абстрактні концепції, включення різних моделей і перетворення теорії в практичну тактику. У статті ми також звертаємо увагу на важливість адаптивності та гнучкості при сучасному стратегічному плануванні, особливо в контексті швидких технологічних змін на глобальному ринку. Використовуючи міждисциплінарний підхід, ми інтегрували в підході знання з економіки, психології та інформаційних технологій, розширюючи розуміння стратегічного планування. Ми також включаємо дискусію про стійкість та соціальну відповідальність, розглядаючи як стратегічне планування може сприяти більш широким соціальним і екологічним цілям.

Ключові слова: моделі стратегічного планування, WEB 3.0, стратегічний менеджмент, процеси стратегічного планування, стратегічні інновації.

Problem statement. The paper focuses on the difficulties and intricacies involved in choosing and implementing strategic planning models in different organizational settings. Although there are many strategic planning models accessible, there is a lack of comprehensive and comparative analysis in the literature that helps to comprehend and apply these models effectively [3]. Organizations sometimes have difficulties in selecting the best appropriate models to meet their specific needs, given the range of structures, market conditions, and strategic goals. Additionally, the theoretical nature of many strategic planning models may impede their practical implementation, creating difficulties for practitioners in translating abstract concepts into tangible strategies [11]. The objective of this study is to enhance the accessibility, applicability, and effectiveness of strategic planning models in real-world organizational settings by a comprehensive comparative examination. This article aims to fulfill the need for a comprehensive handbook that not only enables the comparison of strategic planning models but also offers exact implementation procedures. This will help bridge the divide between theoretical frameworks and real business implementations.

Analysis of the latest research and publications. Strategic planning is essential for achieving organizational performance in many sectors. This study consolidates the research conducted by renowned scholars in the area, including Guth, 1980, Beard & Dess, 1981, and Wright, 1994, emphasizing their significant contributions to the advancement of strategic planning models.

Saurabh, 2022 and Marko, 2022 have recently published studies that present fresh viewpoints about the efficacy of strategic planning frameworks. We explore the techniques, conclusions, and implications of these research for the theory and practice of strategic management.

The strategic planning field has seen significant transformation due to recent improvements introduced by Betz, 2002 and Kim, 2005. We examine these innovations and their capacity to redefine organizational strategy.

Identification of previously unresolved parts of the overall problem. The existing scientific literature on strategic planning predominantly depends on theoretical constructs and occasionally lacks practical execution. This theoretical dominance sometimes disregards the vital need for practical implementation and neglects to offer practitioners tangible and

effective strategies. Furthermore, it is essential for strategic planning to integrate a wide range of expertise from several disciplines, including economics, psychology, and information technology. Additionally, it should go beyond conventional management viewpoints, as fully explored in our study. This integration promotes a comprehensive comprehension and implementation of strategic planning, facilitating solutions that are both inventive and relevant in different organizational areas.

Moreover, there is a clear deficiency in the existing body of research when it comes to the thorough assessment of strategic planning models, particularly those that utilize cutting-edge technologies related to Web 3.0, such as blockchain and decentralized finance. The study seeks to address these deficiencies by providing a comprehensive examination of the seamless incorporation of these technologies into strategic planning frameworks. We highlight the capacity of Web 3.0 technology to revolutionize traditional methods by offering increased transparency, enhanced security, and broader stakeholder involvement. Our paper addresses a gap in the existing literature by introducing new ideas for the development of strategic planning in the digital age. We propose frameworks that are strong, flexible, and future-oriented, in line with the ever-changing technological landscape of modern business environments.

The purpose of the article is to synthesize comprehensive information on strategic planning models into a cohesive structure that facilitates straightforward comparison and well-informed decision-making.

Summary of the main research material. Strategic planning is a fundamental element for establishing success in an organization, providing a systematic strategy for accomplishing long-term objectives in the middle of the intricacies of the business environment [1]. This article outlines many strategic planning methods that are specifically tailored to satisfy operational demands, market situations, and organizational structures. Through analyzing the fundamental components and influential features of these models, firms may customize their strategic planning procedures to improve flexibility, competitiveness, and long-term viability.

Strategic planning encompasses the approaches and procedures employed by businesses to establish priorities, allocate resources, and ensure that stakeholders collaborate towards shared objectives [2]. It involves a methodical approach to imagining

a desired future, converting this vision into broadly defined goals or objectives, and a series of procedures to accomplish them. With the company environment becoming more intricate and ever-changing, efficient strategic planning becomes crucial. Several strategic planning models have been created to address the specific issues faced by different sorts of companies.

Regardless of their orientations, strategic planning models have some fundamental features that serve as the foundation for building effective strategies. Clarifying the vision and mission of an organization provides its essential purpose and direction, guiding all future planning processes and choices [6]. This alignment guarantees that strategic decisions are in harmony with the organization's fundamental goals.

Goal planning is the process of converting the mission into objectives that are precise, measurable, attainable, relevant, and time-bound (SMART). These goals guide the efforts and resources of the business, focusing them on particular targets and giving a clear plan for operations and performance assessment. Environmental scanning is a process that utilizes tools such as SWOT analysis, PESTEL analysis, or Porter's Five Forces to evaluate both internal and external factors. This research helps firms discover their strengths, weaknesses, opportunities, and threats, which in turn informs strategic decision-making.

Strategy formulation entails the creation of efficient strategies that utilize strengths, tackle weaknesses, take advantage of opportunities, and minimize dangers. This guarantees the effective use of resources to optimize competitive advantage and accomplish strategic goals. An implementation plan translates these principles into tangible actions with allotted resources, precise dates, and assigned assignments. This facilitates the proper implementation of strategic plans and assures the practical application of theoretical strategies [7].

Monitoring and control systems are used to measure performance indicators and provide feedback, enabling the tracking of progress and the adjustment of strategies as necessary. This allows for the ongoing improvement and alignment of strategies with corporate goals. This improves the ability to quickly and effectively adapt to both internal and external changes in a strategic manner. Resource allocation is the process of dispersing available resources, such as money, people, and

technology, based on strategic priorities to effectively execute a plan [12].

Stakeholder involvement entails including both internal and external stakeholders in the planning process to ensure their support and enable smooth execution. This participation improves the credibility and long-term viability of strategic initiatives, promoting cooperation and reducing opposition.

Influential factors that impact strategic planning models. The efficiency and suitability of strategic planning models are determined by several aspects, such as organizational structure and culture. These considerations need the models to be in line with the organization's risk preferences and hierarchical arrangement. Market dynamics and industry circumstances require models that accurately represent market volatility and competitive dynamics, ranging from extremely flexible to those that prioritize stability.

Organizations at the vanguard of technology, especially those focused on digital transformation and blockchain applications, require models that can keep up with quick innovation cycles and technological integration [10]. Regulatory and legal factors play a vital role in industries such as healthcare and finance, where adherence to rules and regulations is essential. These factors significantly impact the selection of a strategic planning model.

The economic conditions affect the availability of resources and the strategic goals, requiring models that can adjust to economic downturns or take advantage of moments of boom. Globalization necessitates the careful formulation of global plans that span a wide range of markets, cultures, and legal systems for firms engaged in foreign operations. We compiled a comparative table with 20 strategic planning business models to demonstrate their applicability across various industries (see Table 1).

Conclusions. This article thoroughly examines several strategic planning models, providing a detailed comparison to shed light on the various techniques and how they are used in different organizational settings. We have aimed to connect the theoretical and practical aspects of strategic management by methodically presenting these models in a coherent framework. The synthesis presented here not only improves the comprehension of current strategic models but also enables their practical implementation, helping firms to traverse the intricacies of today's ever-changing business environment more efficiently.

Table 1

Comparative Table: Overview of Strategic Planning Models

Model Name	Description	Optimal Implementation Context	Implementation Procedure
1	2	3	4
Basic Model	Establishes fundamental aspects like vision and mission, outlining steps to reach goals and monitoring progress.	Primarily suited for small businesses, newcomers to strategic planning, and organizations with limited resources.	(1) Articulate the mission statement. (2) Define organizational goals. (3) Develop strategies. (4) Create action plans. (5) Monitor and revise.
Issue-based Model	Incorporates a SWOT analysis to address specific challenges through dynamic planning.	For entities with some strategic planning experience expanding their complexity.	(1) Perform a SWOT analysis. (2) Identify issues/goals. (3) Formulate strategies. (4) Update mission/vision. (5) Establish action plans. (6) Monitor and revise.
Alignment Model	Focuses on integrating business and IT strategies to optimize efficiency and address misalignments within operations.	Ideal for organizations needing strategic refinement and addressing misalignments obstructing mission fulfillment.	(1) Outline mission and resources. (2) Diagnose internal processes. (3) Develop solutions. (4) Update the strategic plan.
Scenario Model	Prepares organizations for potential future external impacts by analyzing and strategizing for various scenarios.	Best for organizations anticipating significant external influences on strategic goals, engaged in long-term planning.	(1) Identify external factors. (2) Analyze scenarios. (3) Develop strategic responses. (4) Refine strategy based on likely scenarios.
Self-organizing Model	Relies on continuous improvement and organic growth through regular reflection and value-driven planning.	Effective for large organizations preferring a naturalistic, adaptive planning approach with a capacity for patience.	(1) Communicate values/vision. (2) Engage in strategic discussions.
Real-time Model	Facilitates agile responses through continual market analysis and strategy adjustments in rapidly evolving environments.	Suited for industries experiencing rapid changes needing strategic alignment with current trends.	(1) Define mission/vision. (2) Analyze market trends. (3) Evaluate environmental factors. (4) Develop adaptive strategies. (5) Monitor and revise.
Inspirational Model	Fosters organizational creativity through inspirational visioning and bold goal-setting.	Optimal for dynamic businesses with a start-up ethos or undergoing transformations needing strategic rejuvenation.	(1) Craft an inspirational vision. (2) Innovate goal formulation. (3) Assess goal feasibility. (4) Harmonize goals with strategies.

(End of Table 1)

1	2	3	4
Goal-based Model	Focuses on specific, measurable objectives to drive planning processes, translating goals into actionable plans.	Ideal for organizations that benefit from structured approaches to achieve specific outcomes.	(1) Define strategic goals. (2) Segment goals into targets. (3) Assign responsibilities. (4) Develop metrics. (5) Regularly review and adjust.
Blue Ocean Strategy	Creates new market spaces where competition is irrelevant, emphasizing innovation and tapping into new demographics.	Suited for companies looking to pioneer new industries or market segments.	(1) Identify new markets. (2) Innovate to create value. (3) Capitalize on markets. (4) Monitor market response. (5) Continuously refine strategies.
Ecosystem-Based Strategy Model	Focuses on optimizing outcomes within an interconnected set of stakeholders and entities, leveraging synergies and managing relationships.	Businesses in interconnected industries or those reliant on complex partner networks.	(1) Map the ecosystem. (2) Identify synergies/ conflicts. (3) Enhance relationships. (4) Implement collaborative projects. (5) Monitor and adjust.
Complexity Theory Model	Treats the organization as a complex system, focusing on interdependencies and emergent behaviors to develop adaptive strategies.	Organizations in dynamic, volatile markets needing strategies that handle complex challenges.	(1) Identify complex factors. (2) Use simulations for planning. (3) Develop adaptable strategies. (4) Foster resilient culture. (5) Iterate based on feedback.
Values-Based Strategic Model	Integrates core values into the strategic planning process, aligning decisions and actions with these values to strengthen brand and culture.	Companies aiming to enhance brand identity and corporate culture aligned with specific values.	(1) Define organizational values. (2) Align objectives with values. (3) Design value-reflective policies. (4) Train employees. (5) Assess and adjust.
Adaptive Strategy Model	Adapts strategies based on ongoing feedback, using real-time data and iterative learning to continuously refine strategic directions.	Fast-paced industries or those with frequent environmental changes requiring quick strategic adjustments.	(1) Set adaptive objectives. (2) Collect real-time data. (3) Use analytics to forecast trends. (4) Evolve strategies continuously. (5) Create feedback loops.
Decentralized Autonomous Organization (DAO) Model	Operates on blockchain with decentralized decision-making distributed among stakeholders through smart contracts.	Organizations operating in decentralized environments and those favoring democratic, community-based decision-making processes.	(1) Establish smart contracts. (2) Define governance and tokenomics. (3) Develop decentralized resource systems. (4) Update governance based on feedback.

(End of Table 1)

1	2	3	4
Tokenomics Strategy Model	Integrates economic incentives into strategic planning using tokens to encourage desired behaviors and strategic outcomes.	Organizations using or involved in cryptocurrencies/ blockchain, looking to manage internal economies or incentivize behaviors.	(1) Define strategic objectives for tokenomics. (2) Design token model. (3) Implement token distribution. (4) Monitor and adjust based on market response.
Blockchain Integration Model	Leverages blockchain to enhance data integrity, security, and transparency in business processes.	Companies requiring high levels of data integrity and security, looking to enhance transparency and streamline operations.	(1) Identify processes for blockchain enhancement. (2) Customize blockchain architecture. (3) Implement smart contracts. (4) Train staff. (5) Evaluate impact.
Collaborative Ecosystems Strategy Model	Creates and manages a network of partnerships to co-create value through shared resources and goals, facilitated by blockchain.	Businesses seeking to establish partnerships and integrate within Web 3.0 ecosystems, leveraging collective capabilities.	(1) Identify partners. (2) Define collaboration terms. (3) Utilize blockchain for transaction records. (4) Develop joint initiatives. (5) Optimize collaborations.
Privacy-Centric Strategic Model	Prioritizes the protection and ethical use of user data, planning around privacy-by-design principles to build trust and comply with regulations.	Organizations handling sensitive data, under strict privacy regulations, aiming to build trust through high data security standards.	(1) Implement privacy-enhancing technologies. (2) Design services protecting user data. (3) Educate on privacy importance. (4) Review and update privacy strategies.
Open Innovation Model	Utilizes the open-source and community-driven nature of Web 3.0 to integrate external innovations and collaborative developments into strategic planning.	Companies using or developing open-source technologies and valuing community-driven innovation.	(1) Set up a contribution framework. (2) Manage rights and rewards via blockchain. (3) Encourage community engagement. (4) Integrate community feedback.
Regulatory Navigation Model	Focuses on understanding and adapting to the regulatory environment of Web 3.0 technologies, preparing for compliance with evolving legal standards.	Businesses in blockchain and digital assets, needing to navigate complex regulatory landscapes.	(1) Analyze regulations. (2) Engage legal experts. (3) Develop compliant strategies. (4) Advocate for regulatory changes. (5) Prepare for regulatory shifts.

Source: compiled by the authors based on [4–10]

This study has created a comprehensive and user-friendly reference for choosing and executing strategic planning models that are most suitable for certain organizational requirements and situations, through a comparative table. The table is an essential instrument for both experienced professionals and beginners in the field of strategic planning, providing immediately relevant and theoretically informed ideas. Furthermore, the conversation has emphasized the crucial significance of adaptability and flexibility in modern strategic planning, recognizing the swift transformations in worldwide marketplaces and the urgent requirement for firms to be flexible and proactive.

This article has identified certain topics that require additional investigation, notably in the integration of emerging technologies and the response to growing demands in global sustainability and social responsibility within

strategic frameworks. The limitations and issues mentioned in this text should motivate future academic research and practical innovation, leading to the ongoing development of strategic planning models.

To summarize, the strategic planning models described are a fundamental element in achieving organizational success. In light of the growing uncertainty in the corporate and institutional landscape, the importance of strategic planning with accuracy and agility has become more crucial than ever. This research is expected to be a significant resource for those engaged in strategic management and to stimulate future progress in the discipline. This essay makes a significant contribution to the continuous process of improving strategic planning methods. It helps us better understand and implement these important tools to achieve organizational excellence and resilience.

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