

Strategic Planning for Sustainable Development: Implementing Service Management in International Relations of the Enterprise

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Abstract: The main purpose of the article is to determine ways to improve the effectiveness of strategic planning for sustainable development, the implementation of service management within the framework of international relations of a single socio-economic system like enterprise. The object of the research is the system of strategic planning of sustainable development. The scientific task is to form a mechanism for strategic planning of sustainable development of the implementation of service management in the framework of international relations. The research methodology involves the use of modern technologies for modeling the process of forming a mechanism for strategic planning of sustainable development. As a result, a mechanism for strategic planning of sustainable development for the implementation of service management in the framework of international relations was presented. The innovativeness of the results obtained is presented through the use of a graphic language to build a mechanism for strategic planning of sustainable development. The mechanism is a set of blocks that graphically show its operation. The graphic language was used by the software. The study is limited by taking into account only the specifics of service management in the framework of international relations. Prospects for further research should be devoted to taking into account the tactical and operational aspects of sustainable development.

Keywords: Sustainable Development, Planning, Strategic, Management, International Relations, Socio-Economic System, Enterprise.

1. INTRODUCTION

Strategic planning includes a system of long-, medium- and short-term plans, projects and programs within the framework of sustainable development. However, the main semantic emphasis is on long-term goals and ways to achieve them.

Strategic management is closely related to the strategic planning of the sustainable development of any socio-economic system. It should be noted that the main difference between traditional long-term and strategic planning is the interpretation of the future. The long-term planning system assumes that the future can be predicted by transferring existing growth trends in the framework of sustainable development. The heads of the executive bodies of local self-government in this case proceed from the fact that in the future the results

of activities will certainly improve compared to the past, and this thesis is laid down in the justification of the sustainable development strategy. A typical result of this practice is planning for optimistic indicators of sustainable development and obtaining real results, which are often significantly lower than planned. In the system of strategic planning, there is a different formulation of the issue. It is not considered here that the future must necessarily be better than the past and that it can be studied by extrapolation methods. Therefore, in strategic planning, an important place is given to the analysis of the prospects for sustainable development in the management system, the task of which is to identify those dangers, opportunities, as well as individual emergencies that can change the current trends. This analysis is complemented by an analysis of competitive positions. The competition in the international market is especially noticeable. Therefore, international relations are important in the framework of sustainable development.

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Management of strategic sustainable development is of great importance in the service management of such socio-economic systems as enterprises. This necessitates the formation of their own methodological approaches to solving modern problems, taking into account the features and specifics of ensuring sustainable development.

The most important feature of international relations is the economic, legislative and political field of competition, as well as the socio-cultural background, which significantly distinguishes it from the domestic markets of countries. The modern world market, despite the saturation with the norms and rules of behavior of economic entities on it, the formation of international regulatory mechanisms and institutions, qualitatively and quantitatively differs from domestic national markets, the legal functioning of which is of a legislative nature. The complexity of international relations in the framework of sustainable development is determined primarily by the fact that the realization of competitive advantages of even the highest ring in the international environment is carried out not according to the principles and postulates of the classical theories of international trade, but on the basis of a more complex strategic behavior of the subjects of the world market.

Management and development is impossible without expanding the boundaries. International activities contribute to this. Sustainable development is a complex process that requires new changes and expansion, this is achieved through reaching the international level of relations.

The main purpose of the article is to determine ways to improve the effectiveness of strategic planning for sustainable development, the implementation of service management within the framework of international relations of a single socio-economic system like enterprise. The object of the research is the system of strategic planning of sustainable development.

To obtain the desired effect as a result of the study, we structured the article with the following action: literature analysis, description of methods, presentation of key results, their discussion and conclusions.

2. LITERATURE REVIEW

A Making a review of scientific and practical literature, we made several main generalizing theses on the topic of strategic planning for sustainable development within the framework of the service management system.

As noted in the scientific works of Sylkin, et. al. (2019) and Heng, Ferdinand, Afifah, Ramadania (2020), sustainable development planning is a strategic necessity both in the context of constant changes taking place in the external global environment and for the stable functioning of such socio-economic systems as enterprises. Moreover, the need to plan a sustainable development strategy for any enterprise is primarily due to the desire to improve the efficiency of its activities. The success of international relations can largely be determined by the mobilization of internal resources and capabilities of each agricultural enterprise, the ability of each manager to choose the right strategic course for sustainable development and the ability to manage entrepreneurial risk in achieving the planned strategic goals. An urgent task of

sustainable development is the creation of prerequisites for an effective and dynamic transition to market international relations in the context of globalization. It is important to modify the excessive concentration and monopolization of production, improve organizational and structural international relations, and revise outdated command economic ties and service management methods. This should be accepted in our study.

As noted in by Šarupičiūtė, Stankevičienė (2014) and Kryshchanovych et. al. (2021), the need to introduce an effective strategic planning process, taking into account the main provisions of the concept of sustainable development of an enterprise in order to increase the efficiency of its functioning, is a necessary condition. The introduction of a strategic planning model provides the vast majority of enterprises with market mechanisms for self-regulation. Enterprises that do not have real experience and developed tools for the transition to new conditions of activity based on the use of strategic planning are not able to increase the economic efficiency of activities in the context of globalization.

Correctly described information by Bazyliuk et. al. (2019) and Kuznyetsova et.al. (2021), claims that strategic planning today allows all enterprises to embody their expanded outlook on the formation of a new type of effective goals that managers put into practice, while involving their management personnel in their work, where they need to be managed "here and now » - adhering to a strategically directed course and be flexible in any matters regarding the enterprise, and especially regularly review, adapt and adjust actions to manage strategic changes in the framework of the development of international relations. Strategic planning of an enterprise is one of the most important stages of service management, since it is at this stage that targets are set in the field of management for the long term, an enterprise strategy is chosen, organizational support for achieving the established strategic goals for service management.

As noted in the Marchenko et.al. (2023) and Kryshchanovych et. al. (2022), leadership continues to be a major challenge for companies around the world, as post-industrial transformations and the transition to a knowledge economy through a new digital organization create even greater gaps in service management. High-performing leaders today need a wider variety of skills and experiences than past generations, yet most organizations are not evolving fast enough to develop digital leaders, foster young leaders, and build new leadership models. The "unacceptable leadership" trend reflects the current situation.

Interesting are the studies of Dananjoyo, Cahaya, Udin (2022) and Alazzam, Aldrou, Salih (2020) about the main directions of transformation in the service management system are: the formation of a digital workforce (new service management practices, a culture of innovation and sharing); introduction of a digital workplace (creation of a work environment that increases productivity, the use of modern means of communication and the promotion of motivation and recovery); digital personnel management: changing the functions of the human resources department, introducing a digital method of work, introducing digital tools and programs and innovating).

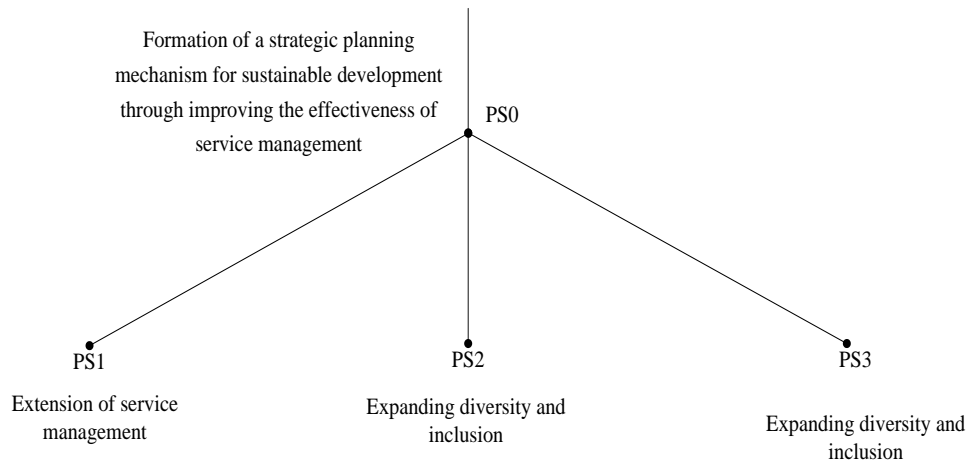


Fig. (1). Goals and processes of the strategic planning mechanism for sustainable development.

Along with this, summarizing the conducted review of the literature, it is necessary to point out a number of gaps in the literature in the framework of our study:

1. A gap in the absence of a new scientific approach to strategic planning through modeling.
2. A gap in the lack of consideration of such socio-economic systems as enterprises and their international activities.

Such gaps in the literature open up opportunities for new research. Especially on the use of mathematical modeling methods. The scientific task is to form a mechanism for strategic planning of sustainable development of the implementation of service management in the framework of international relations.

3. METHODOLOGY

The main method is the ICAM technology modeling method. This is a functional modeling of sustainable development systems. Thus, it is expedient and graphically to present the key block diagrams of strategic planning for the sustainable development of such a socio-economic system as enterprises. This is achieved with a vector modeling program that is then integrated into Visio. The basic conditions of the proposed method are presented in Table 1.

Table 1. The basic conditions of the proposed method.

Conventional Notation in Graphic Language	PS
The purpose of the method	Formation of a strategic planning mechanism for sustainable development through improving the effectiveness of service management
Target audience of the model	Service management and people are responsible for sustainability planning
Context of the proposed method	List of blocks and processes
Software	Application program for constructing vector diagrams

The methodology involved the use of a modern method for informational support of the description of the main ways to ensure sustainable development of the enterprise.

4. RESULTS OF RESEARCH

In the main results of the study, ready-made models are presented after their simulation through the appropriate programs. Everything that will go further in the text is already the final, ready-made result without additional calculations, so as not to load the material of the article.

It should be established that the main goal is PS0 "Formation of a strategic planning mechanism for sustainable development through improving the effectiveness of service management".

To begin with, you should apply the goal tree method, present all the goals and processes within the framework of the formation of a strategic planning mechanism for sustainable development through the service management of an enterprise in the framework of international relations (Fig. 1).

PS1. Extension of service management. It is necessary to reconsider and implement new principles of service management in the framework of international relations through the reorganization of the planning strategy. Reorganization is needed at the strategic level of problems. In our case, this is the most strategic planning and ordinary changes may not work. We think it's better to reorganize.

PS2. Expanding diversity and inclusion. As awareness of the relevance of diversity and inclusion grows, this issue becomes more important for acquiring talent and brand as part of sustainability planning. For junior employees, integration is not only about gathering different teams, but also about socializing employees so that everyone has the right to speak out and respect colleagues in the service management system.

PS3. Creation of an analytics program. Traditional service management systems create the analytics team as a separate group of professionals. Modern companies today are transforming the service management system into an "intellectual

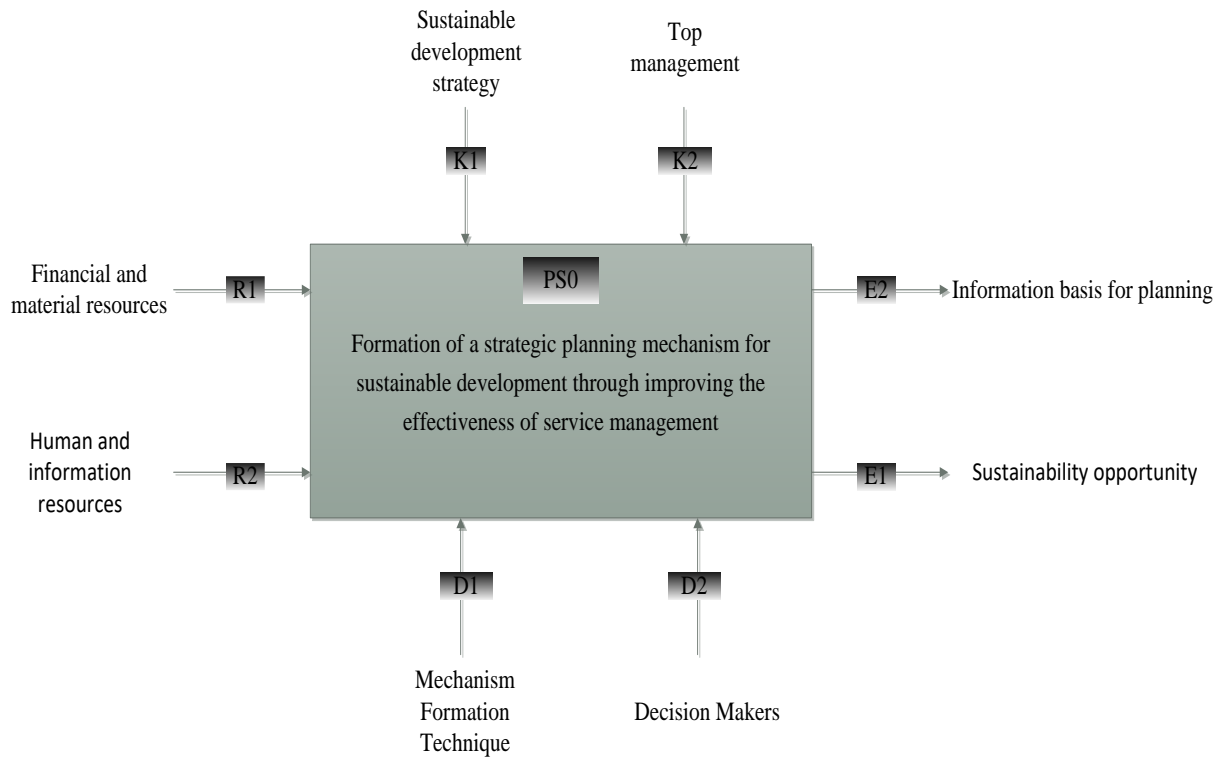


Fig. (2). The context of achieving the main goal of the model of the mechanism of strategic planning for sustainable development.

platform" and embed analytics into all their processes and operations within the framework of international relations.

In addition, it is necessary to present the very context of all auxiliary elements of the model for the formation of a mechanism for strategic planning of sustainable development through the service management of an enterprise in the framework of international relations (Fig. 2).

The very mechanism of strategic planning of sustainable development through the service management of an enterprise within the framework of international relations can be represented using a graphical model (Fig. 3).

It is necessary to consider the PS1 process in detail and present graphically the mechanism for achieving it within the framework of sustainable development planning (Fig. 4).

PS1-1. Reorganization of multi-annual strategic and annual planning. Re-organization of multi-annual strategic and annual planning: implementation of a solitary multi-annual strategic planning of sustainable development, which will unify and help introduce technology and new professions in the framework of international relations.

PS1-2. Planning and managing transformation. Given the scope and scope of future changes in work, the workforce and workplaces, it is critical to have a strategic plan for shaping the "work of the future" or, in other words, the "expanded workplace" that includes IT, service management, purchasing and finance.

PS1-3. Explore all types of service management automation. This includes the whole array of robotics, cognitive and artificial intelligence technologies to expand human labor using

machines and equipment to perform a large number of tasks in the system of international relations.

It is necessary to consider the PS2 process in detail and present graphically the mechanism for achieving it within the framework of sustainable development planning (Fig. 5).

PS2-1. Top service management understanding the importance of diversity. Sharing research brings value to integration and promotes consensus at the highest level of the organization. Quantitative indicators and transparent reporting on diversity in promotion, recruitment and compensation should be introduced as part of the sustainable development of freedom.

PS2-2. Using technology and data to detect problems. Analytics can help identify gender and race bias, compensation and reimbursement disparities, and bias in hiring and promotion within service management.

PS2-3. Understanding global diversity. Geographic diversity is becoming increasingly important as more organizations become global. The specific challenges for diversity and inclusion are likely to vary greatly from region to region, and the interests and concerns of workers across regions are also likely to differ.

It is necessary to consider the PS3 process in detail and present graphically the mechanism for achieving it within the framework of sustainable development planning (Fig. 6).

PS3-1. High investment in analytics. Funding must provide global support, not just technical analysis, and requires the backing of top service management, technical resources, and a strong business leader.

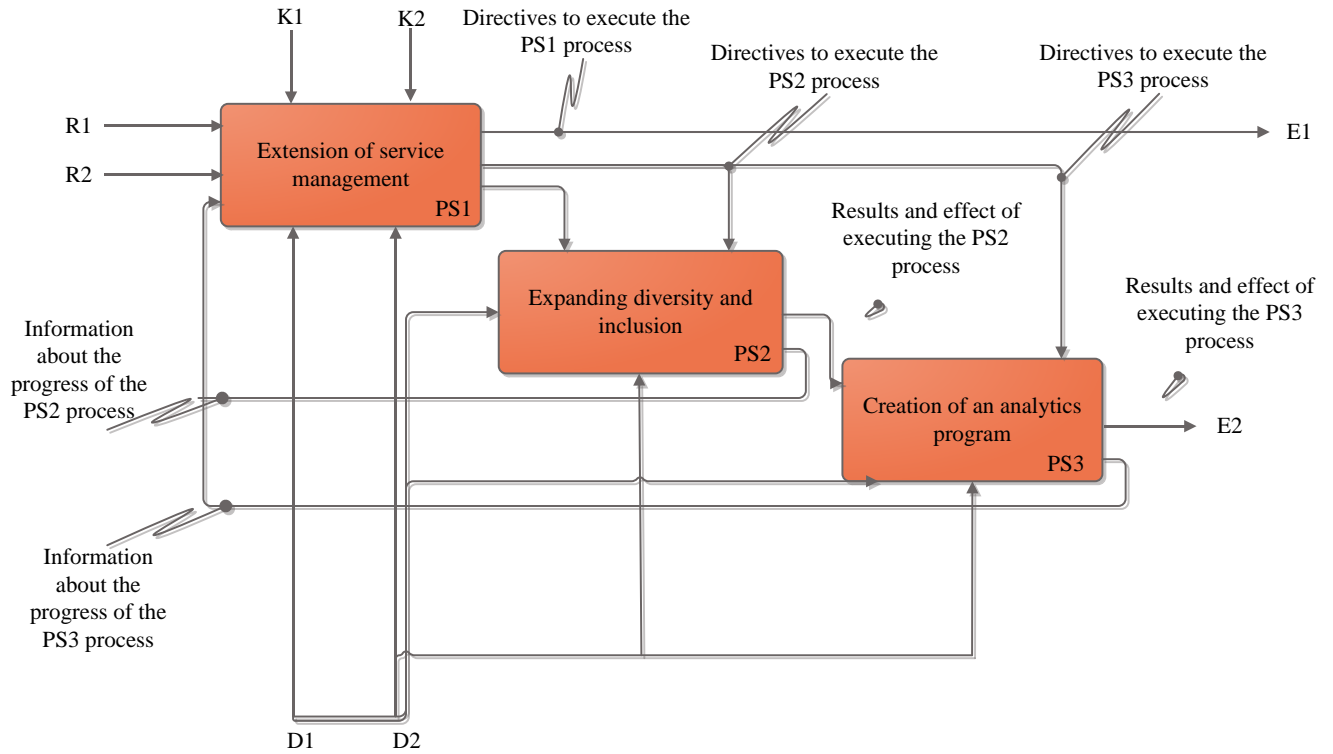


Fig. (3). The results of graphic technologies for the formation of strategic planning for sustainable development through the service management of an enterprise in the framework of international relations.

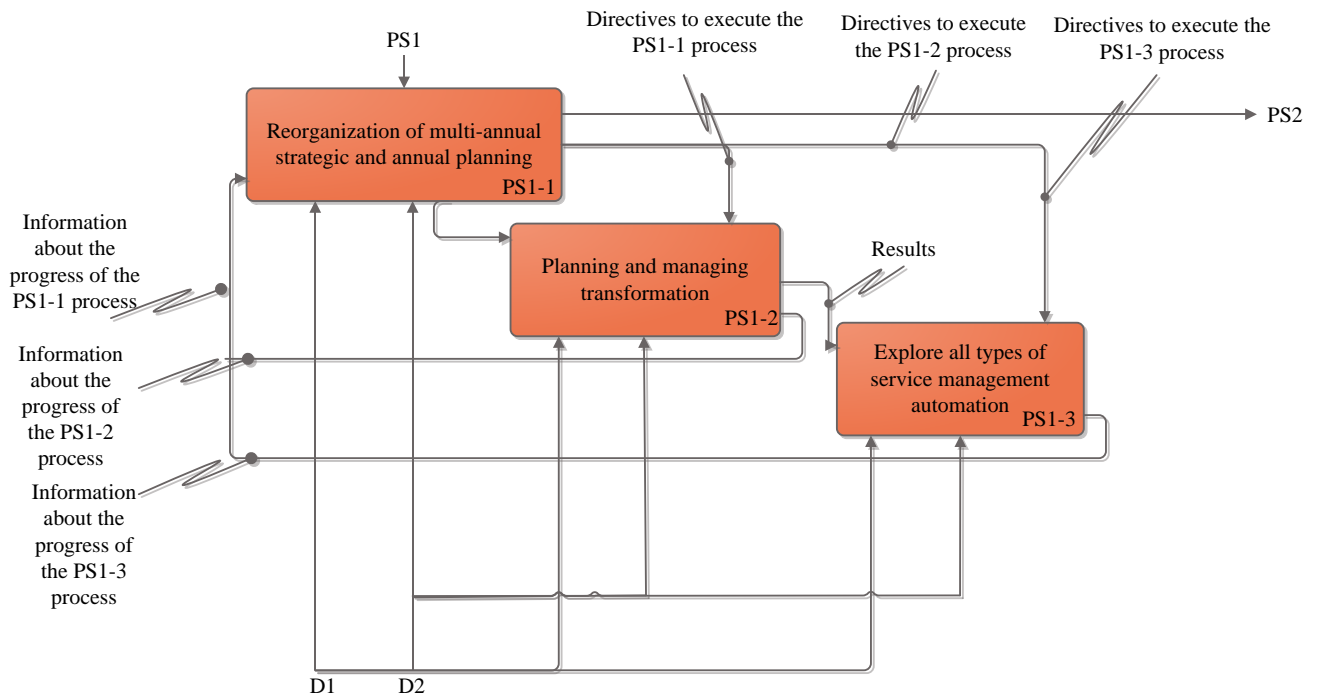


Fig. (4). Mechanism for executing the PS1 process in the framework of sustainability planning.

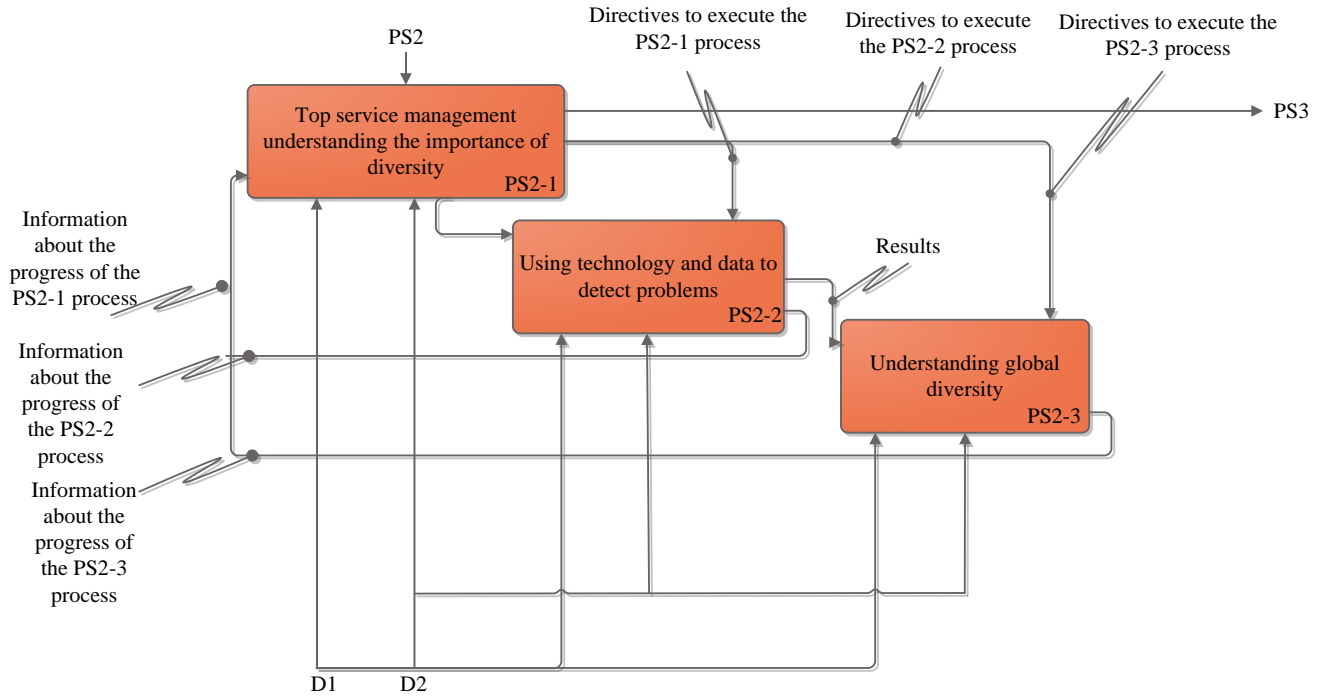


Fig. (5). Mechanism for executing the PS2 process in the framework of sustainability planning.

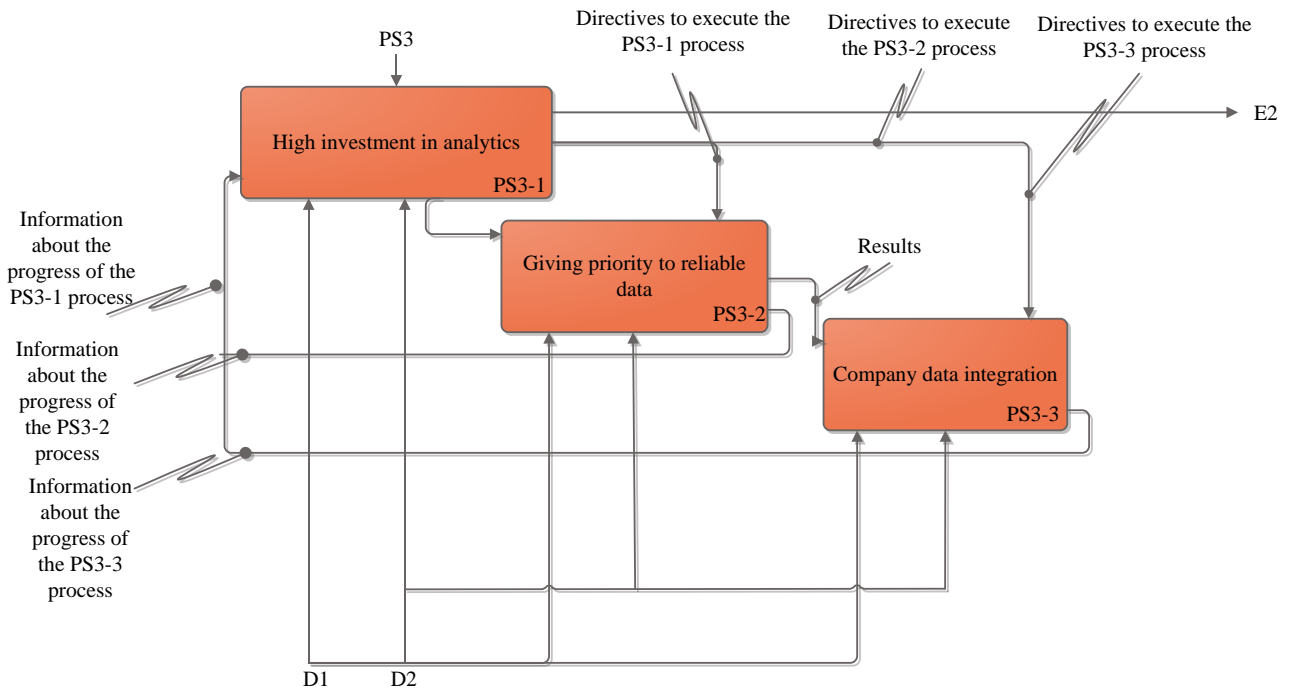


Fig. (6). Mechanism for executing the PS3 process in the framework of sustainability planning.

PS3-2. Giving priority to reliable data. The quality of the analysis performed depends on the data fed into the sustainability software. Dealing with consistent, timely, and accurate data is the foundation for all analytics practices. Specific steps need to be implemented to ensure data quality for each analysis.

PS3-3. Company data integration. Advanced analytics programs include the aggregation of human resources, opera-

tions, and external data. Organizations need a data analytics strategy that encourages the integration and use of structured and unstructured data from internal and external sources.

In today's environment, service management departments play a critical role in the transition to a digital enterprise. Over the next few years, service management teams using digital platforms will have to take on the transformation of management processes on the one hand, and the transfor-

mation of the workforce and the way of working on the other.

5. DISCUSSIONS

Discussing the results of our study, we should compare them with similar ones within the framework of our topic of the article. For example, Sūdžius (2007) and Alazzam, Alshunnaq (2023) noted in their results that modern companies operate in the context of socio-cultural transformations and sustainable development of a new paradigm of the knowledge economy, where a person, his personal qualities and professional skills, which have been researched and defined in their writings. Under such conditions, personnel at all levels within international relations are crucial assets. Therefore, the block of personnel is, in our opinion, the most important. Social guarantees and protection of employees, respect and establishment of personal relationships leads to improved industrial relations and staff motivation, which in turn leads to increased production and profits. The marketing strategy block is aimed at finding local customers and meeting, firstly, domestic demand, which, accordingly, leads to its growth. By quickly updating the product range, companies can meet growing demand without spending on durable materials in the production of products.

Other scientists (Saleh, Alazzam, Rabbo Aldrou, Zavalna, 2020; Rushchyshyn et al., 2021; Gavkalova et al., 2022), as a result, presented a mechanism for the transformation of the service management system due to not only a radical change in the way of measuring, evaluating and recognizing the results of employees' work. Today, continuous performance and performance management practices are being rolled out on a large scale, as reflected in the "Service Performance Management" trend. While not all the new tools are available to most companies, new practices are becoming clearer and more standardized and are being actively implemented. Adaptive service management of goals and constant feedback are generally accepted, and new models of evaluation and rewards are being actively introduced into the activities of service management within the framework of sustainable development.

Most scientists (Al Azzam, 2019; Kryshantovych et al., 2022) in their works present the result in the form of a model of an adequate response to changes in the sustainable development planning system. Today, the enterprise is faced with the question whether it is able to adequately respond to the conditions and changes in the existing and predicted external environment and what should be the service management tools that, finally, maintain and increase the competitiveness of the enterprise as one of the most important components of strategic service management. Currently, in the service management structure of most operating enterprises, there are practically no divisions whose managers must study the market situation, the strengths and weaknesses of competitors, analyze the level of advertising, and there are no developments and recommendations for the strategic management of their sustainable development.

Basically, scientists such as Tannady, Nurprihatin, Hartono, (2018), Sylkin et al. (2018) and Khalina, (2019) in their results note that at the present stage there are factors that determine the growth of the role of strategic planning and fore-

casting of sustainable development in the context of globalization, in particular: the requirements for ensuring sustainable development; environmental degradation and climate change; high rates of scientific and technological progress; the growth of the scale of economies, which requires the coordinating action of the center; increased concentration of capital in a competitive environment; the need to ensure financial stability (medium-term forecasting); technological breakthroughs and institutional modernization.

A graphical language is a visual representation of blocks and data defined according to a modeling technique. thanks to other studies building on their knowledge, however, the lack of new approaches in their results has necessitated consideration of new ways to achieve sustainable development.

Discussing the results of our study, we highlight their differences. The innovativeness of the results obtained is presented through the use of a graphic language to build a mechanism for strategic planning of sustainable development.

6. CONCLUSIONS

In conclusion, it should be noted that the globalization trends of recent decades are transforming all aspects of human life, and their spheres of influence have spread beyond economic activity and are manifested in social, cultural, and political processes within the framework of sustainable development planning. This leads to the need for a new vision of globalization processes as a phenomenon on a planetary scale, which should be taken into account when ensuring the sustainable development of any socio-economic system. A feature of the current stage of globalization is the unification and standardization of public life, which is manifested in the socio-cultural dimension of globalization. The trends testify to the mutual penetration and unification of Western and Eastern sociocultural values, their transformation into an integral sociocultural order created from elements and values of the West and East, North and South, which is a theoretical prerequisite for modern sociocultural globalization.

A striking manifestation of socio-cultural globalization is the informatization of society, the comprehensive penetration of the Internet into production processes and personal life, the development of automation and robotization of industry, which leads to a change in the functional responsibilities of production personnel, managers of different levels and service management in particular. Under these conditions, there is a growing need for adequate planning of sustainable development by increasing the effectiveness of international relations.

Summing up, it should also be noted that strategic planning for sustainable development is aimed at solving one of the main tasks of any system: finding an answer to questions about the key points where it is necessary to direct available resources in order to ensure sustainable development.

The sustainable development strategy should answer the question of what is the specificity of the system, what could be the priorities, goals and scenarios of its development in the existing conditions, what could be the positions. And this answer is usually not easy. To obtain and argue it, painstaking work is required within the framework of building an appropriate planning mechanism.

Ultimately, we believe that service management is the process of applying management concepts and tools in a multi-cultural environment, and thereby adding value and saving time. Service management is a special type of management, the main goals of which are the formation, development and use of the company's competitive advantages through the opportunities for doing business in different countries and the appropriate use of economic, social, demographic, cultural and other features of these countries and cross-country interaction.

The practical implications of the study will be useful for business leaders engaged in international activities and forming strategies for sustainable development. In general, the presented mechanism, through modeling, graphically describes the key blocks for strategic planning of sustainable development and explains through arrows how decisions should be made.

As a result, a mechanism for strategic planning of sustainable development for the implementation of service management in the framework of international relations was presented.

The study is limited by taking into account only the specifics of service management in the framework of international relations. Prospects for further research should be devoted to taking into account the tactical and operational aspects of sustainable development.

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