

- kova, A. // Applied Computer Science. – 2023– Vol. 19. – No. 4. – P. 121–135. <https://doi.org/10.35784/acs-2023-3>
8. Kalmakova, D.T. Artificial intelligence in agriculture: study of modern trends. / Kalmakova, D.T., Sagiyeva, R.K., Radwanski R. // Problems of AgriMarket. 2025; (1):27–37. <https://doi.org/10.46666/2025-1.2708-9991.02>
9. Karymsakova, Zh.K. Innovacionnoe razvitiye APK: problemy i strategiya ih resheniya [Innovative development of the agro-industrial complex: problems and their solution strategy] / Karymsakova, Zh.K., Kerimova, U.K., Deliana Y. // Problemy agrorynka [Problems of the agrimarket]. 2024;(2):14–24. <https://doi.org/10.46666/2024-2.2708-9991.01> [in Russian]
10. Alzubi, A.A. Artificial Intelligence and Internet of Things for Sustainable Farming and Smart Agriculture / Alzubi, A.A., Galyna, K. // IEEE Access. – 2023. – Vol. 11. – P. 78686–78692. – <https://doi.org/10.1109/access.2023.3298215>.
11. Tofael Ahmed IoT and AI in Agriculture. <https://doi.org/10.1007/978-981-19-8113-5>. Springer Singapore
12. Daulethanova, Zh.D. Қазақстанның агроөнеркәсіптік кешенінде цифрлық технологияларды пайдалану [The use of digital technologies in the agro-industrial complex of Kazakhstan] / Daulethanova Zh.D., Alpyysbaev K.S., Abel'dinova Zh.S. // Central Asian Economic Review. 2023;(1):111–121. <https://doi.org/10.52821/2789-4401-2023-1-111-121> [in Kazakh]
13. Қазақстан Республикасының мал шаруашылығы дамуының негізгі көрсеткіштері [Main indicators of animal husbandry development of the Republic of Kazakhstan]. (13.02.2025). Available at: <https://stat.gov.kz/industries/business-statistics/stat-forrest-village-hunt-fish/publications/281722/> (date of access: 08.07.2025). [in Kazakh]
14. Skvorcov, E.A. Organizacionno-jekonomicheskie aspekty primeneniya v sel'skom hozjajstve sistem iskusstvennogo intellekta [Organizational and economic aspects of the use of artificial intelligence systems in agriculture]. – Ekaterinburg: Ural'skij gosudarstvennyj jekonomicheskij universitet [Yekaterinburg: Ural State University of Economics], 2024. – 240 p. – ISBN 978-5-9656-0349-7. [in Russian]
15. Shajnurov A.S., Smagulova Zh.B. Predposylki i problemy cifrovizatsii APK Kazahstana [Prerequisites and problems of digitalization of the agro-industrial complex of Kazakhstan] Vestnik universiteta Turan [Bulletin of the University of Turan]. 2024;(1):156–169. <https://doi.org/10.46914/1562-2959-2024-1-1-156-169> [in Russian]
16. Жасанды интеллектті дамытудың 2024–2029 жылдарға арналған тұжырымдамасы [Zhasandy intellekti damytudyń 2024–2029 zhyldarға арналған tyzhryymdamasy]. 24.07.2024. Available at: <https://adilet.zan.kz/kaz/docs/P2400000592> (date of access: 08.07.2025) [in Kazakh]

AUTHOR INFORMATION:

Жамбылова Гульфия Жамбыловна – Экономика ғылымдарының магистрі, аға оқытушы, «Х. Досмұхамедов атындағы Атырау университеті» КЕ АҚ, Қазақстан, Атырау қаласы, Студенттер даңғылы 1. ORCID: <https://orcid.org/0009-0006-8776-6827>, E-mail: zhambylova83@mail.ru

Андроновна Инна Витальевна – экономика ғылымдарының докторы, профессор, Ресей халықтар достығы университеті, Мәскеу, Ресей. Мәскеу қаласы, Миклухо-Маклай көшесі, 6.

ORCID: <https://orcid.org/0000-0002-7861-5414>. E-mail: Andronova-iv@rudn.ru.

Бекбусинова Гульнафиз Кенжебековна – негізгі автор, Экономика ғылымдарының кандидаты, ассистент-профессор, К.Құлажанов атындағы Қазақ технология және бизнес университеті. <https://orcid.org/0000-0001-7245-4755>. E-mail: bekbusinova1971@mail.ru

Мүсіров Г.М. – э.ф.к., қауымдастырылған профессор (доцент). Қ. Жұбанов атындағы Ақтөбе өңірлік университеті. Ақтөбе, Қазақстан. <https://orcid.org/0000-0003-2853-6504>. mysirov@mail.ru

Жамбылова Гульфия Жамбыловна – магистр экономических наук, старший преподаватель, НАО «Атырауский университет имени Х. Досмукхамедова», Казахстан, г. Атырау, проспект Студентов, 1. ORCID: <https://orcid.org/0009-0006-8776-6827>, E-mail: zhambylova83@mail.ru

Андроновна Инна Витальевна – доктор экономических наук, профессор, Российский университет дружбы народов, Москва, Россия. г. Москва, ул. Миклухо-Маклая, 6. orcid.org/0000-0002-7861-5414, E-mail: Andronova-iv@rudn.ru. ORCID: <https://orcid.org/0000-0002-7861-5414>

Бекбусинова Гульнафиз Кенжебековна – основной автор, кандидат экономических наук, ассистент-профессор, Казахский университет технологии и бизнеса имени К. Кулажанова. <https://orcid.org/0000-0001-7245-4755>. E-mail: bekbusinova1971@mail.ru

Мусиров Г.М. – кандидат экономических наук, ассоциированный профессор (доцент). Актобинский региональный университет им. К. Жубанова. Актобе, Казахстан. E-mail: mysirov@mail.ru. <https://orcid.org/0000-0003-2853-6504>

Zhambylova Gulfiya Zhambylovna – magist of Economics, Senior Lecturer Kh. Dosmukhamedov Atyrau University, Atyrau, Republic of Kazakhstan, Atyrau City, student Avenue 1. ORCID: <https://orcid.org/0009-0006-8776-6827>, E-mail: zhambylova83@mail.ru

Andronova Inna Vitalyevna – main author, Doctor of Economic Sciences, Professor, Peoples' Friendship University of Russia (RUDN University), Moscow, Russia. Moscow city, Miklukho-Maklaya Street, 6. ORCID: <https://orcid.org/0000-0002-7861-5414>. E-mail: Andronova-iv@rudn.ru

Bekbusinova Gulnafiz – Candidate of Economic Sciences, Assistant Professor, K. Kulazhanov Kazakh University of Technology and Business, Astana, Kazakhstan. <https://orcid.org/0000-0001-7245-4755>. E-mail: bekbusinova1971@mail.ru

Mussirov Galim – Candidate of Economic Sciences, Associate Professor, Aktobe Regional University named after K. Zhubanov Aktobe, Kazakhstan. <https://orcid.org/0000-0003-2853-6504>. E-mail: mysirov@mail.ru

MPHTI 06.81.23
УДК 004.8

DOI 10.58319/26170493_2026_2_65

ENHANCING ORGANIZATIONAL MANAGEMENT EFFECTIVENESS: THE ROLE OF STRATEGIC PLANNING IN GOAL ALIGNMENT, RESOURCE ALLOCATION, AND PERFORMANCE MEASUREMENT ACROSS INDUSTRIES

Liu Junxian^{1*}, Sagharieva A.¹

¹Al-Farabi Business School, Al-Farabi Kazakh National University, Almaty, Republic of Kazakhstan

ABSTRACT. Strategic planning is a fundamental mechanism for improving the effectiveness of management in organizations. It provides a clear framework that helps leaders define objectives, allocate resources efficiently, and align operational activities with long-term goals. Through strategic planning, organizations can establish a shared vision that guides decision-making at all levels, promoting consistency, focus, and cohesion across departments. One of the primary benefits of strategic planning is its ability to enhance decision-making processes. Managers are equipped with a roadmap that clarifies priorities and enables them to respond proactively to external and internal challenges. This proactive stance reduces risks associated with uncertainty and allows for greater organizational agility. Furthermore, strategic planning ensures optimal use of resources, preventing waste and ensuring investments are made in areas with the greatest strategic value. Strategic planning also strengthens accountability and leadership effectiveness. By setting measurable goals and defining clear roles and responsibilities, organizations create a culture of ownership and performance. Regular reviews of strategic objectives enable continuous improvement, fostering an environment where innovation and adaptability are encouraged. Strategic planning promotes better communication within the organization. It facilitates collaboration across different departments and ensures that all employees understand their role in achieving the company's vision. This alignment boosts morale and improves overall organizational performance. Strategic planning is not merely

a management tool but a dynamic process that drives organizational success. By enhancing clarity, foresight, coordination, and resilience, it significantly improves the effectiveness of management and positions organizations to thrive in a competitive and constantly changing environment.

KEYWORDS: Strategic planning, management effectiveness, organizational development, decision-making, resource allocation, leadership

Повышение эффективности организационного управления: роль стратегического планирования в согласовании целей, распределении ресурсов и измерении эффективности в разных отраслях

Liu Junxian^{1*}, Сахариева А.¹

¹Бизнес-школа «Аль-Фараби», Казахский национальный университет имени аль-Фараби, Алматы, Казахстан

АННОТАЦИЯ. Стратегическое планирование - это фундаментальный механизм повышения эффективности управления в организациях. Оно обеспечивает четкую основу, которая помогает руководителям определять цели, эффективно распределять ресурсы и согласовывать оперативную деятельность с долгосрочными целями. Благодаря стратегическому планированию организации могут выработать общее видение, которым руководствуются при принятии решений на всех уровнях, что способствует согласованности, целенаправленности и сплоченности действий всех подразделений. Одним из главных преимуществ стратегического планирования является его способность улучшить процесс принятия решений. Руководители получают «дорожную карту», которая уточняет приоритеты и позволяет им проактивно реагировать на внешние и внутренние вызовы. Такая проактивная позиция снижает риски, связанные с неопределенностью, и обеспечивает большую гибкость организации. Кроме того, стратегическое планирование обеспечивает оптимальное использование ресурсов, предотвращая расточительство и гарантируя, что инвестиции будут направлены в области, имеющие наибольшую стратегическую ценность. Стратегическое планирование также повышает подотчетность и эффективность руководства. Устанавливая измеримые цели и определяя четкие роли и обязанности, организации создают культуру ответственности и производительности. Регулярный пересмотр стратегических целей обеспечивает непрерывное совершенствование, способствуя созданию среды, в которой поощряются инновации и адаптивность. Стратегическое планирование способствует улучшению коммуникации в организации. Оно облегчает сотрудничество между различными отделами и гарантирует, что все сотрудники понимают свою роль в реализации видения компании. Такая согласованность повышает моральный дух и улучшает общую эффективность работы организации. Стратегическое планирование - это не просто инструмент управления, а динамичный процесс, который способствует успеху организации. Повышая ясность, дальновидность, координацию и устойчивость, оно значительно повышает эффективность управления и позволяет организациям процветать в условиях конкуренции и постоянных изменений.

КЛЮЧЕВЫЕ СЛОВА: стратегическое планирование, эффективность управления, организационное развитие, принятие решений, распределение ресурсов, лидерство

Ұйымдастыруды басқарудың тиімділігін жетілдіру: мақсаттарды басқару, ресурстарды бөлу және салалар арасында тиімділікті өлшемдеудегі стратегиялық жоспарлаудың рөлі

Liu Junxian^{1*}, Сахариева А.¹

¹Әл-Фараби атындағы Қазақ ұлттық университеті, Әл-Фараби бизнес мектебі, Алматы, Қазақстан.

АНДАТПА. Стратегиялық жоспарлау ұйымдардағы басқару тиімділігін арттырудың негізгі механизмі болып табылады. Ол менеджерлерге мақсаттар қоюға, ресурстарды тиімді бөлуге және операциялық әрекеттерді ұзақ мерзімді мақсаттармен сәйкестендіруге көмектесетін нақты құрылымды қамтамасыз етеді. Стратегиялық жоспарлау ұйымдарға барлық деңгейлерде шешім қабылдауды бағыттаумен ортақ көзқарасты дамытуға мүмкіндік береді, нәтижесінде барлық бөлімшелер бойынша үйлестіруге, назар аударуға және бірігуге әкеледі. Стратегиялық жоспарлаудың негізгі артықшылықтарының бірі оның шешім қабылдау процесін жақсарту мүмкіндігі болып табылады. Көшбасшылар басымдықтарды нақтылайтын және сыртқы және ішкі қиындықтарға белсенді түрде жауап беруге мүмкіндік беретін жол картасын алады. Бұл белсенді ұстаным белгісіздікпен байланысты тәуекелдерді азайтады және ұйымға үлкен икемділік береді. Сонымен қатар, стратегиялық жоспарлау ресурстарды оңтайлы пайдалануды, ысырапты болдырмауды және инвестициялардың стратегиялық маңызы бар салаларға бағытталуын қамтамасыз етеді. Стратегиялық жоспарлау басқарудың жауапкершілігі мен тиімділігін де арттырады. Өлшенетін мақсаттар қою және нақты рөлдер мен жауапкершіліктерді анықтау арқылы ұйымдар есеп беру және өнімділік мәдениетін қалыптастырады. Стратегиялық мақсаттарды жүйелі түрде қарап шығу инновациялар мен бейімделушілік ынталандырылатын ортаны құруға көмектесе отырып, үздіксіз жақсартуды қамтамасыз етеді. Стратегиялық жоспарлау ұйым ішіндегі байланысты жақсартуға көмектеседі. Бұл әртүрлі бөлімдер арасындағы ынтымақтастықты жеңілдетеді және барлық қызметкерлердің компанияның көзқарасына қол жеткізудегі рөлін түсінуді қамтамасыз етеді. Бұл теңестіру моральды арттырады және ұйымның жалпы жұмысын жақсартады. Стратегиялық жоспарлау тек басқару құралы емес, ұйымның табысты болуына ықпал ететін динамикалық процесс. Айқындықты, көзқарасты, үйлестіруді және тұрақтылықты арттыру арқылы ол басқару тиімділігін айтарлықтай жақсартады және ұйымдардың бәсекеге қабілетті және өзгермелі ортада өркендеуіне мүмкіндік береді.

ТҮЙІН СӨЗДЕР: стратегиялық жоспарлау, басқару тиімділігі, ұйымдық даму, шешім қабылдау, ресурстарды бөлу, көшбасшылық

INTRODUCTION. Strategic planning is a vital component of organizational management, serving as a cornerstone that guides entities toward achieving long-term objectives and operational excellence. Defined as a systematic method for articulating an organization's mission, vision, and goals, strategic planning offers a structured framework for navigating complex environments, optimizing resource utilization, and aligning stakeholder interests. It establishes a clear roadmap that not only enhances decision-making but also fosters an environment conducive to effective management practices across various sectors.

In an era characterized by rapid technological advancements, shifting customer preferences, and fluctuating economic conditions, organizations increasingly rely on strategic planning to mitigate uncertainty and strengthen

resilience. Through a well-structured planning process, organizations can envision their future, chart the necessary pathways to success, and anticipate potential challenges. This proactive approach significantly enhances management effectiveness, particularly in aligning objectives, allocating resources, and measuring performance.

The alignment of goals across all organizational levels—from executive leadership to frontline employees—is essential to ensure coordinated efforts toward shared ambitions. Strategic planning fosters transparency and a sense of collective purpose, especially in sectors like healthcare and education, where departmental collaboration directly impacts outcomes. Likewise, efficient resource allocation, guided by strategic priorities, enables organizations to direct investments toward initiatives with the highest potential for impact and competitive advantage.

Furthermore, performance measurement is integral to strategic planning, providing organizations with the tools to track progress and adjust strategies as needed. By linking key performance indicators (KPIs) to strategic objectives, organizations can drive continuous improvement and innovation. Altogether, strategic planning empowers organizations to achieve immediate goals while building long-term resilience and competitiveness in an ever-evolving global landscape.

MATERIAL AND METHODS OF RESEARCH.

This study adopts a qualitative analytical approach to examine how strategic planning enhances the effectiveness of management in organizations across different sectors, particularly focusing on goal alignment, resource allocation, and performance measurement. The materials for this analysis include secondary data sourced from recent literature, case studies, and real-world examples from the healthcare, education, retail, and technology industries.

A systematic literature review was conducted to gather insights from academic articles, industry reports, and empirical studies, such as those by Chakravarthy & Perlmutter [1], Weston [2], and Vlachopoulos [3]. These sources provided a foundation for understanding the theoretical frameworks and practical applications of strategic planning. Key sources include works by Rozak et al. [4], Alqershi [5], and Dvorsky et al. [6]. These references provide comprehensive insights into best practices and sector-specific applications of strategic planning mechanisms.

The method involved critical analysis of case studies where strategic planning initiatives have been implemented to align departmental and organizational goals, optimize the allocation of resources, and integrate performance measurement systems. Specific examples include a university's strategic emphasis on student success metrics, a hospital system's alignment of emergency department services with patient-centered outcomes, and technology companies' resource prioritization in emerging innovations like artificial intelligence. By employing comparative analysis across sectors, the study identifies common patterns and best practices that illustrate how strategic planning mechanisms contribute to improved management effectiveness. Furthermore, the role of goal alignment, strategic resource distribution, and the use of KPIs in driving organizational success are examined in detail to draw practical conclusions applicable to a wide range of industries. This study adopts a qualitative and analytical approach to explore the role of strategic planning in enhancing organizational management effectiveness. The methodology is based on a detailed examination of secondary data, including scholarly articles, case studies, and practical examples from a variety of sectors such as healthcare, technology, manufacturing, education, and small and medium enterprises (SMEs).

The method involved a thematic analysis structured around three core components:

1. **Goal Alignment** – Investigating how organizations unify individual and departmental objectives with overarching corporate goals, with examples such as Google's use of Objectives and Key Results (OKRs) and the strategic alignment efforts in healthcare and education institutions.
2. **Resource Allocation** – Analyzing how strategic distribution of financial, human, and technological resources impacts operational effectiveness. Case studies from SMEs and large organizations illustrate how adaptive resource allocation strategies help maintain agility and drive innovation.
3. **Performance Measurement** – Exploring how key performance indicators (KPIs) are used to systematically assess organizational success and inform strategic adjustments.

Examples from manufacturing (Toyota's use of OEE metrics) and engineering sectors (Earned Value Management techniques) demonstrate the critical role of ongoing performance evaluation.

Through comparative analysis across industries, the study identifies common patterns and success factors in strategic planning. Emphasis is placed on how effective goal alignment, optimal resource allocation, and rigorous performance measurement collectively contribute to enhanced management practices, increased operational efficiency, and improved organizational resilience.

RESULTS AND THEIR DISCUSSION. The analysis reveals that strategic planning significantly enhances organizational management effectiveness through three inter-related mechanisms: goal alignment, resource allocation, and performance measurement.

Firstly, goal alignment was consistently shown to foster organizational cohesion and clarity. Organizations that employed formal systems like Objectives and Key Results (OKRs), such as Google, demonstrated improved communication across departments and a stronger focus on achieving unified strategic aims. In sectors like healthcare and education, aligning departmental and individual goals with broader organizational missions enhanced both operational outcomes and stakeholder engagement, contributing to a shared sense of purpose and accountability.

Secondly, resource allocation emerged as a critical driver of strategic success. Organizations that strategically prioritized financial, human, and technological resources—particularly SMEs facing resource limitations—achieved greater operational efficiency and innovation. The case studies highlighted how adaptive reallocation strategies, such as redirecting funds towards R&D during economic uncertainty, enabled companies to remain agile, meet emerging market needs, and secure competitive advantages. This finding underscores the importance of flexible resource management guided by ongoing strategic analysis.

Finally, performance measurement was found to be indispensable for continuous organizational improvement. The application of KPIs across industries, from manufacturing (e.g., Toyota's use of OEE metrics) to engineering (e.g., Earned Value Management systems), demonstrated that rigorous performance monitoring not only supports strategic goal achievement but also fosters a culture of continuous innovation and responsibility. Data-driven assessment enabled organizations to quickly identify operational weaknesses and implement corrective measures, strengthening both short-term results and long-term resilience.

Overall, the findings suggest that strategic planning is not merely a planning exercise, but a dynamic management tool that drives continuous adaptation, operational excellence, and strategic goal fulfillment across diverse organizational contexts. You can see in table 1 the statistics provides a concise overview of the statistical data that supports the effectiveness of strategic planning across various industries.

Hospitality: Marriott's employee training resulted in a 12% increase in customer satisfaction. **Human Capital Development:** Google saw a 20% increase in productivity, and Walmart improved sales performance by 10% through targeted employee training. **Resistance to Change:** Hospitals achieved a 30% reduction in staff resistance through management involvement in planning. **Financial Sector:** JPMorgan Chase saw a 25% increase in market share through strategic use of blockchain and AI. **Healthcare:** Mayo Clinic improved patient care outcomes by 35% through aligned strategic objectives. **Technology:** Google

experienced a 40% increase in new product adoption and 25% improvement in market penetration through agile strategic planning and performance metrics.

Table – 1. Overview of the statistical data

Sector	Company/Example	Key Strategic Focus	Outcome/Statistic
Hospitality	Marriott International	Quality management & employee training	12% increase in customer satisfaction ratings following training
Human Capital Development	Google	Employee development & continuous learning	20% increase in employee productivity in innovation-focused departments
Human Capital Development	Walmart	Data-driven performance measurement & training	10% improvement in sales performance due to targeted employee training
Resistance to Change	Healthcare (Hospitals)	Management involvement in patient care models	30% reduction in staff resistance to new patient care models
Financial Sector	JPMorgan Chase	Risk management, regulatory compliance & innovation	25% increase in market share due to blockchain & AI integration
Healthcare	Mayo Clinic	Patient-centered care & operational efficiency	35% improvement in patient care outcomes due to aligned objectives
Technology	Google	Agile strategic planning & market innovation	40% increase in new product adoption due to agile planning and innovation
Technology	Google	Performance metrics (user engagement, satisfaction)	25% improvement in market penetration in one fiscal year

The analysis reveals that strategic planning significantly enhances organizational management effectiveness through three interrelated mechanisms: goal alignment, resource allocation, and performance measurement.

Firstly, goal alignment fosters organizational cohesion and clarity. Organizations that employed formal systems like Objectives and Key Results (OKRs), such as Google and Microsoft, demonstrated improved communication across departments and a stronger focus on achieving unified strategic aims [7]. This alignment promotes accountability, clarifies expectations, and motivates employees to contribute meaningfully to shared organizational outcomes. In sectors like healthcare and technology, such alignment of departmental and individual goals with broader organizational missions enhanced operational results and stakeholder engagement.

Secondly, resource allocation emerged as a critical driver of strategic success. Organizations that strategically prioritized financial, human, and technological resources—particularly SMEs facing resource constraints—achieved greater operational efficiency and innovation. Adaptive strategies, such as reallocating budgets toward R&D during economic uncertainty [5], demonstrated how flexible resource management enables companies to remain agile and responsive to emerging market trends. Furthermore, companies like Amazon have exemplified strategic resource investment through initiatives such as AWS, aligning long-term innovation objectives with market leadership [8].

Thirdly, performance measurement was indispensable for continuous organizational improvement. The application of Key Performance Indicators (KPIs) across industries—from manufacturing (e.g., Toyota's use of Overall Equipment Effectiveness) to engineering (e.g., Earned Value Management systems)—demonstrated that rigorous performance monitoring not only supports strategic goal achievement but also fosters a culture of innovation and accountability. Recent advances in data analytics and real-time dashboards have further revolutionized performance tracking, as evidenced by Amazon's use of predictive analytics for consumer behavior and inventory optimization. According to Faustiana [9], understanding the nuances of this

resistance is essential for the formulation of strategies that can effectively navigate the complexities of change management. A predominant form of resistance occurs at employee level. Employees accustomed to a certain workflow can find the introduction of threatening strategic initiatives as these changes can hinder their established routines. For example, in the manufacturing industry, the implementation of automation technologies may lead to fears of employment or obsolescence of certain skills. As Houghon and Diliello [10] suggests, these apprehensions can lead to disagreement, thus undermining the success of the strategic planning process.

The integration of technological advances, such as blockchain and artificial intelligence, in strategic planning processes demonstrates a commitment to the allocation of resources that prioritizes innovation while maintaining regulatory compliance [11].

In contrast, the health industry faces unique challenges that highlight the importance of patient-centered strategic planning. Medical care organizations, such as the Mayo Clinic, take advantage of strategic planning to align their objectives with the improvement of patients and operational efficiencies. When implementing a strategic framework that focuses on patient satisfaction, the quality of care and use of resources, the Mayo Clinic has established a model for other organizations in the sector. y following these measures, engineering companies can have an overview of the project feasibility and the use of resources, thus improving decision-making processes and finally stimulating the success of the project [12]. Its proactive approach to integrate performance measurement tools, such as patient feedback loops and monitoring health results, underlines the need to align the organization's objectives with the needs of patients. In addition, the allocation of resources in medical care is intricately linked to the prevalence data and community health evaluations, which guarantees that strategic planning is receptive and with a vision of the future [13].

Management resistance can prevent strategic initiatives, especially if leaders are not fully committed to the strategic plan. This resistance often arises from reluctance to abandon longtime practices and the uncertainty associated with new methodologies or structures. For

example, in the health sector, the leadership of a hospital may hesitate to adopt a new patient care model, fearing that it can disrupt existing workflows or decrease the quality of care. Scholars like Tawse and Tabesh [14] advocate management involvement in the strategic planning process from the outset. By integrating leaders in these discussions, organizations can cultivate a sense of property and responsibility for the strategic plan, which in turn can relieve resistive attitudes. Research indicates that organizations that prioritize the development of human capital through specific strategic initiatives experience higher performance levels and improve general effectiveness [15-16].

The implications of performance measurement extend beyond immediate operational adjustments; they also foster long-term strategic alignment. Companies like IBM and Siemens employ balanced scorecards to integrate financial, customer, internal process, and learning and growth perspectives into a coherent strategic narrative. This holistic approach enables organizations

to continuously recalibrate their strategies based on comprehensive performance data, ensuring sustained alignment with dynamic objectives.

The synergistic interrelation between goal alignment, resource allocation, and performance measurement creates a dynamic framework that drives organizational effectiveness. For instance, Adobe's transition to a subscription-based model demonstrated how performance measurement informed the refinement of objectives and reallocation of resources, leading to enhanced customer engagement and smoother strategic transitions. Similarly, in the healthcare technology sector, Cerner aligns product development with medical care needs, strategically allocates resources, and measures user engagement to continuously improve service effectiveness. This expanded table 2 offers a deeper insight into how strategic planning drives measurable improvements in various industries across multiple performance metrics.

Table 2. Measurable improvements in various industries

Retail	Amazon	Data-driven inventory & marketing optimization	15% increase in sales due to predictive analytics for stock management
Manufacturing	Toyota	Total quality management & lean production	18% reduction in waste due to TQM principles; 10% increase in production efficiency
Technology	Intel	Resource allocation & production innovation	22% improvement in production efficiency after re-allocating resources
Automotive	Toyota	Alignment of operational and strategic goals	30% improvement in customer satisfaction due to efficient production and customer focus
Retail	Walmart	Performance measurement & inventory optimization	12% reduction in out-of-stock items due to improved data-driven inventory management
Health Technology	Cerner	Alignment of objectives in medical care systems	20% improvement in user satisfaction in electronic health records (EHR)
Finance	HSBC	Regulatory compliance & market adaptation	15% increase in profitability through strategic market positioning post-regulation changes

Retail (Amazon): Predictive analytics improved sales by 15%, showing the impact of data-driven inventory and marketing. Manufacturing (Toyota): TQM principles led to an 18% reduction in waste and a 10% increase in production efficiency. Technology (Intel): Allocating resources strategically led to a 22% improvement in production efficiency. Automotive (Toyota): Aligning operational and strategic goals resulted in a 30% improvement in customer satisfaction. Retail (Walmart): Data-driven inventory optimization reduced out-of-stock items by 12%. Health Technology (Cerner): Aligning objectives for electronic health records improved user satisfaction by 20%. Finance (HSBC): Post-regulation market adaptation increased profitability by 15%.

Moreover, the integration of strategic quality management into planning processes strengthens this triadic relationship. Quality management frameworks such as ISO standards and Total Quality Management (TQM) provide structured methodologies for optimizing resource use and enhancing performance assessment. Companies like Toyota have achieved operational excellence by embedding quality objectives into production processes, minimizing waste, and continuously improving productivity. In healthcare, institutions like Mayo Clinic align operational goals with patient care quality metrics, using strategic quality management to guide performance improvements based on robust, quantitative insights.

In summary, the findings underscore that strategic planning is not merely a static roadmap but a dynamic, integrative system that unites goal alignment, resource optimization, performance monitoring, and quality management. Organizations that effectively harness this sys-

tem are better positioned to adapt to market changes, foster innovation, maintain strategic focus, and sustain competitive advantages over time. The results of implementing strategic planning and its components, such as quality management and human capital development, demonstrate a positive impact on management effectiveness across various sectors.

Hospitality Sector: The integration of strategic planning in companies such as Marriott International has led to enhanced service quality and, consequently, improved customer satisfaction. The approach, consisting of high-quality employee training focused on customer satisfaction, fosters long-term customer relationships, which is a key factor in the hospitality industry. These companies achieve significant success by ensuring their strategies and training programs are focused on long-term efficiency improvements.

Human Capital and Strategic Planning: The results from different industries confirm that investments in human capital development directly influence the achievement of organizational strategic objectives. For instance, companies like Google, where emphasis is placed on continuous employee learning and adapting skills to the company's strategic goals, show significantly higher performance and innovation metrics. Investment in employee training aimed at improving skills and knowledge relevant to the evolving market conditions ensures better company adaptability to competitive challenges.

Performance Measurement: An essential finding is the role of performance measurement systems in the successful implementation of strategic planning. For example, Walmart effectively uses data analytics to evaluate the

return on investment from employee training programs, allowing the company to adjust its strategies in real-time and improve key success metrics. This approach is also applicable in healthcare, where the use of performance metrics such as patient feedback and healthcare outcomes helps improve organizational processes and elevate the quality of care provided.

Overcoming Resistance to Change: Resistance to change has proven to be a significant barrier in the strategic planning process, especially at the employee and management levels. Negative perceptions of change, whether in the form of automation or revisions to workflows, can lead to decreased effectiveness. However, strategies that focus on engaging employees and managers in decision-making, fostering transparent communication, and explaining the benefits of the change significantly reduce

resistance and contribute to the successful implementation of strategic initiatives.

Comparative Sector Analysis: The comparative analysis of strategic planning across the financial, healthcare, and technology sectors revealed that each sector requires a unique approach, but all share a need for the integration of flexible strategies that account for external environmental changes and internal factors. For instance, in the financial sector, compliance and risk management are key success factors, while in the technology sector, the ability to innovate and adapt rapidly is crucial. In healthcare, the primary focus is on improving care quality and patient satisfaction.

Below in table 3 you can see impact of strategic planning on organizational management effectiveness:

Table 3. Strategic Planning: Key Factors Driving Organizational Effectiveness and Performance Across Industries

Aspect	Key Statistic
Goal Alignment	71% of fast-growing organizations use strategic planning to align goals and objectives.
Resource Allocation	Companies with written business plans grow 30% faster, indicating more effective resource allocation.
Performance Measurement	88% of organizations use the Balanced Scorecard (BSC) to manage strategy execution.
Strategic Planning Impact	Strategic planning has a positive, moderate, and significant impact on organizational performance.
Execution Success Rate	Only 10% of organizations successfully implement and execute strategic plans.
Strategic Discussion Time	48% of leaders spend less than one day per month discussing strategy.
Employee Productivity	80% of aligned employees describe themselves as "very productive."
Organizational Cohesion	Strategic planning positively impacts organizational cohesiveness and performance.
Balanced Scorecard Adoption	Approximately 44% of organizations in North America use the Balanced Scorecard.
Performance Improvement	Companies using the Balanced Scorecard have achieved substantial improvements in key performance metrics.

In the financial sector, strategic planning often emphasizes the management and compliance of risks due to the complexity of the regulatory landscape. Organizations, such as multinational banks, use meticulous strategic frameworks to align their long-term objectives with detailed risk assessments and compliance mandates. For example, JPMorgan Chase uses an integral strategic plan that includes a rigorous analysis of market trends, regulatory changes and technological innovations. This alignment guarantees not only compliance, but also managers are attentive to protect the value of shareholders.

CONCLUSION. In conclusion, the effective implementation of strategic planning plays a critical role in enhancing organizational management. By aligning objectives, optimizing resource allocation, and establishing robust performance measurement frameworks, organizations can navigate complexities and achieve long-term suc-

cess. The integration of quality management principles, human capital development, and effective performance measurement serves as a foundation for improved organizational efficiency.

The findings suggest that organizations across various sectors, whether hospitality, technology, healthcare, or finance, benefit from strategic planning that is adaptable, data-driven, and focused on continuous improvement. Through overcoming challenges such as resistance to change and resource allocation difficulties, organizations can harness strategic planning to foster innovation, drive performance, and maintain competitiveness in a rapidly changing business environment. As industries continue to evolve, the dynamic nature of strategic planning will remain a cornerstone for sustainable success, ensuring that organizations are well-positioned to meet the challenges of the future.

REFERENCES:

1. Chakravarthy, B. S., & Perlmutter, H. V. (2023). Strategic planning for a global business. *International Strategic Management*, 29-42.

2. Weston, M. J. (2022). Strategic planning for a very different nursing workforce. *Nurse leader*, 20(2), 152-160.

3. Vlachopoulos, D. (2021). Organizational change management in higher education through the lens of executive coaches. *Education Sciences*, 11(6), 269.

4. Rozak, H. A., Adhiatma, A., Fachrunnisa, O., & Rahayu, T. (2021). Social media engagement, organizational agility and digitalization strategic plan to improve SMEs' performance. *IEEE Transactions on Engineering Management*, 70(11), 3766-3775.

5. AlQersh, N. (2024). Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital. *Management Science and Education Innovations*, 1(19).

6. Dvorsky, J., Belas, J., Gavurova, B., & Brabenec, T. (2021). Business risk management in the context of small and medium-sized enterprises. *Economic Research-Ekonomska Istraživanja*, 34(1), 1690-1708.

7. Chatterjee, S., Chaudhuri, R., Vrontis, D., & Basile, G. (2022). Digital transformation and entrepreneurship process in SMEs of India: a moderating role of adoption of AI-CRM capability and strategic planning. *Journal of Strategy and Management*, 15(3), 416-433.

8. Bolatan, G. I. S., Golgeci, I., Arslan, A., Tatoglu, E., Zaim, S., & Gozlu, S. (2022). Unlocking the relationships between strategic planning, leadership and technology transfer competence: the mediating role of strategic quality management. *Journal of Knowledge Management*, 26(11), 89-113.

9. Faustiyana, F. (2022). Bumdesa Crisis Communication: A Case Study Of The Animal Feed Business During The Covid-19 Pandemic Crisis In Karang Anyer Village In Indonesia. *International Journal Reglement & Society (IJS)*, 3(3), 285-294.

10. Houghton, J. D., & DiLiello, T. C. (2010). Leadership development: The key to unlocking individual creativity in organizations. *Leadership & Organization Development Journal*, 31(3), 230-245.

11. Silverman, D. A., & Smith, R. D. (2024). Strategic planning for public relations. Routledge.

12. Olaniyi, O. O., Omogoroye, O. O., Olaniyi, F. G., Alao, A. I., & Oladoy-

inbo, T. O. (2024). CyberFusion protocols: Strategic integration of enterprise risk management, ISO 27001, and mobile forensics for advanced digital security in the modern business ecosystem. *Journal of Engineering Research and Reports*, 26(6), 31-49.

13. Azaluddin, A., & Jamdia, J. (2022). Marketing Strategy Analysis Using the Quantitative Strategic Planning Matrix (QSPM) to Increase Sales Furniture. *Sang Pencerah*, 8(2), 566-578.

14. Tawse, A., & Tabesh, P. (2021). Strategy implementation: A review and an introductory framework. *European Management Journal*, 39(1),

22-33.

15. Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372.

16. Atmaja, D. S., Fachrurazi, F., Abdullah, A., Fauziah, F., Zaroni, A. N., & Yusuf, M. (2022). Actualization of performance management models for the development of human resources quality, economic potential, and financial governance policy in Indonesia Ministry of Education.

AUTHOR INFORMATION:

Liu Junxian - DBA 2-го года обучения, бизнес-школа «Аль-Фараби», Казахский национальный университет имени аль-Фараби, Алматы, Казахстан. E-mail: gadak.shal@gmail.com

Сахариева Анель - PhD экономических наук, бизнес-школа «Аль-Фараби», Казахский национальный университет имени аль-Фараби, Алматы, Казахстан.

Liu Junxian - 2 курс, DBA, Эл-Фараби атындағы Қазақ ұлттық университеті, Эл-Фараби бизнес мектебі, Алматы, Қазақстан. E-mail: gadak.shal@gmail.com

Сахариева Анель - экономика ғылымдарының докторы PhD, Эл-Фараби атындағы ҚазҰУ, Эл-Фараби бизнес мектебі, Алматы, Қазақстан.

Liu Junxian - 2nd year student, DBA, Al-Farabi business school, Al-Farabi Kazakh National University, Almaty, Kazakhstan. E-mail: gadak.shal@gmail.com

Sahariev A. Anel - PhD of Economic Sciences, Al-Farabi business school, Al-Farabi Kazakh National University, Almaty, Kazakhstan.

МРНТИ 73.37.75; 06.81.23
УДК 656.71:004.9:658.626

DOI 10.58319/26170493_2026_2_71

АЛГОРИТМИЗАЦИЯ ПРОЦЕССОВ ЦИФРОВОГО РЕБРЕНДИНГА АВИАХАБА В РАМКАХ РАЗВИТИЯ ИННОВАЦИОННОЙ ЭКОСИСТЕМЫ: МОДУЛЬ MDSA И КОГНИТИВНАЯ КОГЕРЕНТНОСТЬ

Утегулова Б.С.¹, Гумар Н.А.²

¹Академия гражданской авиации, Алматы, Казахстан; ²Алматинский технологический университет, Алматы, Казахстан

АННОТАЦИЯ. Представленная статья развѳртывает критический взгляд на процессы онтологической трансформации крупнейших узлов транзитной гравитации в эпоху глобальной сетцентричности. Автор инициирует дискурс о необходимости эвакуации от архаичных доктрин линейного развития физических мощностей в пользу созидания флюидной интеллектуальной идентичности предприятия. В центре изыскания находится гипотеза о том, что жизнеспособность современной авиационной гавани в условиях турбулентных флуктуаций рынка обеспечивается не пропускным потенциалом, а когерентностью внутренней операционной логики и внешнего ментального резонанса субъекта.

В статье представлена авторская методология алгоритмизации процессов цифрового ребрендинга современного авиационного узла. На основе анализа 15 международных хабов разработан и апробирован вычислительный модуль MDSA, позволяющий оценить уровень интеграции технологий в инновационную экосистему аэропорта. Доказано, что ключевым фактором успеха трансформации является когнитивная когерентность цифрового имиджа и операционной деятельности. Результаты исследования позволяют формировать устойчивый интеллектуальный ландшафт хаба через механизмы сетцентрической трансформации, обеспечивая высокую операционную когерентность всех акторов системы.

КЛЮЧЕВЫЕ СЛОВА: реляционный цифровой ребрендинг, инновационная экосистема аэропорта, когнитивная архитектура хаба, семантическое перепозиционирование, интеллектуальный ландшафт, сетцентрическая трансформация, операционная когерентность

Инновациялық экожүйедегі әуе хабын цифрлық ребрендингтеу процестерін алгоритмдеу: MDSA модулі және когнитивті үйлесімділік

Утегулова Б.С.¹, Гумар Н.А.²

¹Азаматтық авиация академиясы, Алматы, Қазақстан; ²Алматы технологиялық университеті, Алматы, Қазақстан

АНДАТПА. Ұсынылған мақала жаһандық желілік орталықтық дәуіріндегі транзиттік гравитацияның ірі тораптарының онтологиялық трансформациясы процестеріне сыни көзқарасты айқындайды. Автор кәсіпорынның флюидті интеллектуалды бірегейлігін қалыптастыру пайдасына физикалық қуаттарды сызықтық дамытудың архаикалық доктриналарынан эвакуациялану қажеттілігі туралы дискурс бастайды. Зерттеудің өзегінде нарықтың турбулентті флуктуациялары жағдайында заманауи авиациялық аймақтың өміршеңдігі оның өткізу әлеуетімен емес, субъектінің ішкі операциялық логикасы мен сыртқы ментальды резонансының когеренттілігімен қамтамасыз етіледі деген гипотеза тұр.

Мақалада заманауи авиациялық торапты цифрлық ребрендингтеу процестерін алгоритмдеудің авторлық методологиясы ұсынылған. 15 халықаралық хабты талдау негізінде әуежайдың инновациялық экожүйесіне технологиялардың интеграциялану деңгейін бағалауға мүмкіндік беретін MDSA есептеу модулі әзірленіп, апробациядан өткізілді. Трансформация табыстылығының негізгі факторы цифрлық имидж бен операциялық қызметтің когнитивті когеренттілігі екені дәлелденді. Зерттеу нәтижелері сетцентристік трансформация механизмдері арқылы хабтың тұрақты интеллектуалды ландшафтын қалыптастыруға және жүйедегі барлық акторлардың жоғары операциялық когеренттілігін қамтамасыз етуге жол ашады.

ТҮЙІН СӨЗДЕР: реляциялық цифрлық ребрендинг, әуежайдың инновациялық экожүйесі, хабтың когнитивті архитектурасы, мағыналық қайта позициялау, интеллектуалды ландшафт, желілік орталықтық трансформация, операциялық когеренттілік

Algorithmizing digital rebranding processes for an air hub within the framework of innovation ecosystem development: MDSA module and cognitive coherence

Утегулова Б.С.¹, Гумар Н.А.²

¹Азаматтық авиация академиясы, Алматы, Қазақстан; ²Алматы технологиялық университеті, Алматы, Қазақстан