

STRATEGIC ANALYSIS OF PERSPECTIVE IN THE MANAGEMENT FOR THE YOUNG PEOPLE IN THE REGION OF STRUGA

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ABSTRACT

Strategic choice is the main limiting factor to reach up to the selection criteria. Management is the one that makes decisions for choosing satisfactory and also formulation and implementation of the strategy. The selected strategy can be understood in the context of the factors and criteria by alternative analysis in the search and selection of opportunities. Criteria for identification of internal and external character of strategic analysis are the SWOT analysis-the possibility of control and management (leading) of certain elements. However, the vision of the youth people in the region of Struga is that they are an integral factor in the building of civil society multicultural, economic social life and healthy vital environment.

The purpose of this international scientific work is a priority and a strategic measurement for the young people in the region of Struga with a long-term goal as a result of reducing poverty and migration.

KEYWORDS: Strategy, Environment, SWOT, Factor, Multicultural

INTRODUCTION

The main level of the youth organization is the municipality, which often delegates its competences to the sphere of the youth associations through the sharing of certain services, while municipal's budgets are the main sources for funding the youth work. Many problems that happen in a local level are related with the youth, in one side are consequences of the lack or impossibility of the municipality to support youth policies and in the other side they are a result of the lack or not boosting the youth activity. Municipality of Struga in general understands the importance and the role of youth in the development of democratic processes within the municipality and in general in the development and improvement of life in community. Starting from these facts, Municipality of Struga decided to boost the activism of its citizens within the municipality, to advance the collaboration with the civic organizations and to contribute in their continuous development.

In the process of elaboration of the strategy, all the existing strategic documents for the youth politics in a local, regional and national level are taken into account. The process continued with the organization of three public debates, in order to be ensured an open debate and harmonization of politic and priorities and proposed strategic measures and growth of focus and responsibilities in the process of its implementation.

THE OBJECTIVE OF THE STUDY

- Literature Research and review over the strategic analysis of management;
- To offer the knowledge related to theoretical aspects of drafting, implementation of strategies in the strategic management.

LITERATURE SUMMARY

Scope of Literature Summary

Strategy as a Central Category in Economic Entities of Small and Medium Subjects

In the last decade, with major political changes, economic, technological, the role of the state as regulator and competitive free market, as the internationalization of businesses, have made the operating environment for businesses to be quite complex. Then for the future of such an environment is necessary to be used the strategy of a business organization. However, despite the environment in which business operates, specialized for a limited number of markets, they will be subject for competitive pressures, and this is the reason that the problems of competitive strategy are particularly important for economic small and medium subjects. Through an agreement reached strategy for business executives as follows: where we are now, what and who will provide, where should we go (where we want to be) and when we should be where we want, at what price will win the client etc. Conceptually it seems that the strategy for the organization is very simple to estimate where it is, in practice this stage is not simple but is a logical problem, that's where we are, that defines the market definitions, competitors, customer needs, technology, demography and big number of factors. **Hunger**, the strategy defines as a set of managerial decisions and stock with which determine long - term performance of the enterprise.¹

The first step strategic process for the future of the company begins with analysis of the environment (factors inside and outside the company), which includes monitoring, evaluation and dissemination of information from external and internal environment, and key people in the companies. Viewed from the aspect of strategic management, both factors have equal importance. The easiest way to implement this is the SWOT analysis, which identifies opportunities, opportunities and threats (external) in the present and future, and powers, strengths and weaknesses (internal) of the enterprise together with the market. External environment consists of variables which are outside the company (organization), outside the influence of senior management, which indirectly affects the activity, position and development of the company. This includes these macro environmental factors: the economic, social, political - legal, technological, environmental, regulatory, and environmental micro significant stakeholders (customers, competitors, suppliers, distribution channels and contractors).² Internal Environment (Direct Environment) of the company consists of variables that are within it, in determining its strengths and weaknesses, and they may affect management, we involve resources, culture and structure of the organization, that organization may use. In order to achieve competitive advantages, namely to exploit opportunities and minimize threats. Internal forces affecting the enterprise's success convincing in its business, existing and future development, therefore these has been attached great importance, given always in mind what are the current forces and weaknesses of the company and what the strength and potential weakness or possible could have been presented in the coming period.

¹ Hunger, J.D., citing the act pg. no.3

² M. Buble, Sanja Pfeifer, Strateski Menadzment, Zagreb, 2005, pg.30

The second strategic step for SMEs, which stands as a factor for the achievement of high rates of economic development of the country (small and medium enterprises), as the process is establishing the organizational setting, where the indicators are counted: vision, mission, and purposes or goals of the organization, because companies today have dynamic open system features. Vision usually presents prediction, namely the thought of a future situation or event of the enterprise. The vision for the company is what has to perform in the future, for that is the driving force and energy of employees in a certain direction. The vision of building on the mission and goals, helps the management to see the position and preparation of the company in the future where wants to go. The absence of such a vision in business organizations, leads the business to a wrong management. This means that if you do not know where you go, you will remain on the road or grip.

Mission is the reason for which the company exists. This speaks about society that provides the company, services or products offered to the market which will be supplied and how these functions are met. Goals are the final results of the planned activities that the company should do what, in what volume and when you realize these as: the net profitability, efficiency, increased activities, utilization of resources, the contribution for employees, leadership in the market and technology (innovation), survival (avoidance of bankruptcy). With the formulation of connectivity strategy (mission, vision and goals) the company maximizes the skills competition and minimizes the competitive weakness, only to gain competitive advantage in order to win the game. Competitive advantage for enterprises means to do better than others or do something that others do not.

The third step is implementation of the strategy with the help of politics, programs, regulations and procedures, by which the following operations are consistent with the strategic goals of the enterprise.

RESEARCH QUESTIONS

This paper work will analyze the formulation and implementation of management strategy in practice and clarify the answers of some research questions as the following:

- Satisfied citizens
- Service providing
- Development of capacities
- Budget managing

METHODOLOGY OF THE PAPER WORK

The methodology of this paper work is in function of these researching elements:

- Data sources: Combinations of secondary and primary data are used. Secondary data are the results of literature reviewing and primary data presents a support of data collections through the questionnaire.
- Research methods:
- Here is used the quantitative method of data collection through the questionnaire which means the data analysis.
- Data processing: in this paper work is being worked on the usage of different statistical methods as: Microsoft Excel, tables, methods of analysis, etc.

- Results presentation: tabular, graphic methods and presentations are used
- Research methods: it has been simple
- Research instrument: here it is used the questionnaire consisting of 12 questions, it is used the technique of direct contact and this is done in 2015 year.

ANALYSIS AND THEIR DISCUSSIONS

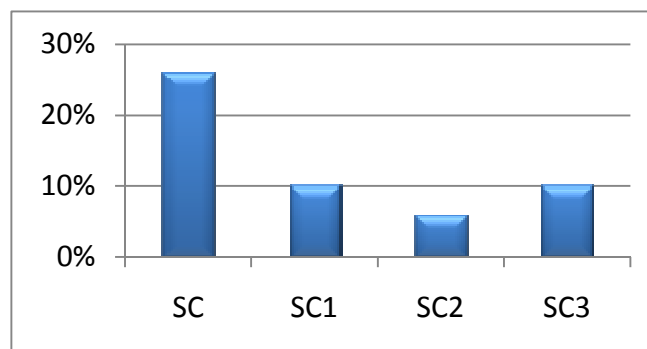
Analysis of questions is submitted through the questionnaire with answers from the interviewed persons for each variable and strategy separately.

In the pictures that are shown below are presented the strategic priorities for: Satisfied citizens (SC), service providing (SP), development of capacities (DC) and budget managing (BM).

In order to realize the aim of this paper work, the research data are going to be given separately.

Satisfied Citizens (26%)

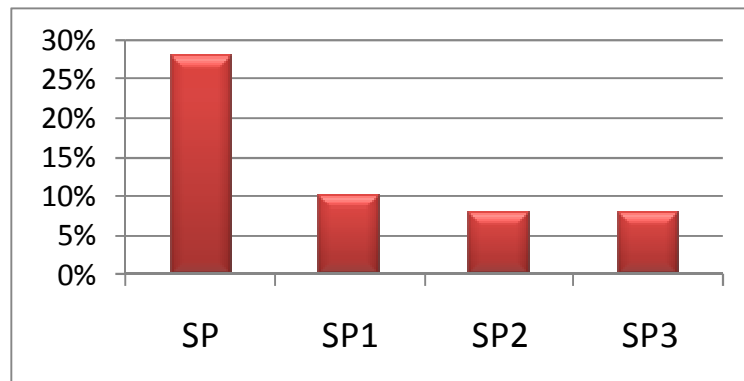
- SC1. Increased participation of the youth in the decision-making processes in the municipality (10%)
- SC2. Increased involvement of the youth in the realization of multicultural projects (6%)
- SC3. Reducing migration of young educated people (see graph 1)



Graph 1

Service Providing (26%)

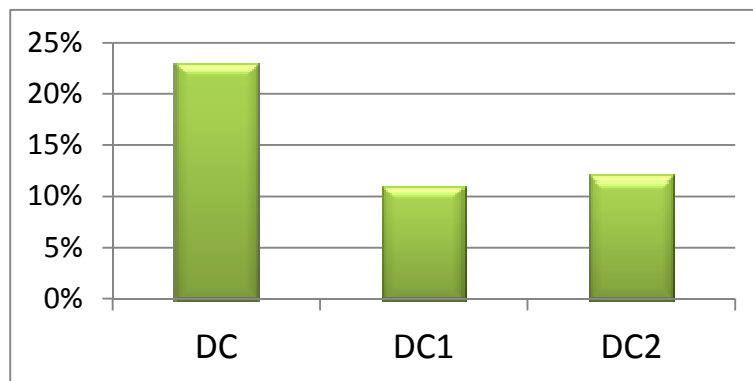
- SP1. Increased effectiveness in the service providing for the youth (10%)
- SP2. Increased number of projects that are oriented to the youth (8%)
- SP3. Promotion (advancing) and development of formal and informal education of the youth (see graph 2)



Graph 2

Development of Capacities (23%)

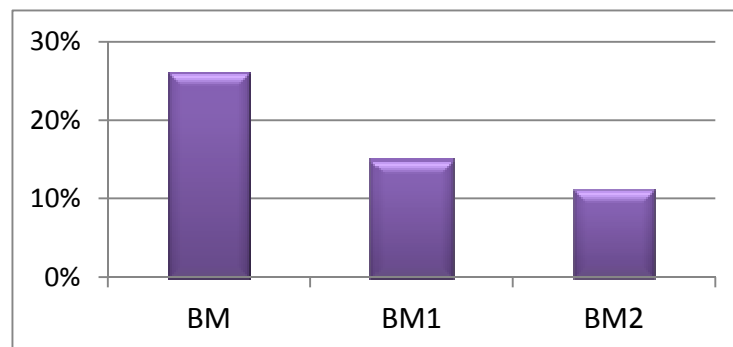
- DC1. Strengthening the capacity of the municipality for collaboration with the youth (11%)
- DC2. Strengthening the capacities of associations for the youth (12%) (see graph 3)



Graph 3

Budget Managing (26%)

- BM1. Increasing the budget for the youth activities (15%)
- BM2. Increasing the non-budgetary funds for supporting the youth organizations (11%) (see graph 4)



Graph 4

In order to be achieved these priorities are needed the measures for: development of youth initiatives; involvement

of the youth from Struga and from rural settlements in projects and rural environments; as well as the program for commitment of the new educated people and measures for education following the labor market. Considering that 30% of the unemployed in Struga are young people aged from 15 to 30 years old.

The figures (pictures) present an important tool for monitoring of the implementation of the youth strategy in the region of Struga.

RESULTS OF THE GIVEN SUPERFICIAL DATA (HISTOGRAMS)

Graph 1 shows that satisfied citizens in order to be achieved these priorities are needed measures for development of youth initiatives, involvement of young people from the region of Struga and its rural settlements in projects and rural environments as well as a program for commitment of young educated people and measures for education according to the labor market.

It can be seen in **graph 2** that to be achieved these priorities are needed measures for involvement of the youth in the creation of services, involvement of the youth in the compilation of projects and their implementation, advancing and developing of formal and informal education of the youth and developing of the program for application in the projects financed by EU funds and other funds.

Graph 3 shows that to be achieved the capacities are needed measures for planning and organizing the training for the persons involved by the municipality in providing of services and leading the projects for the youth and planning and implementing training of the associations that work with the youth.

Graph 4 shows that in order to be achieved these strategic priorities for managing of the budget results are needed measures for involvement of the youth in the process of budget planning and also measures for ensuring budgetary support in the process of application and implementation of projects financed by EU and other funds. Strategic analysis show that there exists an apathy among the youth about the involvement in the organized activities by the municipality and as result there can be seen a lack of youth activism.

CONCLUSIONS

Comprehensive strategic of planning process made possible the definition of the vision and strategic priorities related with the four perspectives from the balanced scorecards of the indicators (Satisfaction of citizens, offering services, developing of capacities and managing of the budget). The strategic map of the municipality of Struga in the youth sphere shows the way in which the municipality can reach the vision for development, place and role of the citizen sector in the municipality in the upcoming period. Through the balanced map of the indicators, the document ensures the priority goals, main indicators for their achievements, targeted values which are wanted to be achieved and measurements and initiatives which should provide their achievement.

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