

Historical aspects on the formation of the concepts "strategy", "tactics", principles of their application in modern organizations

Abstract

This article considers historical assumptions in the formation of the concepts "strategy", "tactics" and the principles of their application in modern organizations. In the course of the study, the main approaches to understanding the essence of "strategy" and "tactics" as a philosophical and economic category, as well as available approaches to the development of the strategy and tactics of the organization were considered.

Key words:

Strategy, tactics, military art, tactical reception, strategic thinking, golden section, resources, critical / key factors.

In our daily lives and in the management of various organizations, we constantly face such expressions as "*an offensive or defensive strategy is chosen*" and "*tactically realized ideally*", but we do not always know and understand them. Therefore, it is necessary to explore the nature and essence of these concepts.

The goal of the study is to review the main approaches to understanding the essence of "*strategy*" and "*tactics*" as a philosophical and economic category, as well as existing approaches to developing the strategy and tactics of the organization.

The novelty of the research is that during it the approaches to understanding the essence of the notion of "*strategy*" and "*tactics*" were analyzed and systematized, basic principles, advantages and disadvantages of existing approaches, similarities and differences were revealed.

A person in itself is physically weak in nature, compared to wild animals (beasts), also slow, with poor hearing and relatively weak vision; but the strength of the intellect (his thoughts) completely compensates all the shortcomings mentioned above. Our ancestors, like hunters and cattle breeders, were well versed in anatomy, habits, reflexes, various behavior strategies, instincts, emotions, feelings of animals and wild animals, and based on the same principles and people, because in many respects they are typical, that is, stereotyped, because their survival depended on this.

Being weaker than a bull, a person with a ring in his nose calmly pulls the animal wherever he pleases, because that "painful" point does not give this half-toned carcass any chance of resistance; for man this principle also works, the nose is an extremely vulnerable zone, and, having certain skills, it is also possible to take a person under the pain control. The bridle of a horse is built on a similar principle; here is a strategy that wins creatures many times stronger than a person.

The fight in the ring is a separate entertainment, which is not even close to martial art - its sports single combat. Boxing technique will not work against the tiger, probably, the boxer will prove to be a delicious lunch for the predator. A hunter, for example, can dig a hole with stakes, shoot him with a bow, trap him, in general, outwit, maneuver, but he will never fight the beast one on one, why, if you can reach

the goal without risking your life. For a hunter - hunting is not an extreme situation, as in the movie "The Revenant" with Leonardo DiCaprio, this is everyday work, reflection, studying the way of life and habits of animals, habitats, to get food for themselves and their relatives.

The word "*strategy*" comes from the Greek word *strategos*, which means "*warlord*", "*commander*": *stratos* - "*army*", and *agein* - "*to lead*", "*lead*". Some dictionaries define a strategy as the planning and implementation of military campaigns; the meaning of the word has expanded, and it has been used in everyday speech to describe actions in which the development and implementation of plans are used, for example, in games and business. Therefore, in the phrase "*strategic planning*" the use of the term "*planning*" is a tautology, as this value is already embedded in the concept of strategy. Despite the tautology, this phrase has become common, especially in business schools and in the literature describing strategic activities in business. Given the origin of the term "*strategy*", it is not surprising that many ideas of military strategy were transferred to the business strategy; these include setting goals, prioritizing, identifying strengths and weaknesses of the facility, proper organization of resources, as well as evaluating the results. An integral part of any military strategy is tactics. It is an integral part of military art, including the theory and practice of preparing and conducting combat by units, units (ships) and units of various types of armed forces, arms of the troops (forces) and Special Forces on land, in air (space), at sea and information space. The military meaning of the word means the science of maneuvering in the presence of enemy troops [1]. The development of strategic thinking was influenced by the works of both Chinese thinkers, such as Sun Tzu's "Trafficking in Military Art," "Stratagem," as the Western thinkers Machiavelli "Strategy and Policy," Karl von Clausewitz "On the War" and others.

In 1832, Prussian General Carl von Clausewitz wrote a book "On the War," in which he introduced a clear division of the concepts "strategy" and "tactics." He wrote: "... tactics teaches the use of armed forces in combat, while the strategy teaches the use of battles to achieve the goals of war." Rethinking of the military strategies to use the accumulated knowledge in management continues to this day.

Tactics covers the study, development, preparation and maintenance of all types of combat operations: offensive, defense, oncoming battle, tactical regroupings and so on. In military affairs, tactics take a subordinate position in relation to operational art and military strategy. The strategy determines what should be done in the future, and the tactics how to solve individual problems here and now [2].

In military affairs, strategy is the art of managing a military campaign or an operation as a whole. Tactics, on the other hand, are the ability to distribute forces and resources, the ability to control an army during a battle, reacting instantly to changes in the situation and applying to it. Strategy is more than science: this is the application of knowledge to practical life, the development of thinking that can change the initial driving idea, depending on dynamic, ever-changing situations, is the art of acting under pressure of the most complex circumstances.

A strategy is a plan, that is, a planned plan of action or activity; an intention. If the strategist spares no effort to plan everything in advance and draw up a plan, he

has a chance of survival (victory). Collision with talented and experienced strategists, gave rise to confrontation, now in order to gain advantage it is necessary to think through your moves more carefully, be smarter, smarter and try to outplay the enemy, despite the enemy's superiority in forces and means [3].

The most legendary generals had fewer resources than their opponents, but this did not prevent them from winning victories in military campaigns, battles and achieving their goals. This was achieved through a whole complex of pre-planned and implemented at the right time events, such as knowledge of the theater of military operations, intelligence information about the enemy, skillful and sudden use of the entire arsenal of forces and means, morale and training, and the construction of strategies and tactics corresponding to the real of the situation.

Genghis Khan said about the war to treat the enemy as a wild beast, there he meant that the principles of behavior of animals and humans are similar of course the behavior of a person is more complicated, but in general terms all the same [4]. So, the martial art of the Turks, both combined arms and individual, consists of a combination of maneuvers, exposure to vulnerable places, powerful concentrated strikes when needed. Tricks, dexterity and most importantly intelligence! For a Turk, fighting is not a fight and not a war on the system, for a Turk the fight is a hunt and there is no difference whether it's a man or a beast.

Evaluation of the effectiveness of military art of particular people consists of three main components: the level of the armed forces of the ethnos, tactics of combat and the strategic outcome of the war [5].

In world history, there are numerous examples of the application of successful military strategies and tactics. I would like to focus on the analysis of historical examples of our ancestors who inhabited the expanses of Desht-I-Kypchak, in particular, the Empire of Genghis Khan, which was the largest in the history of mankind in terms of territory, size, multinationality and military power. Distinctive features of the troops included preliminary psychological impact, suddenness, maneuverability and excellent tactics. Therefore, the analysis of various historical sources about the conquest strategies of new territories shows that Genghis Khan's experience was the best example for understanding the essence of the global military strategy.

Even in order to conquer one fortified settlement, you need at least some sort of capture plan, choose the time and place of the strike, calculate the resources, not to mention the conquest of the greater half of the world at that time. Before making a decision to launch a military campaign, Genghis Khan had enough information about the geopolitical structure of the world, his mission and vision and a thought-out strategy of conquest. This should be part of a big hunt, every decision was carefully weighed and thought out because if the campaign was lost, then the life of his people depended on it.

The light Mongolian cavalry could not carry bulky convoys that always constricted the movement, and had to find a way out of this situation. Even Julius Caesar, conquering Gaul, said that "war must nourish a war" and that "the seizure of a rich region not only does not burden the conqueror's budget, but also creates a material base for subsequent wars."

Quite independently, Genghis Khan and his generals came to the same view of the war: they regarded the war as a profitable business, the expansion of territories and the accumulation of resources-this was the basis of their offensive strategy. The Chinese medieval writer Sun Tzu points out as the main sign determining a good commander, the ability to maintain an army at the expense of the enemy.

The adoption of the code of laws of Genghis Khan, which laid the foundation of statehood in the great all-Mongol meeting called Kurultai of Great Yasa, contributed to the implementation of the strategy mentioned above [6]. Many principles and regulations, especially in the conduct of hostilities, the creation and management of the state are relevant in our time. Unfortunately, the original document was not preserved, the restored provisions of the Yasa consisted of 5 main themes: crimes punishable by death; war, its conduct and military structure; family and family structure; commendable prowess and various prohibitions.

The code of laws of Genghis Khan was the cornerstone for the creation of a strong state; as a result the strategy of modernizing the state and army management system was laid. In the military-administrative administration, the decimal system in the troops was used: 10, 100, 1000, 10,000 units. Strict discipline and collective responsibility were maintained, for the cowardice relied on death for the entire unit. The unit commander was selected on the basis of his personal qualities, initiative and bravery shown in battle, the orders were carried out unquestioningly.

It is necessary to pay special attention to the fact that the training in martial arts began from childhood, jiggering, fencing, archery was mastered. The military-nomadic life brought up endurance and fortitude. Each warrior had from one to several spare horses, depending on the tasks assigned. It is necessary to pay attention that at that time the best innovative and technological solutions were applied, the armament was made of steel (*metallurgy, chemistry, forging, design*), long-range bows were available that could pierce the armor of the enemy's soldiers. A signal (*flagship*) communication system was developed during the battle; various types of camouflage (smoke screen, etc.) were used. Written language was used to transfer orders to the troops, Yamsk (*post*) communication was established to provide communications and manage the subjects of the empire.

According to Harold Lam, Genghis Khan maneuvered large forces of troops (manpower) without noticeable friction and effort, skillful adaptation of tactical methods of conducting war to different theaters and various conditions of the situation, the absence of hesitation in decisive moments of the operation or battle, his successful siege, his brilliant victories in the open field - all this puts him in the ranks of the greatest generals. **Here, the principle of concentration of resources for specific purposes and directions is maintained** [7].

Before the seizure of new territories (states), a plan was carefully prepared in advance, which was subsequently approved for Kurultai and brought to the performers with a designation of certain milestones. The victory in military campaigns was achieved thanks to the strategic plan, impetuosity, and also the consistency of the strategic and tactical actions of all participants in this plan. This allowed consistent or synchronous implementation of the strategy of seizing new territories. It is assumed that the document included the following elements:

1. Preparatory stage: through a broad intelligence network around the world: ambassadors, merchants and merchants collected intelligence information about the first persons and their surroundings, politics, economy, political and military elites, terrain, communications (roads, bridges, fortifications), the organization and concentration of troops, armament, available food supplies, sentiment among the people. The information was extracted long before the start of the campaign, but it was subsequently constantly updated and rechecked.

2. The date and place of the beginning of the military campaign, the time of the collection of troops, the routes of travel were determined. The maneuverability of the troops was achieved through the use of 2-3 reserve horses, on the day the troops of Genghis Khan could pass up to 150 km. Tactical use of equestrian troops was an innovative solution for that time, also in China scientists and masters created engineering units for the siege of cities, almost all new inventions of innovation were used for warfare.

3. Measures were taken to disseminate rumors about the invincibility of Genghis Khan's troops, that is, at that time negative information and psychological measures were carried out that hindered the strength of the spirit and the will of the rivalry troops. There are cases when whole armies crumbled into scattered groups of people who were mortally frightened to hear about the approach of Mongolian themes ... Many enemies were paralyzed with fear ... when the Mongols were approaching their borders [8].

4. Measures were taken to provide the necessary resources, train troops, produce weapons and armor, horses, provisions, forage, siege buildings, etc.

5. Several military units with different targets and routes capable of distracting the enemy from a true attack could simultaneously participate in the military campaign and, accordingly, prevent the concentration of forces for defense.

The army commanders were to provide enlarged plans of action (*seizure of cities, rivers, boundaries bound to the terrain and time frames*), after their coordination, full freedom of action was given. The main thing was to achieve the result, in principle it was not important how the result will be achieved, the winners are not judged.

6. After the seizure of new states, a management elite was appointed, the management system was reformed, written language, statistics, taxation and asset accounting were introduced.

As a result of the actions in accordance with the advance strategy, awareness of the enemy, the ability to quickly and suddenly focus resources on selected areas and goals, the use of methods of information and psychological impact, iron discipline and high morale, technological advantages in the manufacture of weapons and engineering devices for siege, the use of new at that time, superiority was achieved at all theaters of military operations.

The strategic ideal of war is highly rational and includes emotionally balanced actions aimed at winning a bloodless one with minimal losses - this thesis has countless applications in all areas of activity and is certainly relevant for our daily battles and battles, particularly in business. Most of us are tactics in everyday life, not strategists. Getting into conflict situations, we are so bogged down in them that we

are only able to think about how not to lose in the battle, which has already entered. To think strategically is difficult and contrary to nature. In order to gain the power that the strategy can bring, it is necessary to rise above the battlefield, that is, to consider the course of the campaign as a whole, to focus on distant, common tasks, to abandon the habitual stereotypical way of thinking and actions that come down to reacting to momentary circumstances, in this trap in many battles throughout life. If you remember the main goals, your mission in this life will be easier to determine when to rush to attack, and when it is better to retreat. This approach not only greatly simplifies the adoption of tactical decisions in everyday life, but also makes them more meaningful.

In his book, R. Green, based on the analysis of the strategies of Sun Tzu, Clausewitz, Genghis Khan, Napoleon Bonaparte, singled out 33 strategies for warfare, of which he singles out 5 groups (see Chart 1): the most numerous groups of strategies refer to the "Offensive War" and "The war is unconventional (guerrilla war, sabotage, terror) "for 11, followed by the group" The war is internal to itself "and" Defensive war "for 4 and the group" Organizational war (How to collect and inspire your army) "- 3 [9].

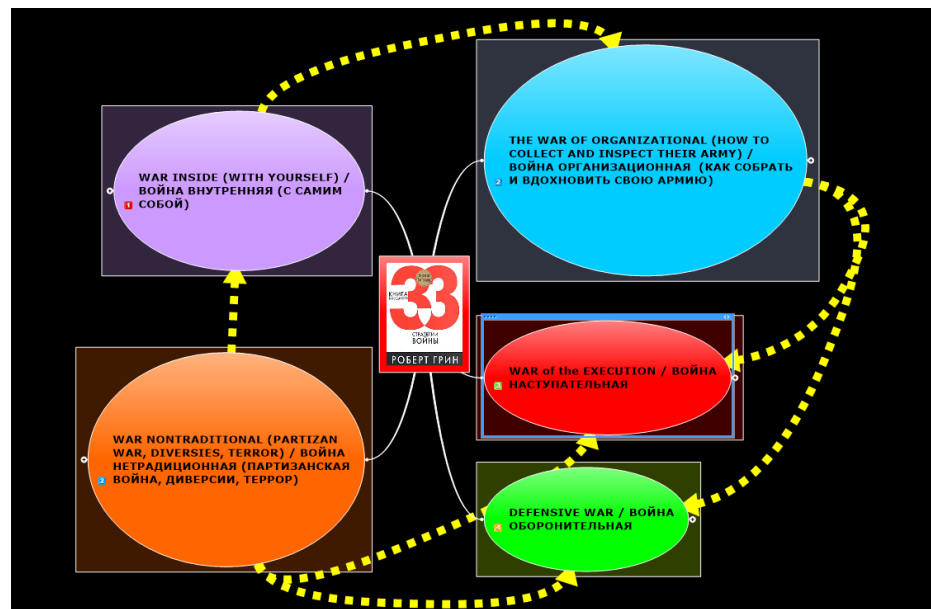


Figure 1 - Intelligence card Books "33 Strategies of War" by R. Green

A large variation of the strategies singled out in the "**Unconventional Wars**" group makes it possible to hide the true intent and purpose, because if the opponent or competitor understands the strategy, then it can take retaliatory measures (Figure 2).

Strategy is the art of achieving results, translating ideas into reality. The modern world is inattentive and careless, in it everyone has to take care of himself personally and observe his interests. We do not need the contrived ideals of conflict-free and consensus, they only confuse matters. We need practical knowledge and skills that help us to behave correctly in a conflict situation, allowing us to emerge victorious from skirmishes and battles, which we find almost every day. It's not about learning how to wrest others from what we want, or. Opposite to defend yourself. Rather, if it comes to the conflict, learn to think, learn how to calculate the moves,

develop a strategy and direct its own aggressive impulses in the right direction, instead of suppressing them or even denying their existence [10].

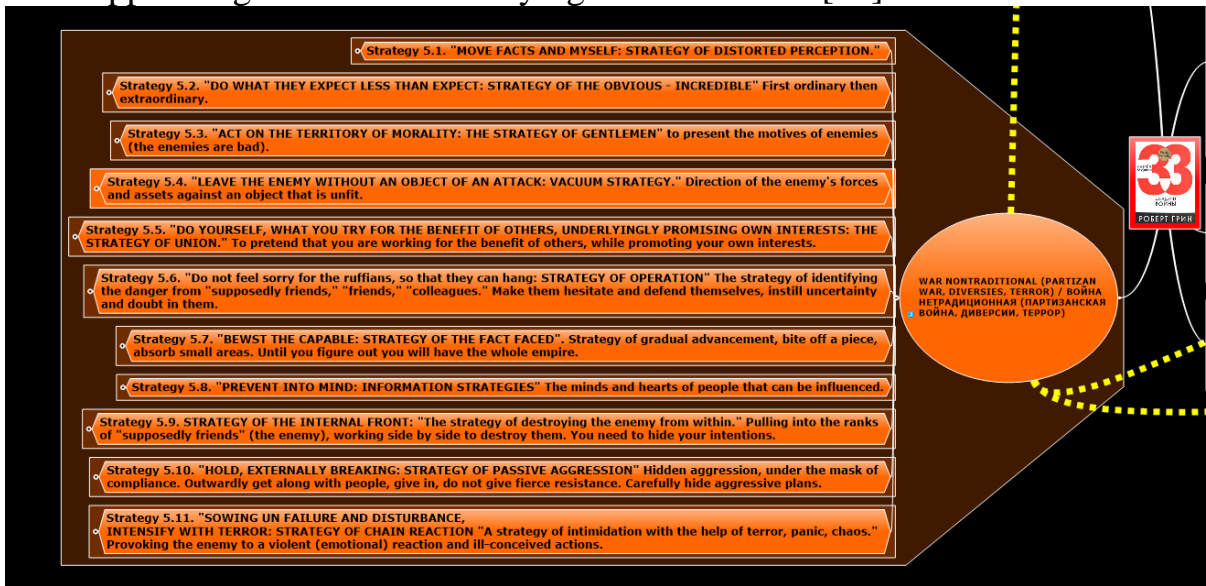
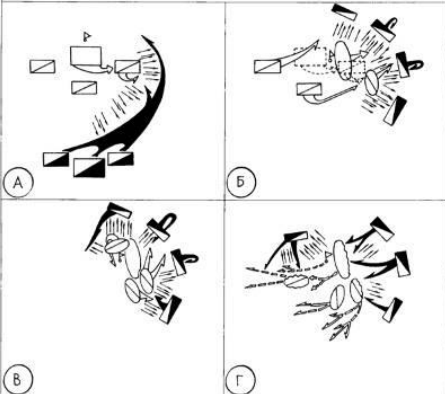


Figure 2 - Part of the intelligence map of the book "33 strategies of war" Intelligence card "Unconventional war"

Below is an analysis of the tactics of the Desht-I-Kypchak nomads and modernity in the offensive and defense that contributed to the implementation of victorious strategies (Table 1).

| Offensive tactics of the nomads Desht-i-Kypchak, contributing to the survival and implementation of victorious strategies | |
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| <p>Tactical reception "Horovod" (Round dance)</p> <p style="text-align: center;">Drawing 1</p> | <p>The original ring-shaped system of nomads for conducting horse-and-battles at medium and short distances (Drawing 1). The main task of the "Horovod" (Round dance) was to inflict maximum damage to the enemy in a remote battle. The original system of sweeping horse archers allowed to provide a continuous "rain of arrows". The deadly "downpour of arrows" literally mowed the enemy's constructions, made him panic, provoked an unprepared attack or fled. This military-historical phenomenon was first analyzed in detail by MV Gorelik in an article devoted to the military affairs of the Tatar-Mongols [11].</p> <p><u>In this tactical reception, cyclicity has an intimidating psychological effect and disorients the opponent, does not allow him to concentrate his forces to repel the blow.</u></p> |
| <p>Tactical reception "Attack with feigned retreat and ambush."</p> <p style="text-align: center;">Drawing 2</p> | <p>This tactical technique was a provocative attack followed by a controlled (feigned) retreat accompanied by a remote firing on the pursuers remotely, ending with a massive counterattack (see Drawing 2 B, B Tactical receptions of the nomads Desht-i-Kypchak at the end of the 15th and 16th centuries).</p> <p>A. "Round dance" of mounted archers. The shelling of enemy constructions; B. Attack of the enemy's cavalry, feigned retreat of the riders of the "round dance" with the conduct of a fierce attack on the pursuers; C. Counterattack of the nomads with the participation of the ambush regiment.</p> |

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| | <p>To effectively use this method, the steppe people had to attack the enemy in a stretched, shallow formation, so as not to interfere with each other during the subsequent "escape".</p> |
| <p>Tulgama tactical reception</p>  <p style="text-align: center;">Drawing 3</p> | <p>"Tulgama" - a special tactical method, which provided for the coverage of the enemy flank by several parallel columns with an exit to the rear and a massive strike against his troops (<i>see Drawing 3</i>). This is confirmed by the very origin of the term, which is derived from the Turkic verb "Tulgamak", that is, "encircle, wrap, turn, circle, twist"[12].</p> <p>If necessary, the nomads repeatedly bypassed enemy troops from the flank, which further increased the confusion in its ranks. The counterattacks of the defenders did not lead to the desired result, since the light steppe archers left from the impact of heavy cavalry, and then again returned to the battlefield.</p> <p>"Tulgama" is a kind of spiral (spring), carried out by the advancing divisions on the principle of the golden section, constant pressure in various sectors of defense.</p> |
| <p>Tactical reception "Launch" with cold steel and "removable fight."</p> | <p>Attack with the use of a melee weapon, in order to break through the enemy's construction. If the three tactics described above were based on the massive use of bow and arrow, the main content of the "spear and saber" was hand-to-hand combat ("demountable battle"), which was divided into 2 types: the first species is characterized by a small number of heavy cavalry, the use of both heavy and light cavalry armed with long polearms and spears.</p> |
| <p>Tactical methods during the siege</p> | <p>Genghis Khan actually created engineering troops from captured scientists, engineers, craftsmen and craftsmen, whose function included the organization of sieges of cities and the destruction of fortresses, the building of bridges, crossing rivers. During the military campaign, the siege troops remained, began the assault, but the offensive continued. Food was collected near the area of the siege. Siege troops used various engineering adaptations during the storming of fortresses.</p> |
| <p>Defensive tactics of the Desht-i-Kypchak nomads, contributing to the survival and implementation of victorious strategies</p> | |
| <p>Tactical technique "trench method" in the battle of Orbulak</p> | <p>The Orbulak battle is a historical example of the heroic defense of our land, represented by the representative of the military and political elite of Jangir Khan. 600 warriors trained and armed with firearms blocked a thousand-strong Jungar army, with the aim of detaining until the arrival of the main troops.</p> <p>For the battle, the natural terrain of the terrain was chosen a narrow mountain canyon near the river Or. The detachment was dug in advance, the length of the military fortifications was about 2.5-3 km, the height of the trenches was human.</p> <p>The disposition was chosen in such a way that the Dzungar's army had no tactical advantage in a narrow mountain gorge. The Dzungars suffered heavy losses of several thousand soldiers. The battle of 600 soldiers allowed to gather to wait for the Allied troops' campaign and to repulse the attack.</p> |

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| <p>Tactical reception "Spiral of Momysh-Uly", an example of a new tactical reception first used during the Great Patriotic War in the defense of Moscow.</p> <p>In a report to Hitler, the commander of the 4th Panzer Group, Erich Gepner, said that previously the Hitler forces had not met with such tactics with such fierce resistance: "The wild division, fighting in violation of all the charters and rules of combat, whose soldiers do not surrender, are extremely fanatical and are not afraid of death. "</p> | <p>The essence of the reception is that the enemy's multiple superior forces are distracted by small forces and drag him along to the side up to 10 km from the main strike. After the return of the main enemy forces to the strike direction, the tactical technique is repeated, schematically it looks like a spiral or "Tulgama", performed on the principle of the golden section by non-advancing units, but by the defending unit, thereby preventing the enemy from concentrating resources on a certain area. Preparation and camouflage of trenches and shelters, acceptance of battle and secret withdrawal to the next position. At this time, the battle is already being conducted by another prepared and entrenched unit at a distance of up to 1.5 km. Thus, the speed of enemy advance slows from 30-100 km to 1.5 km per day.</p> <p>B.Momyshuly divided officers into 3 categories: 1st category - officers of close combat; 2nd category - officers of tactical considerations and appointments; The third category is officers (generals) of operational thinking and purpose. The commander is a creative person. "You kill one with a bayonet, and a thousand with your mind."</p> |
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Below I would like to bring understanding by different authors of the concept of strategy (*see Table 2*).

Table 2

| STRATEGY |
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| <p>The development strategy is a document that determines and justifies the mission, vision, strategic goals and tasks of the national managing holding, the national holding, the national company for a ten-year period [13]</p> |
| <p>Strategy is the term most often used in military affairs, but can be used in any other human activity. This is a general, ambitious plan, drawn up with a definite purpose for a long period of time. When developing a strategy, only a specific, ambitious goal is set, which is not divided into small tasks. The strategy does not include a detailed description, it only builds an approximate plan, or rather, the direction of action.</p> |
| <p>A strategy is a plan, that is, a planned plan of action or activity, an intention. If the strategist spares no effort to plan everything in advance and draw up a plan, he has a chance of survival (victory). Collision with talented and experienced strategists, gave rise to confrontation, now in order to gain advantage it is necessary to more carefully think through your moves, be smarter, smarter and try to outplay the enemy, despite the enemy's superiority in forces and means [14].</p> |
| <p>The strategy is the development of an integrated, long-term, horizontal-vertical strategy that will cover the entire organization with all its systems and procedures. Long-term improvements will not be achieved without permanent changes at the level of staff participation; without changes in authority, responsibility and decision-making; without changes in the management philosophy, styles and attitudes; and without changes in climate and culture [15].</p> |
| <p>The strategy is a means of achieving a long-term strategic goal; explains how the goal will be achieved.</p> <p>Use a strategic plan to demonstrate the validity of the strategy and the concomitant need for resources. Potential sponsors or partners are more easily convinced when they are convinced that their participation is based on a real strategy that leads to mutually beneficial results [16].</p> |
| <p>A strategy is a cause-and-effect chain of goals is a method of describing a strategy. For this aspect of the balanced scorecard, Kaplan uses the notion of a "strategic map". If the logic of the cause-effect chain is described as text, then the description of the strategy will take at least 2-3 pages. A</p> |

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| correctly constructed cause-and-effect chain of goals is a strategy! To this aspect, Kaplan and Norton state clearly: "A strategy is a set of hypotheses about the causes and effects ... A properly designed system ... should inform the strategy of a particular business unit in the form of a chain of cause-effect relationships." [17] |
| Strategy - activities aimed at ensuring the success of the company in the long term [18]. |
| The strategy is a holistic, all-encompassing and integrated plan aimed at achieving the company's fundamental goals [19]. |
| Enterprise strategy - the company's strategy contains an indication of the optimal positioning of the enterprise in relation to the external environment (economic, political, socio-cultural, technological), taking into account success in the long term and with minimal vulnerability to unexpected changes in the external environment [20]. |
| The strategy is an understanding of the place and role of the company in the future flow of events, allowing to form an integrative set of actions aimed at creating sustainable competitive advantages. The strategy consists of: strategic thinking, strategic planning and situational strategic decisions [21]. |
| The strategy is a complete plan, indicating which choices (moves) the player will make in every possible situation [22]. |
| The strategy is the definition of long-term goals and objectives of the organization, the formation of an action program and the allocation of resources necessary to fulfill these goals [23]. |
| The strategy is the formulation of the mission of the organization, its intentions and goals, policies, programs and methods for achieving them [24]. |
| The strategy is a unified, integrated and understandable plan, designed in such a way as to be confident in achieving the objectives of the enterprise [25]. |
| A strategy is a model (pattern of behavior) in the flow of future actions or decisions [26]. |
| The strategy is the concretization of the company's development path based on the dynamics of the external environment through the formulation of long-term goals, the search for resources to achieve them, and planning specific actions for the future [27]. |
| A strategy is a resource allocation model that allows an organization to improve its performance. A "good" strategy is a strategy that neutralizes threats, uses market opportunities, builds on its strengths and strengthens the weak [28]. |
| Strategy is the rule of forming decisions that determine the company's activity in the product-market space, the direction of growth, the competitive advantage and synergy between them [29]. |
| Strategy is the development of a competitive strategy is to find a clear formulation of how the enterprise will compete, what its goals should be and what means and actions will be needed to achieve these goals. [30]" |
| Strategy has the meaning of a business strategy - create a real competitive advantage. If there are no competitors, then there is no need for a strategy, since the sole purpose of strategic planning is to allow the company to achieve, in the most effective manner, sustainable superiority over competitors [31]. At the same time Kenichi Omae believes that strategy is the result of creativity, and not the use of formulas and methods. The strategy reflects a state of mind, rather than a rigorous analysis. |

Analysis of the above data allows us to draw the following conclusions:

First, the strategy is, first of all, **goal-setting, prioritization of objects, design or action plan (short-term medium-term or long-term) to achieve the set goals**. Despite the fact that the term strategy was formed in the conditions of war, it can be used in virtually any human activity, including management.

Secondly, the strategy **is implemented in space and time**.

Third, the strategy determines **the sequence or synchronism of actions, meanwhile the tactics realize the plan in real life**. If you take into account that the strategy is a plan that is looking for ways to implement, then tactics is a mean of

realizing the idea.

Fourthly, the strategy *determines the purpose and use of resources*, while tactics deal *with the use of resources and the implementation of the plan*. You can draw a parallel between the commander and the manager of the organization, and the both of them manage the resources to achieve their goals in conditions of uncertainty. The only difference is in the resources of the commander which are his troops, equipment, provisions, meanwhile the manager's key / critical success factors: sales, marketing, time, finances, qualified personnel.

Fifth, the strategist compensates for existing unfavorable external and internal factors, the limited or lack of resources, *the availability of relevant profile knowledge, experience - creative thinking*. The winner's strategies imply a creative approach and do not accept *stereotyping of thinking*, as patterns of behavior can be predicted.

Summarizing different ideas about the strategy, we can give the following definition: «the **Strategy** is, first of all, the medium- and long-term goal-setting, prioritization of the goals, within the mission, vision and values of the company to achieve the company's competitive advantages based on critical and key success factors.».

Conclusions: Based on the conducted research, it was revealed that the functioning and management of modern organizations as open systems have close connection with the management of troops, military strategy and tactics, therefore understanding and applying principles such as concentration of resources to goals, the principle of "golden section", contributes to a better interaction with the external environment. Of great importance is not only knowledge of the accumulated concepts of strategic management, but also an understanding of which of them have moved to the periphery of the theory and practice of management. The competitiveness of Kazakhstani enterprises largely depends on the introduction of advanced concepts of strategic management, contributing to the growth of competitiveness and the emergence of new competitive advantages.

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11. Greene, R. G 85 33 strategy of war / R. Greene; [trans. with the English E.Ya. Migunova]. - Moscow: RIPOL classic, 2016. - 896 p. - (PRO power). ISBN 978-5-386-06986-5 (pages 16, 17)
- 12.3. Gorelyk M.V. Steppe battle (from the history of the military affairs of the Tatar-Mongol) // Military science of the ancient and medieval population of North and Central Asia. Novosibirsk, 1990. P. 155-160.
13. Klyashtorny SG, Sultanov TI Decree. op. P. 344.
14. Order of the Minister of National Economy of the Republic of Kazakhstan of February 27, 2015, No. 149. On approval of the Rules for the development, approval of development strategies and development plans for national managing holdings, national holdings, national companies, whose shareholder is the state, and monitoring and evaluation of their implementation
15. Helmut von Moltke the elder (1800-1891)
16. Metz, 1984
17. Denise Lindsey Wells "Strategic Management for Senior Leaders: A Handbook for Implementation"
18. Kaplan / Norton, 1996, p. 149.
19. Bea / Haas, 1997
20. Mintzberg, 1996
21. Hitnerhuber, 1997
22. Gluck, Kaufmann and Wollek formulated an approach to the notion of "strategy".
23. A single definition of strategy does not exist, although the history of this concept has thousands of years. It is widely used in game theory and was given in von Neumann and Morgenstern's book on game theory.
24. In the definition of Chandler there is no direct indication of rivalry. He understands strategy as a program of action for achieving long-term goals of the organization [Chandler, 1962]
25. According to the definition of George Steiner and John Miner [Steiner, Miner, 1977]:
26. The definition of Fredrik Gluck (Glueck, 1980):
27. The definition of Henry Mintzberg and Alexandra McHugh [Mintzberg, McHugh, 1985]:
28. Definition of LI. Evenko [Evenko, 1996]:
29. The definition of Jay Barney [Barney, 1996]:
30. Ansoff introduces into the definition of strategy a clear indication of the formation of competitive advantages. His definition is as follows [Ansoff, 1965]:
31. Michael Porter already clearly puts the competition on the first place in the issues of understanding the strategy.
32. Kenichi Ohmae (Kenichi Ohmae) for a long time was a partner of McKinsey. Since the mid-1990s. lives in Tokyo. His book The Mystery of the Strategist was published in 1975 and translated into Russian in 2007.