

## USES OF THE STRATEGIC CARD IN THE REPUBLIC OF BULGARIA'S LAND FORCES

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### Abstract

The aim of this study is to gather sufficient evidence and arguments in order to prove to society that during the process of change in thinking and especially of effective practical implementation of management models such as the balanced scorecard model, high levels of efficiency can be achieved on all hierarchical levels in systems key for the society and the state. The authors explores opportunities for the effective implementation of the model and trialling it in different systems and levels of management.

**Keywords:** strategic card, land forces, balanced scorecard model, implementation.

### 1. INTRODUCTION

The starting position for elaborating strategic Balanced Card (BC) for the higher level of organizational hierarchy appears to be the preliminary coordination and equalization of the positions regarding the viewing point towards the branch's characteristics and the particular organization's role. The necessity of the higher management to have at its disposal enough time resource for organizing and analyzing the necessary information and establishing well grounded opinion regarding this issue comes from here.

At the very first moment in the agenda for building initial information massif the problem with deforming the information stream arises. Underestimating the advantages of the company it would acquire if realistic and objective picture of the processes inside and around the organization is constructed, the managers would take all the priorities of competitiveness in market life. Often, this is bound to the confidential nature of specialized information both at company and at institutional level.

Usually, higher management does not realize the scale of the problems awaiting solution, and because of that wider range of specialists should have access to information massif of such nature. Access to information acquires essential significance because of the fact that namely this process has significant influence on the cadres' attitude towards the assigned and forthcoming task. The personnel's behaviour is based on value system and scale of criteria that form evaluations on the grounds of previous experience.

The process of strategic card elaboration appears being peculiar form of interference and of change of thinking. The thinking transformation and the changing attitude towards work transform the process of

creating BC into a self-regulating process of high cumulative effect. „Each one that is familiar with the organization’s life, knows there are number of controlling systems, which influence the everyday activity. However, there is no systematized understanding why and how these systems are used as a tool for achieving certain programmes„. Organizing their management system on the base of the BC structure, the managers could achieve their main goal – putting the strategy in action.

When organizations conduct the decisive transition of turning their strategic vision into actions, they realize the real progress and get the actual benefit from BC elaboration and application. The results from the initially elaborated BC always lead to series of managerial processes that mobilize and re-orient the organization’s efforts.

The elaboration of the initial BC in an organization is achieved on the grounds of systematic processes that create consensus and give clarity for how the business unit’s mission and strategy could be turned into a system of functioning goals and indicators. This initial project needs an architect, who to build the structure, to give sense to the process and to collect basic information that is necessary for the creation of that system. Beside that, a BC should express this organization’s e higher management’s collective ideas and energy. If this managing team is not entirely engaged in the process, successful result could not be achieved. A project could not start without the active support and participation of the higher management – Balanced Card. It would be fated for failure without the engagement and interest of the higher echelon in the organization.

The first step from an effective BC building is the achievement of a consensus and support regarding the goals for which the system would be elaborated. However, the BC ideas attractiveness is not a sufficient reason for launching such a project. When the process starts, the higher executive management should define and achieve agreement regarding the principle processes necessary for the project. The programme goals would contribute to:

- Constructing the goals and indicators for the BC;
- Engaging the participants in the project;
- Clear vision for the frame of the processes that regards system application and managing, which follow the establishment of the initial BC.

In conclusion, the initial impulse for completing project on creating BC could originate as a result of the need for:

- Clarity and consensus between organization’s vision and strategy;
- Creating managing experience;
- Explaining and communicating the strategy;
- Setting strategic goals;
- Bounding the remunerations with strategy and goals;
- Uniting strategic initiatives and resources;
- Securing investment in models and assets;
- Creating base for strategic knowledge.

After achieving consensus on the goals and the BC future role, the organization should direct towards defining the person who’d be its architect or project’s leader. The architect is responsible for maintaining the structure, philosophy, methodology of the BC establishing and elaborating.

„The architect’s role in this process is to give directions, to control the schedule of meetings, interviews and seminars, to check the availability of necessary documentation, initial data and as a whole, to control the process execution within time terms and certain limits”. The architect should manage the cognitive, analytic process as well as the interpersonal, even emotionally marked process at establishing team sense for solving conflicts.

The experience in giving meaning and realizing the idea for BC in the practice of Kaplan and Norton shows that the role of architects is usually taken by organizations’ higher administrative cadres. It is a systematic practice for the organizations to use external consultants, who help the internal architect in the process of elaborating the BC.

Each organization is unique in it and could wish to follow its own way of creating BC. Here, a universal,

typical and systematic plan of elaborating BC is described; the same is used in tens of organizations and reflects the views of Kaplan and Norton on the issue. This position is grounded by the opinion established in the scientific environment, according which the original of the balanced cards of Kaplan and Norton is perceived as standard and classic sample of the model.

At correct execution, this four-stage process engages the higher management with the BC system and suggests the establishment of a better card, adequate to the set goals (Georgiev, 2017; Petkova, 2008; Petkova, 2009; Petkova - Georgieva, Yanakieva, 2012).

## **2. APPLICATION OF THE STRATEGIC CARD IN THE SYSTEM OF THE LAND FORCES OF THE REPUBLIC OF BULGARIA**

The land forces of the Republic of Bulgaria are the main type of armed forces in the Bulgarian army that prepare and maintain land formations capable of deploying and participation in the entire scope of operations in the system of the joint defense of NATO – on the territory of the country as well as abroad.

The land forces' history starts in 1878 with the publishing of a decree of prince Dondukov for establishing of Bulgarian army. In 1973 Land forces commandment is formed, which takes the management of preparation, completing and developing of land unions, compounds and units. After the democratic changes, in 1996, the Land forces commandment is re-organized in General staff of the Land forces, and gradually the structure of the army and forces turn from army-divisional organization towards corps-divisional and aftermath – towards corps-brigade organization.

On 29.03.2004 Bulgaria becomes member of NATO. The reform for optimization and modernization of military forces continues. In June 2006, in pursuance of the Plan for organizational building and restructuring of the Bulgarian army, to the end of 2015, the General staff of the Land forces re-organizes into Land forces Staff, the OC Commandment, Commandment east, Commandment west and Commandment of the Forces for special operations are closed. The compounds and units go under the direct submission of the Land forces Staff.

Grounds of the suggestion for introduction of strategic card:

First. Provided that reforms and reformation continue going on in the land forces of the Republic of Bulgaria, and these are the main forces in the national security and defense system, it is imperative for the whole process to be managed and regulated in balance, not only administratively-bureaucratically by regulations and documents, but by actually functioning mechanism that applies the methodology of the balanced cards. Creating clarity and transparency of the whole process of realizing the change would create conditions for the land forces strengths to actively participate in the necessary transformation.

Second. The introduction of strategic balanced card in the activity of the land forces would create conditions for continuous strategic management effectiveness improvement and for realizing strategic readiness monitoring. The card in question or system of indicators improves significantly the methods for measuring readiness, giving up-to-date information and continuously extends its volume. That is how there are actual chances for the arising key issues to find their logic answers before they grow to problems.

At the beginning of elaborating strategic card, it is completely reasonable to consider the specifics in the organization of the army as an institution that realizes a mission, builds strategies but as a whole, always pursues its goal.

On these grounds, the land forces goal is registered in the structure. The department „Resources” is put in the base of the card as far as it bears the main load of the processes of development and building over. As for the departments „Internal Business Processes” and „Knowledge and Development”, they present mandatory. Regarding department „Clients”, the nature of the armed forces main activity preconditions introducing corrections and in this context, it is transformed in department “Interested Parties”.

Although creating a model has for base „good practices” and on their grounds proper contents could be created, actually, the needs of society precondition the direction of changes, which have to be taken into consideration in order the model of the card to turn on.

The problems with the refugees, the conflict situations on the Balkans, the tension in the Near East are all starting points, because of which the defense and security system is more and more steadily within the focus of public attention. For this reason – problems connected with cadres, with the readiness and reforms arise within the defense and security system. Cadres are actually the corner-stone of the army. The defense and security forces' readiness is guarantee of meeting the immediate needs for guaranteeing security and

national interests, and sovereignty. And not least, the reforms, presenting efforts for change that would ensure conditions for guaranteeing and realizing high level of defense possibilities and the necessary level of security.

The dynamic circumstances and the stated public expectations create preconditions for important and significant topics directly connected with the models suggestion success to find their reflection in the strategic card contents. The topic „Ensuring Resources” puts emphasis on raising and ensuring various in nature funds, necessary for realization of the set goals.

The application of the topic „Reliable Business Experience” proves that the entire activity is realized based on standardized procedures, which have high enough effectiveness and optimality in using the resources in all processes and operations. The topic „Key Competencies” includes habits and skills the military cadres should develop in order to fulfill their professional obligations.

The mention contents and constructive characteristics of the model suggestion of strategic card, directed towards raising the effectiveness of the land forces of the Republic of Bulgaria, generally makes the impression it has potential and opens the possibility of finding and achieving balance between public and institutional interests, and the goals and strategies to turn into concrete actions.

The suggestion for strategic card, created for the needs of the management of the land forces (Table 1) creates preconditions for analysis under the contents of each department (strategic perspective) to be made, directed towards the functional interaction relations, the possibilities for realization and potential for improvement.

**Table.1. Strategic card: mission of the Land Forces.**

Strategic card: mission of the Land Forces							
Mission	Goal of the Land Forces of the Republic of Bulgaria is to service the Bulgarian people, continuously to protect the national interests and to perform their obligations of a national protector.						
Interested Parties	Key Competencies						
	Creating conditions of security (C1)	Fast reacting (C2)	Mobilization of the army (C3)	Conducting armed invasion (C4)	Effective intervention (C5)	Support of the public authorities (C6)	
Internal processes	Readiness Reformation						
	Trained and ready military forces (P1)	Maintenance of the army (P2)	Organizing of the army (P3)	Filling up the strength of the army (P4)	Training of the army (P5)	Logistics (P6)	Ensuring information and infrastructure (P7)
	Reliable business experience						
	Improvement of the working practices (P8)	Application of technologies in key processes (P9)	Optimization of the non-key competencies use (P10)		Reformation of military supply (P11)		

Knowledge and development	People		
	Wealth improvement (L1)	Maintenance of the values (L2)	Improvement and introduction of the programmes for training leaders
Resources	Ensuring resources		
	Ensuring resources: people; money, infrastructure, facilities, institutions, time (R1)		

The department „Resources” naturally has fundamental nature in building the card structure. The work in this direction and on this topic ensures the base over which the model is built. Ensuring funds necessary for the realization of the mission and for satisfying the stated expectations of the interested parties appears to be key factor for achieving success. It is proper here to specify that the resources are not only financial but include staff (people), infrastructure, military facilities, institutions and one more essential thing, they suggest also the time necessary for their effective application. Land forces should be ensured with all that in order actual performance to be expected, interpreted as possible result of rationally realized investments.

Human resources are key factor in the department „Knowledge and Development”. Military men, despite of their position, acquiring knowledge and continuously improving their skills, turn into human capital. Namely that is the reason because of which establishing sustainable environment that considers on one hand the needs of soldiers and their families and on the other, the corresponding moral values turns into major task at balanced constructing of the whole department. The constructive element of building the department could be looked for by initiating possibilities for orientation towards leadership – factor for the development at all levels.

The weight in the entire strategic card structure is set in the third department „Internal Processes”. The complexity of the modeling task originates from the necessity of finding an adequate way of reflecting the interrelation between the processes of creating readiness and reforms realization. In this context it could be said the commandment strategic task is to find balance point among the announced priorities. Said in other words, the transformation of the army should be realized without significantly affecting the readiness maintenance.

The suggestion for strategic card has the potential to render conditions for realizing control over the discrepancies between postponements (or delays) in the process of reforming aiming maintenance of the current readiness of one hand, and the compromises that have to be made at present in order to guarantee continuity of the process of completing the reforms on the other.

Including the complex of indicators that reflect the successful business experience in the contents of the department proves that the going processes and the trends in their development are based on needs found in the past and experience continuing developing in the present and mainly connected with potential that would create sustainable environment for a future stated in the strategies.

The strategic for our society character of the topic of maintaining high readiness of the national defense and security system and the established key role of the land forces in this process precondition the department “Interested Parties” inclusion in the structure of the model suggestion. If the subject structure of the interested parties is decomposed, there is grounds for mentioning – the Bulgarian people, the National assembly, government and president.

Considering the catastrophic dynamics of present and the high indefiniteness for the future, this whole status of global processes could be defined as „constructive.” Namely considering these circumstances makes the risks to be validly stated requirements towards the system for defense and security high enough. If the land forces social engagements to actively participate also in liquidating the consequences of calamities and averages are added to that, public expectations acquire more realistic and serious nature. Because of that, including the topic “Key Competencies” in the department’s development proves that the adequate actions on cadres preparation is perhaps the only one, always necessary activity, which at the same time, has the characteristics of an effective solution and reasonable investment that generates benefits for the society in the future.

As a whole, regarding the made suggestion for introducing strategic card in the work and management of the

land forces, it could be said the model has potential and creates conditions through its characteristic systematic accountancy and the substantial improvements of the methods for measuring, to improve the effectiveness level in all processes that ensure the land forces activity (Terziev, Stoyanov, Georgiev, 2017a-e; Terziev, Georgiev, 2017f).

### **3. CONCLUSION**

The made suggestion for creating and putting into use adapted to the needs images of the balanced cards give the whole defense and security system possibility for analyzing and taking into consideration more precisely and correctly the achieved results. Forming evaluation and creating conditions for continuous and systematic monitoring would give the whole institutional system clarity and transparency not only for the growing role of strategies and non-material assets in nowadays reality, but would give actual notion about the financial expression of all activities, initiatives and actions. Thus the control would become far more effective. Thus, completely grounded, on the base of the achieved results and objective evaluation of realized needs and necessities, the next discussion and submission of suggestions for corrections would be conducted at the preparation of each next future state budget, specifically directed towards the activity of the military forces (Terziev, Banabakova, Latyshev, Georgiev, 2017g; Terziev, Nichev, Stoyanov, Georgiev, 2017h).

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