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O. I. Harafonova, Doctor of Economic Sciences,
Associate Professor**SCIENTIFIC AND METHODOLOGICAL APPROACHES TO ASSESSING
STRATEGIC POSITION ENTERPRISE**

Abstract. In this article examined peculiarities of strategic management, the main approaches to identifying strategies of managing changes and their classification. Thoroughly defined and described technologies of choosing the strategies of managing changes, and defined conceptual approaches to the mechanism of implementation of changes at enterprise.

Keywords: strategy; strategic position; strategic management; strategies of managing changes; strategic potential; functional subsystems businesses; strategy of change.

O. I. Гарафонова, д. е. н., доцент**НАУКОВО-МЕТОДИЧНІ ПІДХОДИ ДО ОЦІНКИ СТРАТЕГІЧНОЇ
ПОЗИЦІЇ ПІДПРИЄМСТВА**

Анотація. В статті розглянуто особливості стратегічного управління, основні підходи щодо визначення стратегій управління змінами та класифікації стратегій управління змінами. Ґрунтовно визначено та описано технологію вибору стратегій управління змінами, а також автором визначено концептуальні підходи щодо механізму здійснення змін на підприємстві.

Ключові слова: стратегія; стратегічна позиція; стратегічне управління; стратегії управління змінами; стратегічний потенціал; функціональні підсистеми підприємства; стратегія управління змінами.

O. И. Гарафонова, д. э. н., доцент**НАУЧНО-МЕТОДИЧЕСКИЕ ПОДХОДЫ К ОЦЕНКЕ СТРАТЕГИЧЕСКОЙ
ПОЗИЦИИ ПРЕДПРИЯТИЯ**

Аннотация. В статье рассмотрены особенности стратегического управления, основные подходы относительно определения стратегий управления изменениями и классификации стратегий управления изменениями. Основательно определено и описана технология выбора стратегии управления изменениями, а также автором определены концептуальные подходы относительно механизма осуществления изменений на предприятии.

Ключевые слова: стратегия; стратегическая позиция; стратегическое управление; стратегии управления изменениями; стратегический потенциал; функциональные подсистемы предприятия; стратегия управления изменениями.

Urgency of the research. Nonstabilized economic situation in Ukraine causes necessity for various companies in constant improvement and development of their activities to ensure their long-term business operation. Strategic management allows to prepare for future changes based on the company's internal potential and opportunities of external environment.

Target setting. To ensure the long-term existence and development, businesspersons and their organizations should realize the necessity of comparing trends of the external and internal environment to attain advanced goals.

The research objective. The concept of strategic management is based on a combination of systematic, integrated and situational approaches for the development of short-term and long-term plans.

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Actual scientific researches and issues analysis. A number of researchers investigated the issue of strategic management, namely Dovgan L. E., Karakay Y. V., Artemenko L. P., Kravchenko T. A., Vihanskiy O. S., Naumova A. I., Shershneva Z. E., Bay S. I., Ignatieva I. A. etc. But the problem of defining strategies of change making at industrial enterprises, however, remains unsolved.

The statement of basic materials. Development of strategy of changes implementation involves finding best possible ways to achieve assigned goals using opportunities of external environment and internal potential, and its further realization in the system of long-term plans of the organization. Development strategies are aimed at a qualitative change in the activity parameters of the organization and creating of competitive advantage [1].

Stage I. Preliminary study. There is the creation of a common information space that would fully reflect the status and nature of the enterprise. Collection and systematization of data about internal and external environment of the enterprise, analyses of sectoral features of economic activity, legal and regulatory framework that regulate the activities of the business entity.

The aim of accumulation the internal information is a complete and objective understanding of execution the obligations and current payments, that are necessary for normal financial operation; getting the idea of possibilities of the enterprise to ensure regular and continuous funding. The purpose of accumulation of external information is holding the research of external environment at enterprises in the following areas: markets condition, government regulation of the economy, tax policy of the government.

Stage II. Substantiation of expediency of change making. The main function of this phase is to conduct a cause-effect analysis of occurrence of a critical situation, to determine the type and depth, based on the analysis to be able to assess the necessity for changes implementation. Informational space, which was formed in the previous stage, allows making comprehensive business analysis and identifying the need for changes implementation at the company.

Analysis of perspectives in development of operational sub-sector of the organization is based on identification of current problems in operation, determination of the value of its further development potential and allows making conclusions about significance of the sub-sector as a whole and the need to resump solvency of individual organizations.

Structural-logic scheme of determination of the need for change implementation is shown in fig. 1.

The internal environment of the enterprise is a set of built-in elements that determine the ability and the degree of enterprise's integration into the external environment. The internal environment can be considered as in a static state, highlighting the composition of elements and culture, and in the dynamics by studying the processes occurring under the influence of several factors.

During the organization of the enterprise management system it is usually divided into a number of functional subsystems.

The composition of these subsystems is determined by area features of the enterprise, form of property, size, nature of business activity. Depending on these and some other factors functional subsystems can be based on different principles: objective, functional, problem, subject-functional. If the objective approach is used then selected subsystems relevant to the management of individual resources: material and technical maintenance, finance, human resources, administration, sales of finished products.

The structure of the enterprise management system is shown in the following fig. 2 [2].

Conclusions. The effectiveness of implementation strategies of all levels depend on the efficiency of their development. In developing of the strategy there are a number of risks associated with unjustified prognosticated indicators (sales volumes, inflation, changes in demand parameters, etc.).

However, apart from the risks related to the volatility of external factors, there are problems with biased planning, such as inefficient estimates of own financial resources or managing potential, unsuspecting limits of production capacity or distribution network.

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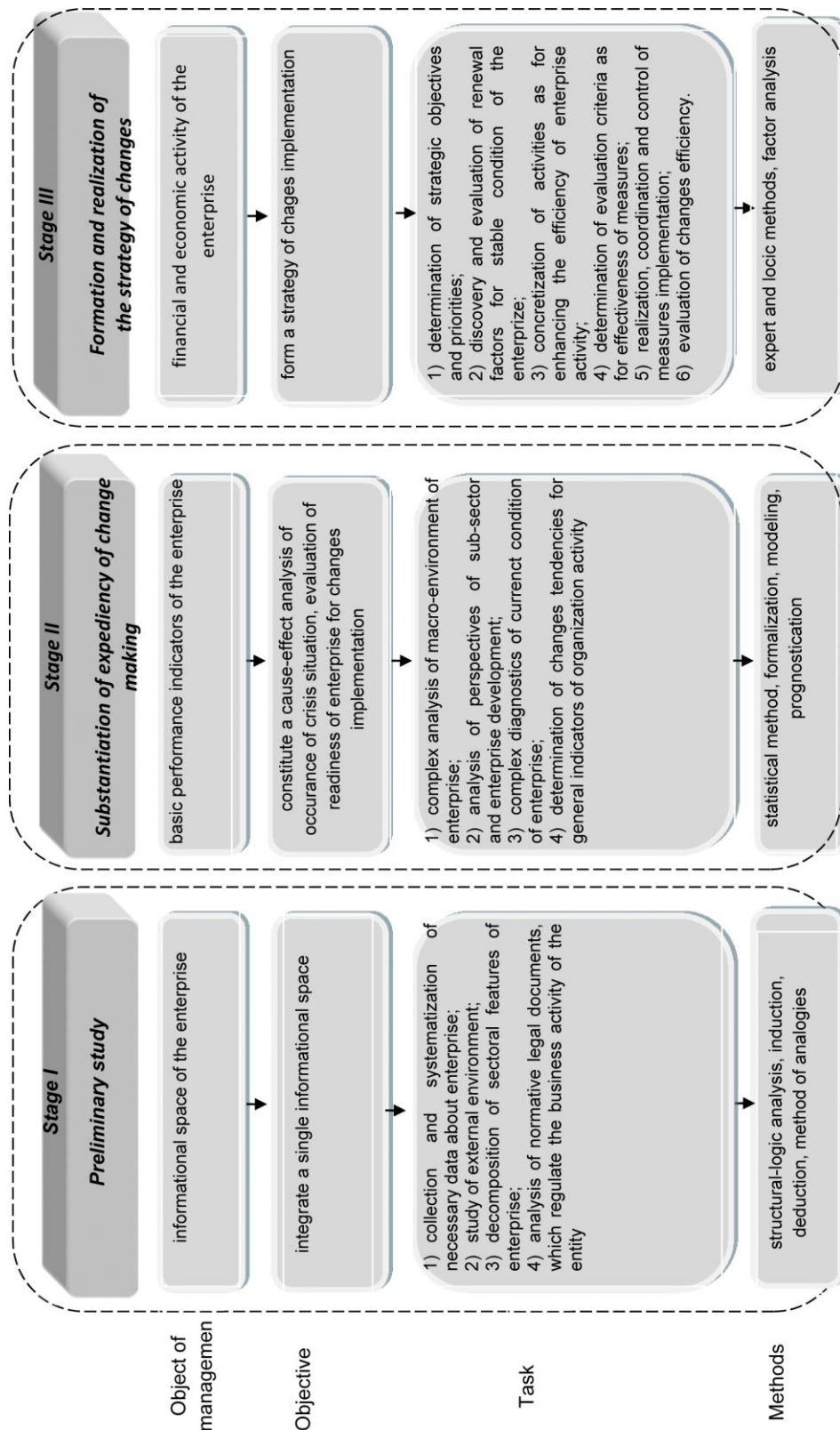


Fig. 1. Basic stages of development of the strategy of change making at enterprise [1]

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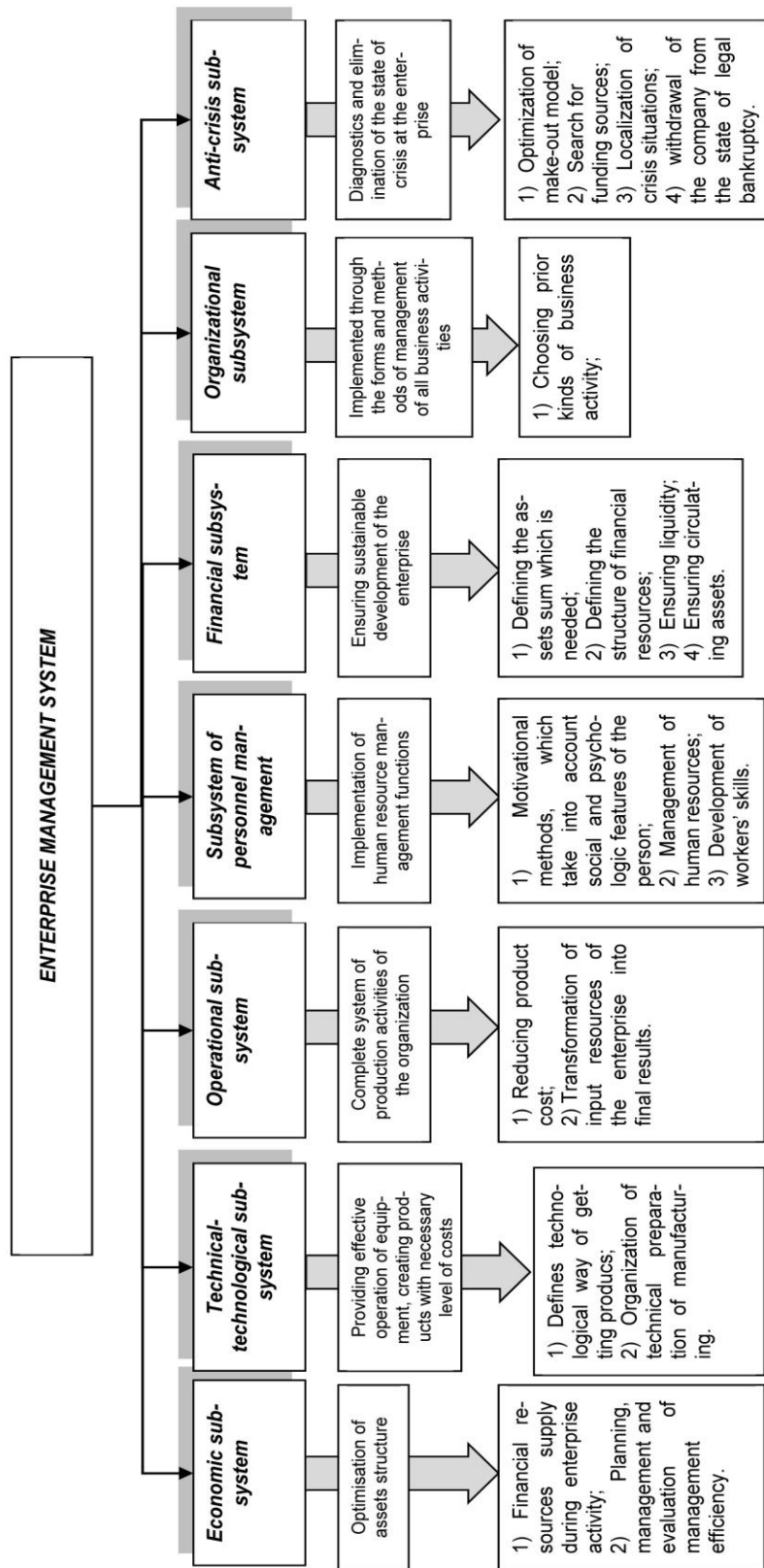


Fig.2. Objectives and tasks for diagnostics of management subsystems of the enterprise [2]

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