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O. I. Harafonova, Doctor of Economics, Associate Professor**STRATEGIC ASPECTS OF PROCESS OF MANAGEMENT CHANGES ON 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; strategy of change.

O. I. Гарафонова, д. е. н., доцент**СТРАТЕГІЧНІ АСПЕКТИ ПРОЦЕСУ УПРАВЛІННЯ ЗМІНАМИ НА ПІДПРИЄМСТВІ**

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 стратегії управління змінами, а також автором визначено концептуальні підходи щодо механізму здійснення змін на підприємстві.

Ключові слова: стратегія; стратегічна позиція; стратегічне управління; стратегії управління змінами; стратегія управління змінами.

O. И. Гарафонова, д. э. н., доцент**СТРАТЕГИЧЕСКИЕ АСПЕКТЫ ПРОЦЕССА УПРАВЛЕНИЯ ИЗМЕНЕНИЯМИ НА ПРЕДПРИЯТИИ**

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; стратегия управления изменениями.

Urgency of the research. In practice, there are no specific recommendations for the realization of the phase of strategy implementation, as not similar working conditions dictate the need to use an individual approach based on the specific situation and the characteristics of enterprises. Thus, this stage is the most uncertain in terms of its final result. The above-mentioned stage consists of detalization and implementation of measures restoring solvency of the enterprise to achieve planned goals, monitoring of the implementation of the strategy, applying pressure to convert goals into concrete results, and monitoring of planned and achieved results.

Target setting. The major terms of successful implementation of the strategy is monitoring of the current strategic situation, which for greater efficiency should be carried out systematically and consistently. Depending on the amount of internal changes to complete implementation of the strategy it may take from several months to several years.

The research objective. The process of strategy evaluation in scientific publications about business economics, strategic and anti-crisis management has been considered insufficient. However, generalizing accumulated experience, its main direction can be sorted out, which is based on the

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evaluation of the final result of the usage of selected tools aggregated together to determine their suitability and feasibility. During the evaluation of the strategy the compatibility with external conditions and internal capabilities of the enterprise should be determined; assess the level of risk when restoring solvency and its efficiency in terms of resource usage. Besides, need to investigate the factors that facilitate and impede the restoration of solvency of enterprises of the industry, in the present and in the future, taking into account the specifics of their operation, which allows identifying the conditions, when the developed strategy can be successfully implemented.

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. The development of enterprise management is made depending on the changing character of processes, which occur in external and internal environment of the enterprise. Complexity of the problems arising in this case determine the degree of response and adaptation.

A special role is played by changes in the direct surround, which is based on suppliers, customers, competitors and labor market. Exactly these environmental factors have a significant impact on the internal condition of the enterprise and determine the strategy and tactics of its activities.

Civilized market relations give businesses the opportunity to develop, offering skilled work force, the choice of reliable suppliers of raw materials, components of required quality at affordable prices, outlets, allows full developing of portfolio of orders. Qualified specialists of marketing service constantly study consumer demand, increasing competitiveness of manufactured goods.

However, even at stable working companies this happens on insufficient level due to the lack of necessary information and qualified professionals. Labor market during the reform period of the economy has increased due to the large number of unemployed, professionalism, which does not satisfy the demand of enterprises. The situation is further exacerbated by the lack of funds to pay.

Development of the strategy, which allows to bring together a common strategy with a strategy of managing changes, is especially relevant.

The overall strategy of the enterprise generates rules and techniques of effective long-term goals and consists of a set of functional internal and external strategies. The external ones include: commodity, pricing, behavior on securities market, reducing costs of transaction and foreign economic activity. Internal strategies include personnel management, investment and lower production costs.

The main condition for reaching the goals of economic strategy is in effective implementation of the above-mentioned ones. These strategies are necessary and equally important for the enterprise. However, talking about the special attention of the enterprise managers to them can be appropriate in certain stages of the life cycle of the enterprise, or depending on the fundamental changes occurring in the external environment [1-2].

O. S. Vihansky and A. I. Naumov, emphasizing the importance of the workforce management process, interpret its essence as follows: "Strategic management – is such a management of the organization, based on human potential as the basis of organization, which directs production activities to consumers, providing flexible and timely regulation of changes in the organization, meets the challenges from the environment and allows to achieve a competitive advantage, which finally allows an organization to survive and achieve its objectives in the long term perspectives [4].

Management of strategic opportunities is provided by the use of internal potential of the enterprise, to be able to adapt to the rapidly changing environment. Gradually future challenges are prognosticated, and the level of professionalism of the staff needed for the success of the enterprise.

However, in practice implementation is often not realized, which is explained by the significant gap between potential of employees and the real extent of its use.

A mechanism that allows the overall strategy to be coordinated with a strategy of managing changes is performed in Fig. 1.

Prior to forming a strategy, it is necessary to analyze the state of human resources. Equally important is an organizational climate that is characterized, on the one hand, as a willingness to respond

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to changes in some way, on the other hand - attitudes of all staff to changes implementation. It is expressed in the form of values shared by members of the staff, the philosophy they have adopted, ideology, management, behavior, created under the influence of relationships, formed in the production working process. For example, at large enterprises of the region, in a professional holiday of all the workers it is required to promote the best workers, to create organizational climate in the enterprise, focus workers' minds on the development, cultivate a positive attitude towards change, the desire to take risks, to pay attention to external challenges and opportunities, to get creative approach to solving current and future challenges.

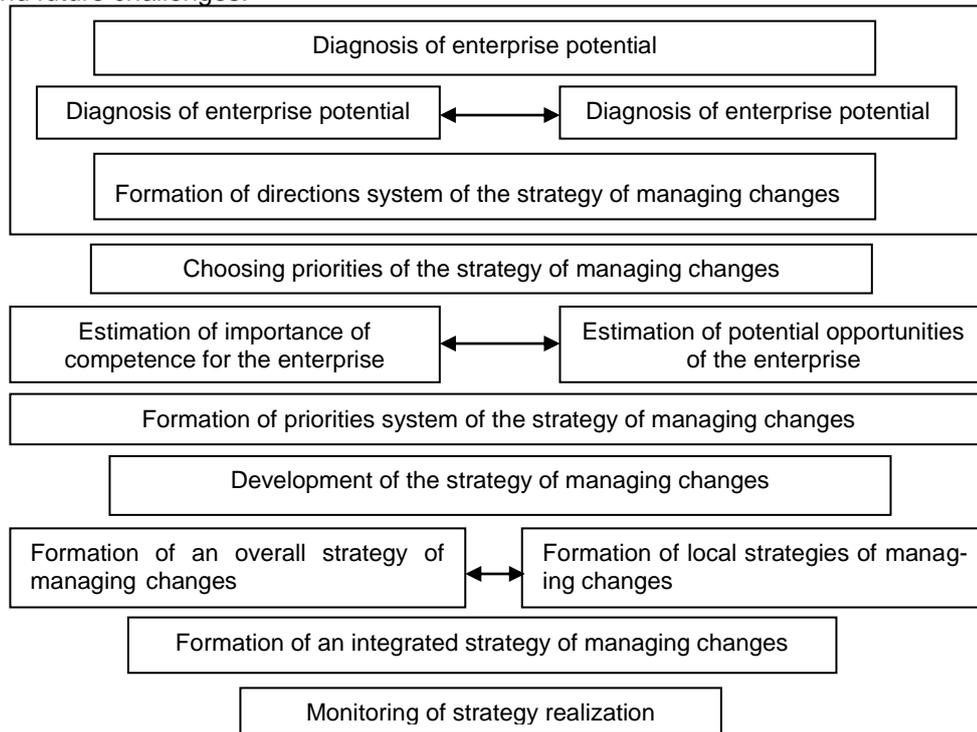


Fig. 1. Mechanism that allows to conform the overall strategy and strategy of managing changes [1-2]

Further, after obtaining the results of analysis, a strategy is formed, which is aimed at eliminating inconsistencies and necessary organizational competencies. They can be: the ability to master the production of new products for the company with the lowest cost, expertise in the creation of foreign representative offices and branches, etc. As a rule, there are many areas of this discrepancy in regional enterprises, but unfortunately, not always, these proposals can be learned from financial insolvency.

Choosing the priorities of the strategy of managing changes. At this stage, formal methods are used for their determination to assess the importance of each competency for the company as a whole, and the ability to raise its level. This ensures compliance with the chosen directions of economic development strategy and shaped behaviors that contribute to implementation.

Development of the strategy of managing changes. It is similar to the development of the economic growth strategy of the enterprise. According to B. Karlof, the ability to assume the strategic management need the following skills [1; 4-6]:

- Simulate a situation that is abstracted from daily management for a holistic view of the prevailing conditions;
- Identify the need for change, to respond to emerging known trends, and use their intellectual and creative abilities, allowing the company to be ready to act in emergency situations;
- Use reliable methods during changes;

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- Embody the strategy into practice.

Strategies can be justified only in the case of using scientific approaches during their development, methods of system analysis, forecasting and optimization. To develop competitive strategic decisions management should be in the process of their development to apply a systematic, complex, integrating, marketing, functional, dynamic, reproductive, and other situational approaches.

Thus, there is the problem of creating the models of decision-making as for strategic development, it means the models, which allow to interpret and analyze the available information on the status of the external and internal environment, establish the relationship between the factors of development of the enterprise to monitor the progress of the development of strategic targets and so on; models which help decision-makers (DMP), take them reasonably; models providing decision-making process [1].

Making selection of methodology for determining the efficiency, it should be noted that the effectiveness of the strategy for sustainable development of the company depends on the following [1-3]: setting strategic goals and objectives that adequately reflect the internal and external situation of the company, statics and dynamics of its development in accordance with the concept of managing changes; aggregation and structure and interconnected financial indicators of managing changes; informational base, in accordance with the objectives, structure and aggregate indicators which timely provides data for analysis and decision making.

Conclusions. Modern strategic management offers solutions of such problems by regulating the business processes on the basis of balanced countable (strategic) card (BSC). It should be noted, that the methodology and technology of the balanced strategic card (BSC) allow interconnection of financial and non-financial indicators.

The correct choice of a particular strategy of changes in continuously and abruptly changing economic conditions is the most important and responsible step on the stage of strategy development.

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