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## **IMPROVING THE MECHANISM OF STRATEGIC CHANGE IN THE CONTEXT OF EFFECTIVE DEVELOPMENT OF COMPANY**

**Objective.** The purpose of the article is to develop methodological foundations of proactive mechanism for managing the strategic changes in the company to provide its effective development in terms of the high dynamism in business environment.

**Procedure.** In course of research the following methods were used: methods of theoretical generalization and comparison, analysis and synthesis (for a definition of "mechanism of the strategic changes in the company), methods of expertise and methods of fuzzy set theory (for definition of integrated indicators of readiness of the enterprise to strategic changes at each stage of transformation management ).

**Results.** According to effectuated research, the scientific and methodical approach to define the complex mechanism of the strategic changes in the company. was suggested. Algorhythm of the complete readiness of enterprises to strategic change as an important component of the mechanism of proactive change management was developed. According to the proposed algorithm the level of readiness to change for enterprise LTD "DIBK" is evaluated at each stage of change management; grounded and structured changes for this company was suggested to ensure effective development.

**Academic novelty.** There was improved conceptual and category framework as for determination of complex mechanism of proactive change management in the enterprise, which in contrast to existing one, separates the conceptual mechanism of its subsequent cascading into target mechanisms. There was suggested the algorithm of the complete readiness of enterprises to strategic change as an important component of the mechanism of proactive change management, which in contrast to existing one, taking into account the economic and financial, organizational competence and readiness to change components and using fuzzy set theory allows to make an assessment of readiness.

**Practical importance.** The obtained results are aimed at the improvement of formation mechanism of proactive management of strategic change in terms of the complete readiness of enterprise transformation and structure changes that are necessary for the company to further effective development.

**Key words.** The mechanism of change management, total readiness to strategic change, management of strategic change.

**Problem definition.** In present tense the main focus of system of management strategic changes is not only the structured process of change management. This process is based on the mechanism of early prognostication of directions of further development of enterprise and business-environment. It is the proactive mechanism of management transformations, becomes the key moment of the system of strategic management an enterprise. It requires development and introduction of new effective mechanisms of strategic management, and in the first turn - mechanisms of management strategic changes. To assist the decision of this problem we have to improve the methodology of forming conceptual and local mechanisms of proactive management strategic changes on the basis of new administrative paradigms.

**Analysis of the last researches and publications.** Without regard to that lately the theory of management changes began to develop more intensive, most publications from this range of problems are oriented to experience of large foreign companies that not always are useful to home business. The questions related to forming of operating mechanisms of management changes on the Ukrainian enterprises are presented in theoretical and practical researches yet less than. Empiric researches that is conducted at this time and touch the applied aspects of management changes presented in works of such practical scientists-workers, as Adizes I. [1], Ashmarina C. [2], Koen D. [4], Hamel G. [10] and so on..

It should be noted that the detailed enough researches of range of problems of management strategic transformations at this time are conducted by the Russian scientists and touch, accordingly, the Russian enterprises. The separate questions of management and forming of mechanism of planning and realization of strategic changes strategic changes on domestic enterprises are lighted up in works of the Ukrainian scientists. However, the achievements of the scientists and the practical workers in the field of the applied aspects of management changes, namely - mechanisms of planning and realization of changes, remain poorly presented. Thus, studies and structuring of main problems of management in the Ukrainian enterprises and forming strategic changes on this basis of proactive mechanism of management changes are very actual in the conditions of growing dynamism of business-environment.

Total and timely estimation of level of readiness of enterprise for the strategic changes is one of major constituents of complex mechanism of management transformations. The problems of bringing of necessary level of changes in activity of enterprise were examined by such scientists, as Lukshinov A. [5], Otenko V. [6], Podolchak D, Steciv S. [7], Staric Y. [8], Usik S. [9] and other. However the questions of forming of effective methodical instruments remain decided not enough to the analysis and estimation of level of readiness of enterprise to the strategic changes.

**The aim of the article.** The aim of the article consists in development of methodological bases of forming of complex mechanism of management of enterprise and determination of algorithm of estimation of readiness of enterprise for the changes in the conditions of high dynamism of business-environment.

**The statement of the main research matter.** Strategic development of modern enterprise is provided by functioning of the system of connective mechanisms, in particular strategic diagnostics and planning, proactive management strategic changes and forming of the system of economic security. Consider that conception of management strategic changes on domestic enterprises must be based on integrative connection of principles of cybernetic and sinergistical approaches. Farther on the base of reasonable conception management changes the conceptual mechanism of management transformations is formed. Thus, the operating mechanism of providing of strategic development of enterprise is the system of strategic management, that, first of all, includes the processes of strategic diagnostics and proactive management strategic changes.

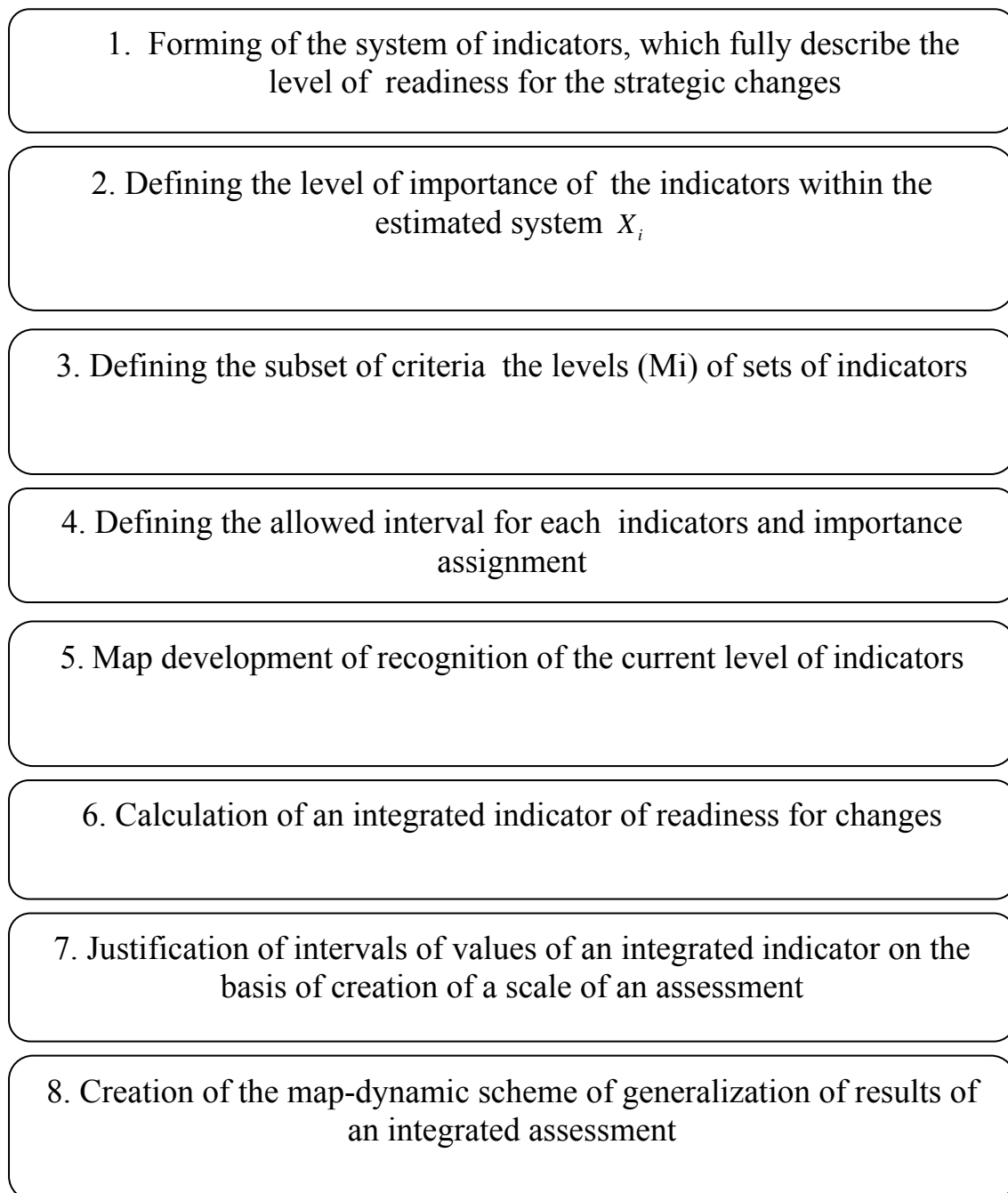
Forming of mechanism of proactive management changes must be systematic and accordingly. At first we have to explore the conceptual mechanism. After that the special purpose mechanisms are prepared according to the principles of cascading of mechanisms. The main parts of special purpose mechanisms are: mechanism of preparation of enterprise to introduction of changes taking into account financial and system aspects; a mechanism of realization of strategic changes with the observance of principles of self-development; mechanism of developing of dynamic capabilities of enterprise as effective government changes bases. Methodological basis of development of mechanisms of proactive management changes is presented by fundamental positions of system and business-processing administrative approaches, and also general conceptions of modern management, that are based on principles of scientific schools of "social open" system, and "behavioral management", theory of cycles, economic development, organizational development, works of leading home and foreign scientists.

Basic directions of methodology of forming of mechanisms of management strategic changes can be grouped in two blocks: block of mainly reactive management changes, that is based on the functionally-oriented administrative approaches and block of proactive management changes, that is answered by the system-oriented administrative approaches. Researches showed that by traditional for home administrative practice methodological approaches functionally oriented, and usually, they are used in the process of forming of mechanism of reactive management changes. For creation of actual in modern terms mechanisms of proactive management changes necessary taking into account of principles of the system-oriented approaches. The study of activity of the Ukrainian enterprises shows that their generous amount, being in the stage of maturity, all does not yet arrive at the institutional stabilizing. Thus, enterprises control system, based on principles of self-management, is not prepared to the construction. For domestic enterprises, to our opinion, most expedient and effective will be mechanisms of management changes, formed with the use of both cybernetic and sinergistical approaches.

For effective application of the system-oriented approaches at forming of mechanism of management changes an enterprise must have a flexible, adaptive organizational structure and, accordingly, organizational culture aimed at general and situation readiness of personnel to transformations. First of all, determination of level of readiness of enterprise for the changes is the meanest of integral mechanism of

management changes. As known, an integral estimation complements and extends possibilities of traditional analysis. It is based on the use of already existent methods of estimation, gives an opportunity to compare indexes to the different dimension and signs. An integral method of estimation is effective, as takes into account influence of factors on economic processes, helps to disembugue estimation of this influence and get the most exact result.

Authors offer the algorithm of realization of integral estimation by the method of fuzzy sets, brought around to pic.1.



Pic. 1. Algorithm of integrative assessment of readiness of enterprises for the strategic changes by the method of fuzzy sets [developed by the author]

Practical approbation of realization of integral estimation of level of readiness to the strategic changes is conducted on the example of firm SC «DIBK». SC

«DIBK» is the reserved cycle of production, when by a project, from an idea to her realization, one company leads, distinguishing plenary powers of participants of process and controlling quality on all stages of realization of project.

Building comes true from own raw material and by means of own building technique. The strategic zone of ménage SC «DIBK» answers such criteria: building market of Donetsk and prospect of going into the market of building of Kyiv; people of certain age, with the level of profit higher middle and those, that have ponderable social status can allow to buy to the soba accommodation of "business-class", that builds SC «DIBK», but in a prospect building of accessible accommodation for a population.

Coming from present potential of enterprise, expedient is among strategies of development to choose strategy of internal increase, as a main idea of this strategy is an improvement of descriptions of the product or making new, not changing industry here.

The concrete types of strategy of internal increase are strategy of strengthening of position at the market, strategy of market that consists in the search of new markets for an already mine-out product development, strategy of development of product that will be realized at the market already mastered by a firm.

Among base strategies of SC «DIBK» it follows to adhere to strategy of differentiation, the aim of that is a grant to the commodities of differences from analogical competitive commodities, properties, that create the "purchasing value" related to advantage of good(the use of innovative technologies, new materials and constructions, development of management of quality, is on an enterprise, control after the observance of all necessary rules, increase of comfort of accommodation). As SC «DIBK» is a pretender on the role of leader at the market(by a pursuer), that fights for the increase of market part of sales, conducts the price dumping, that is why the possible use of strategy of attack on all directions of activity, speed-up height.

On the basis of certain strategic brief-case of enterprise the list of strategic changes that must be carried out on SC «DIBK» with the aim of maintenance of competitive edges and achievement of strategic aims was formed.

The estimation of degree of readiness of enterprise for the changes came true on the basis of the system of indexes of the organizational and competence-based readiness to the changes of top-management, middle link, specialists and attracted workers and system of indexes of finance supporting of changes.

So, on results determination of size of intervals and their ground for the worked out systems of indexes forming of map of recognition of current level of indexes was carried out on the basis of that the integral indexes of estimation of readiness of enterprise are certain to introduction of changes is on the stage of preparation, introduction and fixing of results (tabl.1).

Table 2

Integrative indicators of readiness of enterprise SC «DIBK» for the strategic changes

	Top-management	Middle management	Personall	Financial and economic indicators
Preparation stage	0,92	0,64	0,64	0,75
Introduction stage	0,32	0,45	0,5	0,54
Stage of fixing of results	0,39	0,26	0,54	0,34

On the seventh stage of realization of integral estimation, using the table 1 the scale of estimation was carried out for determination of level of readiness of enterprise to the strategic changes is formed. In accordance with the worked out scale the level of readiness of enterprise is certain to the changes (pic 2), that testifies to possibility of introduction of the offered changes on an enterprise for the improvement of results of activity.

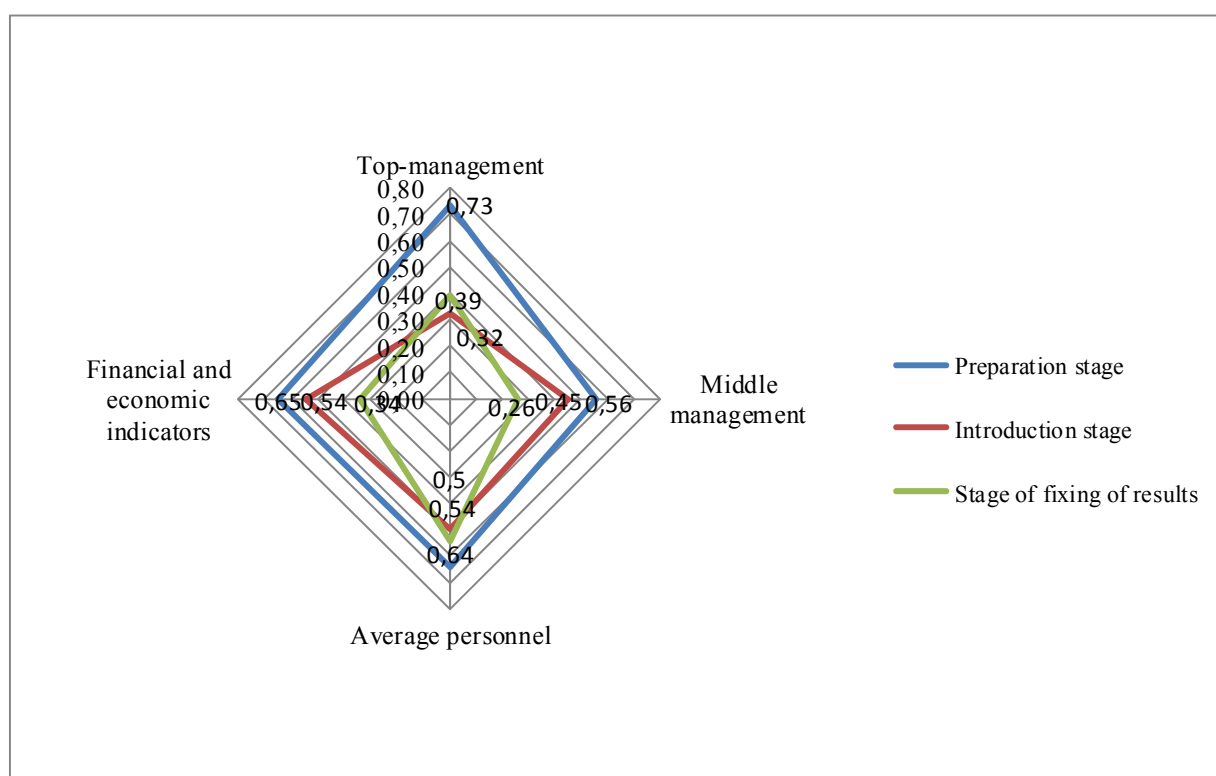


Fig. 2. Determination of the factual competent and financial and economic readiness of stock company SK «DIBK»

**Conclusions.** According to effectuated research, the scientific and methodical approach to define the complex mechanism of the strategic changes in the company. was suggested. Algorithym of the complete readiness of enterprises to strategic change as an important component of the mechanism of proactive change

management was developed. According to the proposed algorithm the level of readiness to change for enterprise SK "DIBK" is evaluated at each stage of change management; grounded and structured changes for this company was suggested to ensure effective development.

Application of integral estimation of level of readiness of enterprise to the strategic changes allowed to carry out more complete and detailed estimation of the marked process and to choose priorities in a further management changes on an enterprise.

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