

СЕКЦІЯ 11 – АКТУАЛЬНІ АСПЕКТИ МЕНЕДЖМЕНТУ СОЦІАЛЬНО-ЕКОНОМІЧНИХ СИСТЕМ НА РІЗНИХ ЕКОНОМІЧНИХ РІВНЯХ

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THEORETICAL ASPECTS OF STRATEGIC CHANGE MANAGEMENT AT ENTERPRISES

The functioning of an enterprise in modern conditions is a process of continuous implementation of changes and maximization of the benefits and efficiency of their implementation. That is why enterprise management is essentially - management of changes of various kinds, levels, nature, scale, etc. The enterprise management system in such conditions requires the development of scientific foundations for ensuring change management in all areas, especially in the field of strategic management, designed to ensure the long-term profitability of the enterprise and its competitiveness through the efficient allocation of available resources and the implementation of the mission. The primary tasks are to clarify and scientifically substantiate the theoretical and methodological foundations for the implementation of strategic changes, the content of strategic change management processes and their classification to clarify the content of the process of implementing strategic changes in the conditions of specific enterprises.

Modern scientists and classics of the management system and change management system have made repeated attempts to systematize and classify strategic changes, but the dynamism of modern economic conditions causes the constant emergence of new types of such changes, which constantly updates their ordering. Characteristic of the study of classification of strategic changes are the tendencies of their identification with changes in the activities of an enterprise in general. The study of the evolution of views on change suggests that change can be seen as a transition to a qualitatively new state, as different types of innovations, but most often change is

seen as a process. Change is the process of introducing innovations that can be combined in different directions (changes in the enterprise's goals, structure, strategy, technology, tasks, personnel and culture) and prevent stagnation, ensure efficient use of enterprise resources and accelerate the successful development of the enterprise.

The situation of strategic changes and the emergence of resistance to strategic changes at the enterprise has a synergistic effect, the level of which depends on the corporate culture of the enterprise and the level of its loyalty to the strategic change management system.

As part of the implementation of the external contour of strategic change management, the external environment of the enterprise is studied in order to identify external drivers of change and determine their impact on the possibilities of strategic change and the consequences of their implementation for the enterprise. The information obtained at this stage of change management is used by the enterprise's strategic change management to determine the thresholds of change opportunities and unique capabilities that form the basis of the enterprise's core competencies. As a result, the strategic change opportunities necessary to implement the enterprise's overall strategy (growth, stabilization, "survival" or reduction) are identified. Information on strategic change opportunities is transformed through the "prism" of strategic change potential and the interaction of subjects and objects of change.

Бібліографія: *Chen Manfeng* Theoretical aspects of strategic change management at enterprises / *Chen Manfeng* // Результати наукових конференцій Навчально-наукового інституту економіки, менеджменту та міжнародного бізнесу НТУ «ХПІ» за 2023 рік в 2 т. – Харків : НТУ «ХПІ», 2023. Т. 1 : Труды XX-ої Міжнародної науково-практичної конференції «Дослідження та оптимізація економічних процесів «Оптимум-2023» 6-8 грудня 2023 р. – 2023. С. 255-256