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UDC 005.21

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EMBEDDING POTENTIAL OF TRANSFORMATION INTO THE STRATEGIC SYSTEM OF MANAGEMENT IN AN INDUSTRIAL ENTERPRISE

Abstract. In the article the scientific approach to the use of the term "potential change". The conditions and factors on forming potential changes in the management of industrial enterprise. The conditions of implementation capacity changes as well as competitive and strategic potential.

Key words: changes, potential changes types of changes, the concept of strategic change management in industrial enterprise management system.

Анотація. В статті обґрунтовано науковий підхід щодо використання терміну "потенціал змін". Визначено умови та фактори щодо формування потенціалу змін в системі управління промисловим підприємством. Визначено умови впровадження потенціалу змін, а також конкурентного і стратегічного потенціалу.

Ключові слова: зміни, потенціал змін, види змін, концепція управління змінами в стратегічній системі управління промисловим підприємством.

Аннотация. В статье обоснован научный подход к использованию термина "потенциал перемен". Определены условия и факторы по формированию потенциала изменений в системе управления промышленным предприятием. Определены условия внедрения потенциала изменений, а также конкурентного и стратегического потенциала.

Ключевые слова: изменения, потенциал изменений, виды изменений, концепция управления изменениями в стратегической системе управления промышленным предприятием.

Problem defining. Welfare of Ukraine as well as and the advancement of our country on the international economic and political stage depends not only on the level of industrial development. Increase the volume of national product, increase in exports of products that

meet international standards and global ISO quality standards and is competitive in the international market, primarily due to the presence of the strategic potential of industrial enterprises and existing organizational and economic mechanisms of its use and reproduction.

Analysis of recent researches and publications. In turn, the strategic potential of industrial enterprises based on its competitive potential is influenced by different kinds of potential, and depends on the level of potential of changes. Theoretical and applied aspects of potential of changes in the development of enterprise production and nonproduction areas of activity are reflected in some works of O. Alymov, I. Gryshchenko, Y. Goncharova, Mikhail Denisenko, S. Zakharin, A. Levchenko, I. Otenko, Ivan Tarasenko, etc.

The article aim is to determine the formation of potential to changes in the management system of industrial enterprise in the context of competitiveness in general. Therefore, the object management potential changes in the industrial enterprise is very important for local businesses. Domestic industries have to initiate the process of making changes to improve market position, increase the value of the share capital or for the implementation of government policies.

Explanation of main content. The concept of potential has occupied an important place in categorical apparatus of the economic theory. This is due primarily radical changes in the strategic priorities of global organizations, including the change in business philosophy: instead of “profit now” – “potential of changes now,” guaranteeing “profits tomorrow.” This business philosophy is the only possible direction to ensure sustainable economic growth in the rapidly changing market environment.

Ability of the respective multi-economic system to function and develop is largely determined by its own potential and the level of development of the national economy.

As it has already been mentioned, the term “potential” naturally occupied an important place in the theory of categorical apparatus of change management. But the development of the theory of categorical apparatus lacks the concept of “potential change”. Although D.K. Voronkov uses the term “potential of change”, which is defined as “a set of capabilities for the transition from the current state of the enterprise to a new state in the future development, and this transition is ensured by the enterprise resources that can be used to make changes : material, financial, innovation, information, human, organizational, etc” [1], but this definition does not reveal the full content of components indicated potential changes.

Industrial enterprise has manufacturing, property, scientific, technical, labor or human resources (HR potential) financial, organizational and other capabilities. Based on the potential availability of all types of the planning business, which is to develop measures on the use of existing potential.

The principle of operating enterprise provides the continuity of its operations that can be made available and the continuing increase in the overall potential of the industrial enterprise. So, before the leaders of the

domestic enterprises are challenged not only to prevent the decline and bankruptcy, but also to ensure the growth and improvement potential.

The desire to get the maximum possible profit in a highly limited resources leads to the modern enterprise view of existing potential, the revaluation of own possibilities, finding additional reserves to increase profitability of its activities in the future can expect to transformation activities due to potential changes.

As the analysis of categorical apparatus, based on a large number of definitions category of “potential” is the industrial enterprise’s resources and the achievement of the goals of the enterprise through these resources.

However, only the availability of resources can not guarantee the achievement of the objectives of the enterprise, we must also take into account the potential of enterprises to mobilize resources to achieve goals.

Monitoring and diagnostic potential of the industrial enterprise makes it possible to identify the strengths and weaknesses of its operations and against this background clearly identify the strengths and weaknesses of competitors, and positive and negative environmental factors the industrial enterprise. Through a comprehensive analysis of the industrial enterprise may identify the main opportunities for growth enterprises weaknesses – for transformation strengths – to maintain a competitive position. In the next section we will be monitored potential of various industries.

Distinguish different types of enterprise potential, namely industrial, economic, financial, marketing, information, technical, technological, organizational, social and so on.

Based on the study of different types of potential [2-10] and approaches that exist in the domestic and foreign literature, with the author’s point of view (based on Fig. 1) should provide the following: production, finance, marketing, human resources (or labor), organizational (including administrative potential), innovative.

All variety available at the industrial enterprise potential local types can be integrated into the overall concept – the competitive potential of the industrial enterprise.

In modern conditions, the transformation of Ukraine continues to occur when reforming all sectors of the national economy, changes in competitive potential of the enterprise is an important characteristic and is measure of industrial production. Determining its place in a competitive environment is the first and one of the most important steps in the management of the industrial enterprise.

Thus, maintaining the acquired and new competitive advantages is a necessary part of every industrial enterprise to improve its competitive potential, as well as competitiveness, which is one of the major integrated and synergistic characteristics that are used to analyze competitive market position. To ensure the effective functioning of a market economy must learn to improve

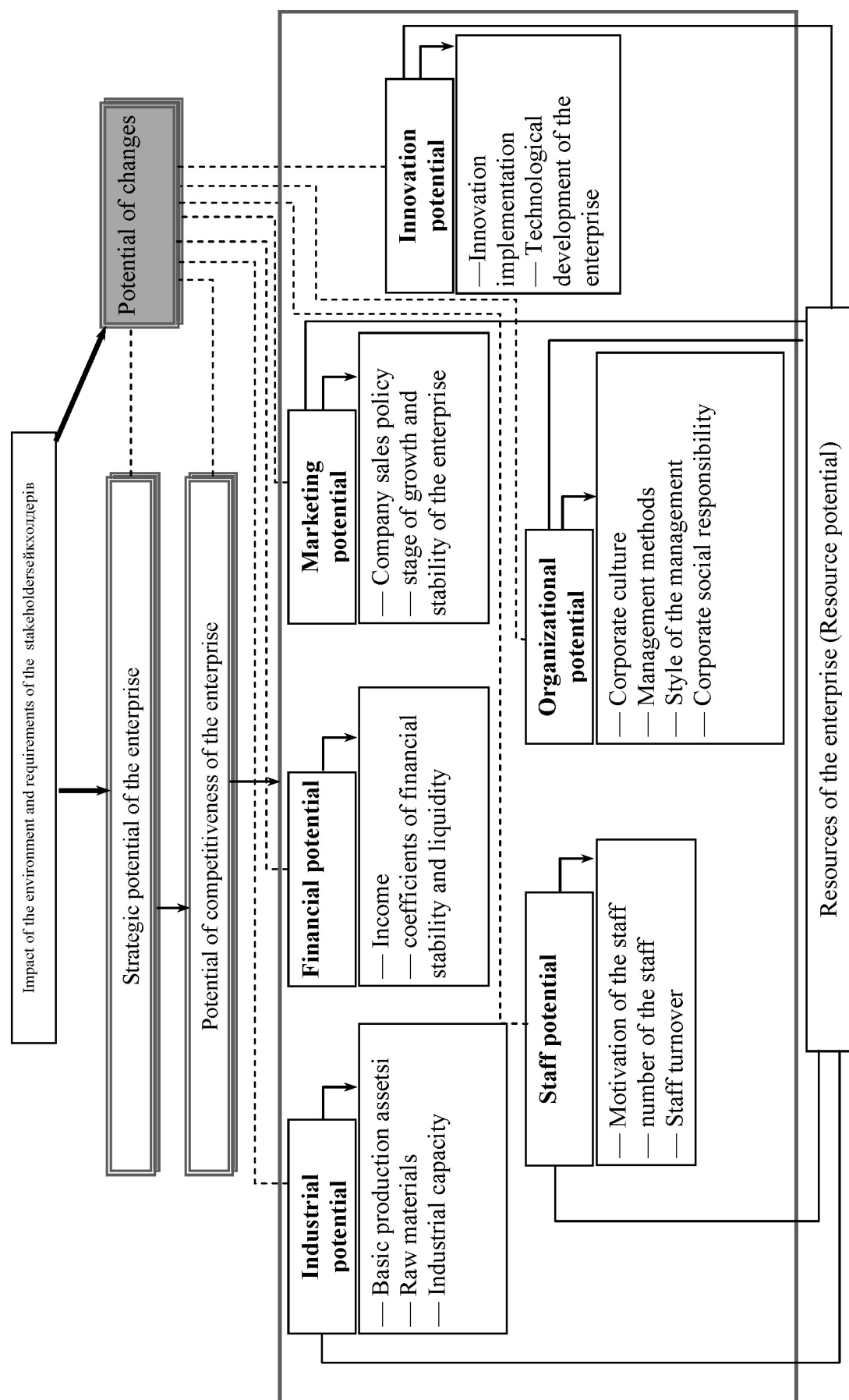


Рис. 1. Загальна схема формування потенціалу промислового підприємства*

* Джерело: складено та побудовано автором.

the competitive potential of the industrial enterprise, which is a “ceiling” for other potential business.

Potential of the competitiveness is a systematic coordinated set of capabilities and resources of internal environment that gives a competitive advantage in terms of changing the environment and scarce resources, contributes to the achievement of competitive goals and the rational use industrial enterprise provides high competitive status [11]. Potential of competitiveness is “internal and external competitive capabilities of firms that allow the industrial enterprise to pursue effective competition in the market through the optimum use of tangible and intangible resources” [12, p. 24; 94].

Thus, analyzed scientific approaches to the nature of the enterprise potential led to the conclusion that the competitive potential of the industrial enterprise – a system of coordinated resources, opportunities, competitive advantages and core competencies, the operation of which is based on the effective implementation of strategic incremental and organizational change, achieving the strategic goals of the enterprise.

Today the country is in a difficult position. Most companies facing the choice of direction further its activities. In an ever unstable economic and political situation of the country transition to a new management mechanism significantly increased the relevance of the research features market competitive potential, which fully express our opinion, the term “competitive potential of the industrial enterprise.” Thus, the competitive potential of the industrial enterprise – the potential for the industrial enterprise to maintain its competitive position by constantly changing environmental conditions of operation. In this case, change the competitive position of any enterprise depends on the one hand, the potency of a factor in the environment, and on the other – the ability of the industrial enterprise to “keep blow” among its competitors in the same competitive environment functioning [13].

Competitive potential that combines and spatial and temporal characteristics, concentrating simultaneously three levels of connections and relationships [14]. First, it reflects the past, that set of properties accumulated by the system during its formation and those that contribute to the possibility of its functioning and development. In this regard, the term “competitive potential” actually takes the meaning of “life”. Secondly, it reflects the level of practical application and use of existing potential. It provides delineation realized and unrealized opportunities. This feature its concept of “competitive potential” overlaps with the term “reserve”. Third, he focused on the development (in the future). Being unity sustained and changing conditions, potential of competitiveness contains elements of future development.

Taken together, all these features create a competitive socio-economic potential of the industrial enterprise, which in relation to the same potential, any other industrial enterprise reflects its level of competitiveness and competitive position. In turn, the competitive potential of the industrial enterprise forms strategic level of development, that is the strategic potential of the industrial enterprise.

Methodological base of the potential of market value changes is a set of methods, tools, interconnected principles forming the foundation entrusted with many years of foreign experts, appraisers and domestic practice of evaluation of property complexes enterprises.

Structural elements of the strategic potential of the industrial enterprise are determined local potentials which consist of a set of resource components, the combination of which depends on the strategic directions of the industrial enterprise. All these types of local capacities is interrelated and interdependent. The complex data analysis components of the strategic potential can get the most complete and reliable estimate of the potential not only strategic, but the whole condition.

Therefore, a prerequisite for the formation of the strategic potential of the industrial enterprise should be taking into account all these components and increase their quality. To realize the potential of the industrial enterprise must provide a combination of all the elements and mutual coordination overall potential of the industrial enterprise. Since it is known that the potential of the industrial enterprise is not a static value, it greatly depends on the factors of the environment, and therefore constantly changing flexibly its reaction to any changes.

The strategic potential is the superstructure for the competitive potential of enterprises. The structure of the strategic potential of the industrial enterprise is seen as generally with the delimitation of its subjective and objective elements. Subject composition related to the social form of expression. They are consumed, and act as a precondition as general economic, general social factor in the rational use of object components.

The term “potential” is a characteristic that can be applied for different levels of management of the national economy, the potential of the country, sector, region, industrial enterprise, production unit, the individual worker. It is clear that the structure of resources used and their characteristics (parameters) at different levels of economic management are the same.

Today one of the main conditions for the formation of competitive strategic perspective of industrial enterprise is its innovative activity. Companies have come to realize the necessity of innovation, which is seen as the only way to improve the competitiveness of manufactured goods, continuing high pace of development and ensure stability. The main competitive

advantage is the use of enterprise innovation, and this is the basis for potential changes in the industrial enterprise. The need for innovative development of enterprises put forward new requirements for content, organization, forms and methods of management activities through the implementation of institutional potential of the industrial enterprise, which was discussed earlier, affects the formation of potential changes on industrial enterprise.

Potential of changes in the industrial enterprise, it is not only resources available for the use and capabilities of the industrial enterprise, but the industrial enterprise's ability to use them effectively with a synergistic effect as part of the innovation enterprise. Incomplete inept and their use can lead to zero profits and bankruptcy. Therefore, proper use, assessment of the need for restructuring and potential of the industrial enterprise is quite important to further its effective functioning.

Note that the study of potential of changes in the industrial enterprise as a complex economic and social phenomena is impossible without studying its internal structure. The basic structure of potential changes in industrial companies, regardless of scope for all kind of the same and depends on the implementation of (existing and potential development potential) of use (realized and unrealized potential) and the expediency of unused potential (reserve fund and excess resource).

Potential of changes in the industrial enterprise (in the general sense of the author's position) – a multicomponent set of strategic resources for industrial enterprises realized through the operation of sub total potential of the industrial enterprise, and are crucial to the development possibilities and limits of the enterprise in certain circumstances, even in times of acute economic and political crisis of the country.

Shown above can be explained by importance of the potential of change that is not only necessity but always an effective condition for the functioning of modern enterprises in the unstable environment of the country [15].

The potential of change is the basic element of a modern enterprise that combines the goals driving force and source of development. Its content is determined the following characteristics:

- use should be accompanied by its potential growth;
- potential changes is the dynamic characteristic and occurs only during its use, as most changes are the driving forces;
- use of process changes and potential of changes is a continuous and complementary.

Thus, the management potential of the whole enterprise in a market economy is reduced mainly to the management of its socio-economic strategic potential (to assess and analyze the factors that increase or reduce competitiveness, choice and implementation of

appropriate strategies and tactics to achieve this or that the goal). To choose the right strategy for the development of enterprises, managers must, above all, to know what is the competitive potential of the industrial enterprise, which forms the basis for its strategic potential.

Conclusions and recommendations for further research. Current conditions of functioning enterprises transform the process of assessing potential on independent sphere of analytical work, the results of which can be used as an information base in the strategic decision-making, planning and implementation of innovative, technical and product policies, as well as the formation mechanism of management potential enterprises in determining reserves competitiveness and strengthening the competitive position of the enterprise market functioning. In this sense a competitive advantage is a priority objective of the industrial enterprise, integral indicator of its effectiveness, which lies in the term "potential change." The strategy is a means for creating of the potential of change of the industrial enterprise. And change is the driving force and leverage, resulting in the mechanism of forming potential of the industrial enterprise.

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УДК 330.1

ГОРОДЕЦЬКА М.О., к.е.н.

м. Ніжин

ПОСТІНДУСТРІАЛЬНА ПЕРСПЕКТИВА УКРАЇНИ

Анотація. Досліджується сутність інформаційно-технологічної (постіндустріальної) моделі економічного розвитку. Аналізуються загальні тенденції формування виробничо-технологічних укладів і визначається місце України в системі цих укладів.

Ключові слова: інформаційно-технологічна (постіндустріальна) модель, індустріальна модель, виробничо-технологічний уклад.

Аннотация. Раскрывается сущность информационно-технологической (постиндустриальной) модели экономического развития. Анализируются общие тенденции формирования производственно-технологических укладов и определяется место Украины в системе этих укладов.

Ключевые слова: информационно-технологическая (постиндустриальная) модель, индустриальная модель, производственно-технологический уклад.

Annotation. There is the revelation of essence of information and technological (post-industrial) model of economic development in this issue. The general trends of shaping industrial and technological structures are analyzed and Ukraine's place in the system of these forms is defined.

Key words: information and technological (post-industrial) model, industrial model, industrial-technological structure.

Постановка проблеми. Світова фінансово-економічна криза надала країнам чергову можливість все змінити. Для України ця можливість проявляється в

оцінці кризи як позитивного явища з точки зору “перезавантаження” національної економіки на “трансформаційний” лад. Адже недаремно в перекладі з