

**УПРАВЛІННЯ ПІДПРИЄМСТВОМ**

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**IMPLEMENTATION OF STRATEGIC ALTERNATIVES AND STRATEGIES FOR CHANGES TO ENTERPRISES UNDER CRISIS CONDITIONS**

**ІМПЛЕМЕНТАЦІЯ СТРАТЕГІЧНИХ АЛЬТЕРНАТИВ ТА СТРАТЕГІЙ ЗМІН ДЛЯ ПІДПРИЄМСТВА В УМОВАХ КРИЗИ**

**Urgency of the research.** To ensure long-term existence and development, entrepreneurs should realize the need to compare the trends of the external and internal environment of functioning when achieving the goals set.

**Target setting.** An important and unresolved issue for all managers when enterprises under crisis conditions are the implementation of strategic alternatives and change strategies for industrial enterprises.

**Actual scientific researches and issues analysis.** Formation of strategies for implementation of changes and enterprise strategic set is a subject of strategic management, which has been investigated by many scholars, namely: Artemenko L. P., Bai S. I., Vikhanskyi O. S., Dovhan L. Ye., Ihnatieva I. A., Karakai Yu. V., Kravchenko T. A., Martynenko M. M., Naumova A. I., Shehda A. V., Shershynova Z. Ye.

**Uninvestigated parts of general matters defining.** A number of national and foreign publications are devoted to strategic management issue; nevertheless the question of determining strategic alternatives to the enterprise under crisis conditions remains open.

**The research objective.** Thus, the need to develop a strategy for change, a strategic set and adequate tools remains a priority for industrial enterprises in times of crisis.

**The statement of basic materials** In the economic literature, many strategies are proposed for different types of enterprises to improve the condition and ensure the long-term functioning of the enterprise.

**Conclusions.** The development of an effective product strategy is the key to the successful enterprise functioning on the market, the basis for the formation of a strategy for implementing changes and the stage of technology for strategically adaptive management of internal changes in the process of transformations in industrial enterprises.

**Keywords:** strategy; strategy for implementing changes; product portfolio; strategic set of the enterprise.

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**Urgency of the research.** To ensure long-term existence and development, entrepreneurs should realize the need to compare the trends of the external and internal environment of functioning when

**Актуальність теми дослідження.** Для забезпечення довгострокового існування та розвитку, підприємці мають усвідомити необхідність співставлення тенденцій зовнішнього та внутрішнього середовища функціонування при досягненні висунутих цілей.

**Постановка проблеми.** В умовах кризового стану підприємств для всіх керівників важливим і невирішеним питанням є імплементація стратегічних альтернатив та стратегій змін для промислових підприємств.

**Аналіз останніх досліджень і публікацій.** Формування стратегій здійснення змін та стратегічного набору підприємства – це предмет стратегічного менеджменту, який досліджували та досліджують багато вчених, а саме: Артеменко Л. П., Бай С. І., Віханський О. С., Довгань Л. Є., Ігнатівська І. А., Каракай Ю. В., Кравченко Т. А., Мартиненко М. М., Наумова А. І., Шегда А. В., Шершньова З. Є.

**Виділення недосліджених частин загальної проблеми.** Питанню стратегічного управління присвячено ряд вітчизняних та закордонних публікацій, але залишається відкритим питання визначення стратегічних альтернатив підприємства в умовах кризи.

**Постановка завдання.** Таким чином, потреба до розробки стратегії змін, стратегічного набору та адекватних йому інструментів залишається пріоритетним для промислових підприємств в умовах кризи.

**Виклад основного матеріалу.** В економічній літературі пропонується безліч стратегій для різних типів підприємств для поліпшення стану та забезпечення довгострокового функціонування підприємства.

**Висновки.** Розробка ефективної продуктової стратегії є запорукою успішного функціонування підприємства на ринку, основою формування стратегії здійснення змін та етапом технології стратегічно-адаптивного управління внутрішніми змінами процесу трансформацій на промислових підприємствах.

**Ключові слова:** стратегія; стратегія здійснення змін; продуктовий портфель; стратегічний набір підприємства.

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achieving the goals set. The strategic management concept is based upon combination of system, integral and situational approaches for the development of a system of short- and long-term plans.

**Target setting.** A number of national and foreign publications are devoted to the strategic management issue, but the question of determining strategic alternatives to the enterprise under crisis remains open.

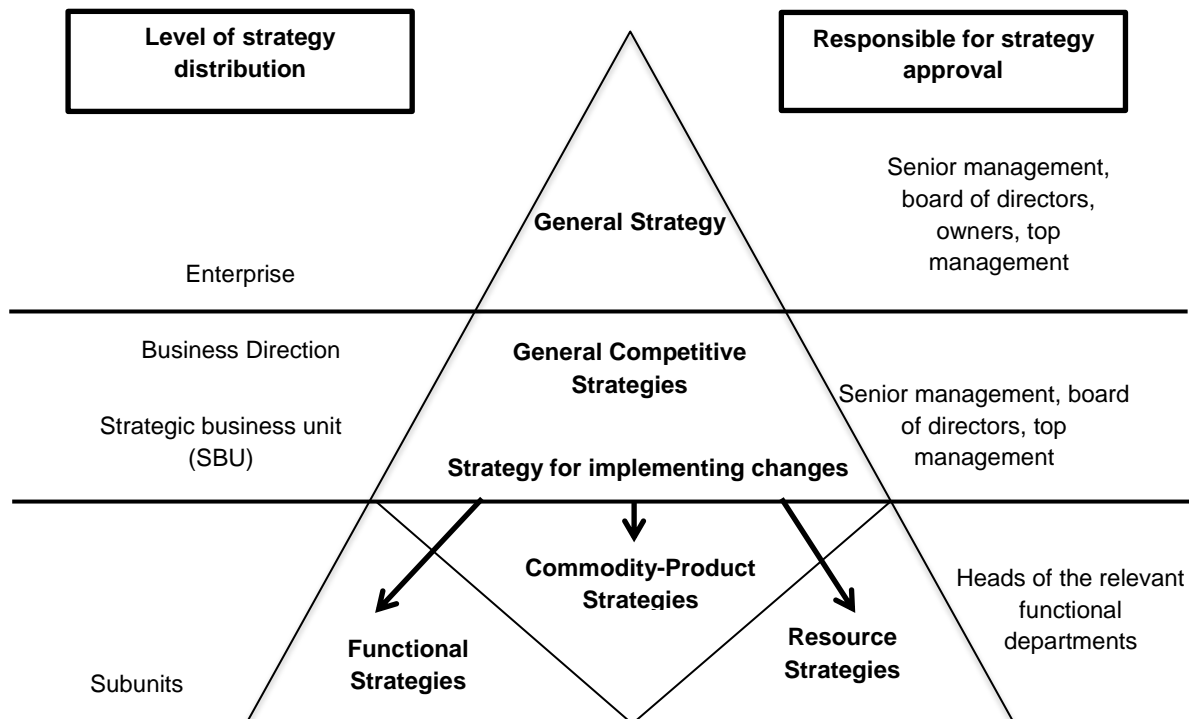
**Actual scientific researches and issues analysis.** Formation of strategies for implementation of changes and enterprise strategic set is a subject of strategic management, which has been investigated by many scholars, namely: Artemenko L. P., Bai S. I., Vikhanskyi O. S., Dovhan L. Ye., Ihnatieva I. A., Karakai Yu. V., Kravchenko T. A., Martynenko M. M., Naumova A. I., Shehda A. V., Shershnova Z. Ye.

**The statement of basic materials.** In the economic literature, many strategies are proposed for different types of enterprises to improve the condition and ensure the long-term functioning of the enterprise. We propose to consider the relationship between enterprise development strategies and strategies for implementing changes.

Management of strategic opportunities is carried out by using the internal potential of the enterprise to adapt to a fast-moving environment. Step by step, not only the solution of future problems is predicted, but also the level of professionalism of the personnel necessary for the success of the enterprise.

In the economic literature, the current strategy of an enterprise often refers to a system of interrelated strategies of different types, established for a certain period of time, and reflects the specifics of the functioning and development of the enterprise [1-2; 4-5]. This system was called the strategic set. The process of building a strategic set is a process that is carried out at all levels of the management hierarchy.

The strategies are classified as a rule according to the level at which they are developed and implemented (the levels are shown in Fig. 1).



**Fig. 1. Components of the strategic set of an industrial enterprise\* [2]\***

**Source:** compiled, systematized, expanded and constructed by the author

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We propose, under the strategy of implementing changes at the enterprise, to understand the long-term plan of strategic and organizational actions and actions aimed at enterprise survival and development in the future, the formation of its competitive advantages and the adaptive process of internal transformations (different SBU and strategic groups) for flexible adaptation to the external environment [1-2]. The strategy for implementing changes in the enterprise should be based on the analysis and assessment of environmental factors and determines the strategic goals and priorities, a set of tools for achieving them, and the specification of the main activities.

An important component of enterprise strategic potential is the formed product portfolio. Based on the results of the study, we can offer the following definition of the company's product portfolio that most fully reveals the content of this category. Thus, the product portfolio of an industrial enterprise is a set of separate and economically independent product units (groups of goods) that are important for the life of an enterprise and are characterized by the presence of a sustainable segment of end-users, a separate development strategy (including a strategy for implementing changes) and specific competitive advantages and factors on their formation [2; 4-5].

Thus, the company's product portfolio can be composed of two or three types of strategic analysis units. First, it should be in the presence of the external and internal environment (MTR and strategic business units - SBU), and secondly, along with MTR and strategic business units (SBU), strategic segments can be included in the business portfolio (Tab. 1).

The strategic goal of an industrial enterprise is to ensure the sustainability and profitability of development and adaptability to the process of implementing changes, as well as the competitiveness of not the individual food units or strategic business units, but the business structure as a whole. In this case, the main objective of strategic enterprise management is to bring the strategy of individual product units in line with the enterprise development strategy as a whole and the strategy for implementing changes, helping to ensure its competitiveness as a single monolith, possibly even to the detriment of the competitiveness of individual product units or strategic business units (SBU).

*Table 1*

**Comparative characteristics of components of the company's business portfolio \***

Term	Significant differences	Comparison points
Strategic zone of management	<ul style="list-style-type: none"> <li>- a certain segment of the environment</li> <li>- successful competition factor</li> </ul>	<ul style="list-style-type: none"> <li>- further implementation of activities</li> <li>- risk factor</li> <li>- a promising set of CCAs</li> </ul>
Strategic Business Scope	<ul style="list-style-type: none"> <li>- field of activity</li> <li>- stage of product life cycle</li> </ul>	<ul style="list-style-type: none"> <li>- types combined with one common feature</li> <li>- the stability of the financial situation</li> </ul>
Sphere of activity	<ul style="list-style-type: none"> <li>- field of activity</li> <li>- development factor</li> </ul>	<ul style="list-style-type: none"> <li>- the range of occupations</li> <li>- The process steady operation of the business for a long time</li> </ul>
Economic subdivision	<ul style="list-style-type: none"> <li>- a separate part of business</li> <li>- a separate type of activity</li> </ul>	<ul style="list-style-type: none"> <li>- all types of enterprise areas are considered</li> </ul>

\* **Source:** [3, p. 352]

Thus, it is determined that the process of improving the product portfolio of an industrial enterprise under the conditions of the process of implementation of changes should be aimed at the integrated systemic use of internal potential opportunities for creating competitive benefits that provide adequate response to changes in environmental factors, rival the measures of competitors and promote the sustainable development of this enterprise for account of the synergistic effect, precisely as an integrated set of SBE in the strategic plan.

**Conclusion.** The development of an effective product strategy is the key to the successful enterprise operation on the market, the basis for the formation of a strategy for implementing changes and the stage of technology for strategically adaptive management of internal changes in the process of transformation in industrial enterprises.

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On the contrary, the lack of a product strategy can lead to an unstable supply structure due to the influence of random or current factors, loss of control over competitiveness and commercial efficiency of goods. In such cases, current decisions are often based solely on intuition, rather than on rational calculation that takes into account the long-term objectives of the enterprise, as well as its overall strategy.

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