

## MODEL OF POTENTIAL CHANGES IN THE ENTERPRISE

**Denis Voronkov, Natalia Korolevska**

*Volodymyr Dal East-Ukrainian National University, Lugansk, Ukraine*

**Summary.** High dynamics of the market, which affects the economic activities of all, without exception, from large corporations to small business, determines the need for regular and timely changes in the work of enterprises. Change management is an important element of the management company and is especially important in a volatile external environment of the enterprise. With the economic crisis, the success of adaptation to market needs are constantly changing, is determined by how effectively introduced at the enterprise change management.

**Key words:** changes, potential changes, strategic changed innovate development.

### INTRODUCTION

On conditions for innovation development of an enterprise, organization change is its immediate basis. The realities of today's business environment lead to the fact that the leaders of many domestic enterprises are already well aware of the need for change, but the technology for them is still uncertain and unreliable [1]. The choice of strategy and tactics of change management is closely linked with the use of certain models and management systems. However, the known and widely used by western companies, products and systems are not everywhere and do not always give a positive result on the introduction of changes in the practice of domestic enterprises.

The problem of changes as the basis for organizational development of enterprises is the subject of study in the works of many foreign scientists, such as I. Henttse, A. Kammel, E. Cameron, J. Harrington, K. Fraylinger, I. Fischer. For national economic science change management is a relatively new area of management science, which acquired the development of the transition to a market economy and examines the works of G.O. Kovalenko, S.V. Cova Levski, G.V. Shirokov, V.O. Moseyko, T.V. Baulin, etc. Directly to the modeling of changes in the scientific literature are many different methods and models with which it is recommended that the process of change in the enterprise. Among the most famous models of change are the following: step model of change management Lewin, a model of successful organizational change L. Greiner, 8-stage process of change by D. Cotter, the cycle of changes by E. Cameron and M. Greene, a model of sustainable change in the organization by H. Rampersada [2]. According to an overwhelming number of models of change, the method changes the

company is considered as a systematic set of steps that must be used to make the transition the company from one state to another in order to adapt to environmental conditions - the highest. An analysis of the most famous models of change suggests that having a predominantly descriptive in nature, they require quantitative methods to assess the nature of the changes. But since the essence of the changes in motion of the system from the current state to the desired state [3], the difference in form, quality or condition of any organizational element within the time [4], should be to develop appropriate mechanisms for assessing such cancellations of valuables.

### **OBJECTS AND PROBLEMS**

The objective of the article is the definition of "potential change" and building indicative model potential changes on the innovative development of the industrial enterprise. The essence of strategic changes for the innovative development of enterprise can be understood with the help of their identification in the general system of classification changes. Thus the key factors identifying signs of a strategic (change) "and" innovative development". First, based on the content of the concept of "strategy", the strategic nature of the changes means that they must be linked with the key, essential to the long-term nature of enterprise transformation, that has crucial to the functioning of business and entail long-term and irreversible consequences. Secondly, the focus of such changes on the innovative development requires positive changes in the company, replacing the existing situation in various areas of its activities on very different, much better. Such changes may be associated with the reorganization of enterprises, the introduction of large investment projects, new technologies, production of new products, entering new markets. Awareness of business leaders need to change the nature of strategic change and development of a program of change depends on the differences between the actual and desired economic situation of enterprises [5]. If these differences do not meet the leadership, the need for changes in the strategic perspective becomes apparent. Achieving the desired economic situation of the enterprise within its existing capacity through the introduction of changes. Analysis of the concept of "change" as an economic category allows us to conclude that it is the strategic changes on the innovative development led to the replacement of one state organization of the new state, uncomfortable giving differs from the previous as a result of various factors external and internal environment [6]. To quantify this difference as a necessary component of determining the need and nature of changes proposed to use the indicative model-building strategic change on the innovation development. The concept of "potential" is closely connected with the structure of goals and defines as "a set of features" the company [7]. Under the potential to be understood set of indicators or factors that characterize its strength, power, tools, supplies, opportunities and other productive reserves, which may be involved in economic activities. When talking about the changes, the potential change is precisely such a reserve, means a reserve that allows for transition from previous state of the organization to its new state. The ultimate goal of change - economic growth and development of the company. Growth is associated with the quantitative characteristics of the company (growth of sales volumes, production capacity, market share, etc.), development can build capacity,

which provides a further growth of the company [8]. Therefore, the implementation of change management is important to rely on specific economic dimension. Make it allows the model-building developments, built on the basis of an indicative assessment of the economic activities of the enterprise (Figure 1).

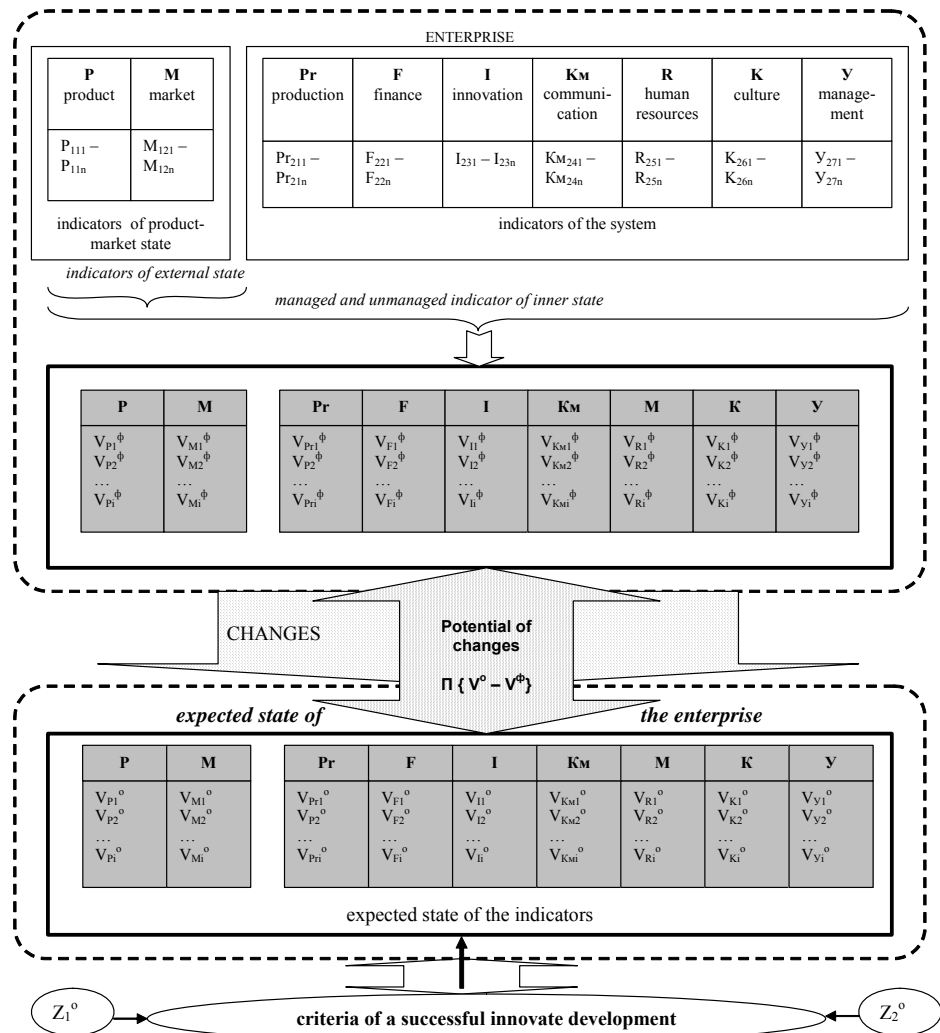


Fig. 1. Indicative model potential changes on the innovative development of industrial enterprises

The actual condition of the enterprise is evaluated through a series of show-workers, describing the state of product-market and resource subsystems, elements of which are different areas of business: food (P), market (M), production (Pr), financial

(F), innovation (I), communication (Km), the work of staff (R), cultural (K), its governing (Y). Based on theoretical advances in the field of business economics and financial analysis, and monitoring the economic activities of industrial enterprises in Lugansk oblast in the market economic conditions (for 1996-2008). It was separated 96 such indicators. Depending on the operation of the business environment and the ability to influence management to attain certain values of the indicators in the implementation of innovative changes, a set of indicators can be divided into three groups: 1) indicators of the environment (for product-market subsystems); 2) controlled performance of the internal environment (for product-market and resource subsystems), 3) unmanaged indices of the internal environment (for product-market and resource subsystems). At the present phase of economic agents is necessary in the formation of key external and internal indicators then reflect the planned and actual status of the organizations and create an informative basis for management decisions in all areas of business. In the above model the actual and the desired (planned) state enterprises should be evaluated by a system of economic indicators. To keep track of the current economic situation and the anticipation of the expected trends in the development of economic processes in the enterprise, determine the need for change, indicative model involves the construction of aggregate indicators in the system of indicators (V). Indicators, as well as indicators cover all aspects of the enterprise, but in contrast to the indicators, they accumulate the most important characteristics and development trends. Using a systematic approach and taking into account the linkages and trade-offs for industrial enterprises was established a system of economic indicators, focusing on the implementation of strategic changes for the innovative development consisting of 25 indicators [5]. The essence of economic indicators provides that with their use of the company's management may make forecasting and monitoring of its economic status. Like indicative estimate of the actual state, the set of forecast indicators, describes the desired state of the enterprise in a strategic perspective. The difference between the expected possible (void) and actual (ve) values of indicators determines the nature of innovation changes in the enterprise [5]. To implement change management model assumes indicative quantification of such differences ( $P (V_o - v_e)$ ), which is proposed to be considered as potential changes. This assessment is subject to a set of indicators, taking into account the linkages and trade-offs. Realizing the potential changes on the development of innovative means to achieve the desired economic state enterprise and assesses the key criteria for successful economic development - increasing competitiveness in the market (Z-10) and increase the market value of the enterprise Z-20). The proposed model is indicative of changes building on the innovative development of the industrial enterprise enables managers to plan a certain level of competitiveness and market value of the enterprise. Then, depending on the specific values of these criteria in the model are the values of economic indicators, the collection of which characterizes the desired state of the enterprise, would be consistent with a given value of the key criteria of development. Based on comparisons of economic indicators desired and actual state of the enterprise is determined by the potential change, and then taking into account the resources needed to implement change and innovation development scenario (state of crisis, the state of stabilization, state innovation development) is determined by the depth, scab and scale of change and formed the program changes.

## CONCLUSION

Innovative time-cycle of the enterprise is impossible without the introduction and effective functioning program of strategic change. Planning and implementation of changes should be based on the achievements of modern economic science, which provides at the disposal of jenny business managers an extensive arsenal of methods and models. What is important is the search for new approaches to managing change, which would contain quantitative estimates and enable the formalization of economic processes associated with the implementation of innovative changes in the workplace. Present indicative models of potential changes on the innovative development provides a quantitative assessment of the new values - potential changes, which represents the difference between the actual and desired state of the enterprise. The model reveals the relationship between economic performance of the enterprise, the potential changes and the key criteria for success of the enterprise - increasing its competitiveness and market value. In determining potential changes in the model provides for a comprehensive characterization of the state enterprise that applies to all areas of its activity, and predict the desired state of an enterprise through a system of economic indicators. Future research within the proposed model requires the construction of links between its input and output indicators: indicators of economic condition of the enterprise and the criteria of success of innovative development with the use of the cognitive approach, as well as expert and statistical methods.

## REFERENCES

1. V. Verhoglazenko. Genezis upravljenja izmenenijami (ot upravljencheskoj samodostatochnosti do metodologicheskogo soprovozhdenija). Internet-resurs: [www.management.com.ua](http://www.management.com.ua).
2. Kameron Je. Upravlenie izmenenijami: Modeli, instrumenty i tehnologii organizacionnyh izmenenij / Je. Kameron, M. Grin. — M.: Dobraja kniga, 2006 . — 360 s.
3. Harrington Dzh. Sovershenstvo upravljenja izmenenijami / Per. s angl. V.N. Zagrebel'nogo; Pod nauchn. red. V.V. Bragi na. — M.: RIA «Standarty i kach-vo», 2008. — 192s.
4. Andreeva T.E. Organizacionnye izmenenija: sravnitel'nyj analiz osnovnyh podhodov // Vestnik S.-Peterb. un-ta. Ser. Menedzhment.— 2004. — № 2, s. 25-29
5. Voronkov D.K. Sistema ekonomichnih indikatoriv, orientovanih na realizaciju strategichnih zmin na pidpriemstvi// Naukovij zhurnal «Ekonomika rozvitku», vid-vo HNEU.- 2009.- №.3(51). s. 62-65
6. Baulina T. V. Upravlinnja procesom organizacijnih zmin pidpriemstv v umovah perehidnoi ekonomiki: Avtoref. dis. kand. ekon. nauk: 08.06.01 / Mizhnarodnij naukovo-tehnichnij un-t. — K., 2004. — 20s.
7. Voronkova A.Je. Strategicheskoe upravlenie konkurentosposobnym potencialom promyshlennogo predprijatija: diagnostika. Monografija. — 2-e izd., stereotipnoe. — Lugansk: Izd-vo Vostochnoukrainskogo nacional'nogo universiteta imeni Vladimira Dalja, 2004. — 320 s.
8. Aniskin Ju.P., Bul'kanov P.A., Enikeeva S.A., Mitrohin D.I., Nechepurenko M.N. Upravlenie korporativnymi izmenenijami po kriteriju ustojchivosti. Monografija. — M.: Izd-vo «Omega-L», 2009. — 404 s.

9. Kuz'min O.Є., Didik A.M., Mel'nik O.G., Mukan O.V. Sistema korporativnogo upravlinnja: formuvannja ta ocinjuvannja na zasadah ekonomichnih indikatoriv (na prikladi mashinobuduvannja): Monografija / Za zag. red. d.e.n., prof. Kuz'mina O.Є. – L'viv: «Triada plus», 2008. – 396 s.

### **МОДЕЛЬ ПОТЕНЦИАЛНЫХ ИЗМЕНЕНИЙ НА ПРЕДПРИЯТИИ**

**Воронков Д.К., Королевская Н.Ю.**

**Аннотация.** В статье обоснована необходимость управления изменениями на предприятии в условиях инновационного развития, проведен анализ литературных источников, которые содержат современные модели изменений, введено понятие "" и предоставлено его толкование, предложена индикативная модель потенциала изменений относительно инновационного развития промышленного я, которая построена с использованием системы экономических индикаторов.

**Ключевые слова:** изменения, потенциальные изменения, стратегические изменения, инновационное развитие.