

TRANSITIONAL STRATEGIES OF ORGANIZATIONAL CHANGE AND INTEGRATION TRANSFORMATIONS FOR INDUSTRIAL ENTERPRISES

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DOI: 10.32342/2074-5354-2018-2-49-3

Key words: *industrial enterprise, production, functional structure, transition strategy, integration transformations, strategic support, enterprise management.*

Defined organizational and economic components of the need to introduce organizational changes in the activities of industrial enterprises. The primary stage of organizational changes and integration transformations is the formation of operational goals for various planning periods: strategic, tactical and operational. The goal of integration transformations is to increase the efficiency of the enterprise.

The necessary and sufficient conditions for the successful flow of organizational changes and integration transformations based on structural, logical, logistic and strategic approaches are highlighted. Within the specified conditions of organizational change and integration transformations, special attention should be paid to the economic, quantitative and qualitative aspects of the analysis. The economic aspect of such changes should reflect the increase in return on invested capital, an increase in profits.

It is proved that the interrelation and interaction of the stages of the formation of the logistics and innovation strategies is the most complex and multidimensional process in creating the organizational and economic system, ensures the adaptation of all its parameters to the external environment during organizational changes.

The substantiation of the types of transitional organizational structures of enterprises during integration transformations has been carried out, and an evaluation field has been introduced for the effectiveness of their use. Organizational structures can turn into each other, depending on the transition strategy defined by the management of the enterprise. Divisional structure can go into a conglomerate or structure with centralized functions. Having a divisional structure, an enterprise can begin acquisitions (integration) of other enterprises that differ in their field of activity. It has been determined that the structures can transform into each other through various transitional strategies discussed earlier, such as joint internal growth, associated diversification, absorption of enterprises of various activities, and taking advantage of the scale of production.

A structure has been developed for conducting strategic planning of organizational changes and integration transformations based on the process approach. When using specific indicators characterizing one or another organizational structure or transitional strategy, it is possible to reasonably determine at which of these levels of development the enterprise is located.

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