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Hrinchenko R.V.

*PhD in economics, Associated professor,
Odessa national economic university*

DETECTION OF CHANGES AND THEIR CAUSES IN THE ENVIRONMENT OF THE ENTERPRISE

Грінченко Раїса Володимирівна

*кандидат економічних наук, доцент кафедри економіки підприємств та організації підприємницької діяльності,
Одеський національний економічний університет*

ВИЯВЛЕННЯ ЗМІН ТА ЇХ ПРИЧИН У СЕРЕДОВИЩІ ФУНКЦІОНУВАННЯ ПІДПРИЄМСТВА

Annotation. Enterprises in the process of their activities are constantly faced with changes. Changes may have positive and negative consequences for enterprise activity. The formation of the management mechanism of enterprises should be based on a thorough analysis of possible variants of the behavior of the system and its main components with their interconnections; it is necessary to investigate and systematize the essential characteristics of possible changes in the activities of the enterprise and their main root causes. One of the main problems in the study of changes in the environment and enterprise activity is the lack of a systematic approach to the collection and analysis of information at modern enterprises. It is revealed that the process of formation of adaptation of enterprise activity to changes should be started from the thorough examination of the external and internal environment of its functioning, possible variants of occurrence of changes and their root causes. It should be emphasized that in the study of the external environment it is necessary to allocate regular fluctuations and irregular fluctuations that affect the activity of enterprises. This approach creates the possibility of forming a simplified procedure for identifying trends in the environment and creating an effective mechanism for managing adaptation to changes in modern enterprises.

Анотація. Підприємства у процесі своєї діяльності постійно стикаються зі змінами. Зміни можуть мати позитивні та негативні наслідки для діяльності підприємств. Формування механізму управління підприємств повинно базуватись на досконалому аналізі можливих варіантів поведінки системи та основних її компонентів з їх взаємозв'язками, необхідно дослідити та систематизувати сутнісні характеристики можливих змін у діяльності підприємства та їх основних першопричин. Однією із

головних проблем при дослідженні змін у середовищі діяльності підприємства виступає відсутність систематизованого підходу до збору та аналізу інформації на сучасних підприємствах. Виявлено, що процес формування адаптації діяльності підприємства до змін необхідно розпочинати із ретельного дослідження зовнішнього та внутрішнього середовища його функціонування, можливих варіантів виникнення змін та їх першопричин. Слід наголосити, що при дослідженні зовнішнього середовища необхідно виділяти регулярні коливання та нерегулярні коливання, що впливають на діяльність підприємств. Такий підхід створює можливості формування спрощеної процедури виявлення тенденцій зміни зовнішнього середовища та формування ефективного механізму управління адаптацією до змін сучасних підприємств.

Key words: changes, enterprise, adaptation, management, environment.

Ключові слова: зміни, підприємство, адаптація, управління, середовище.

Problem statement.

Enterprises in the process of their activities are constantly faced with changes. Changes may have positive and negative consequences for enterprise activity. Therefore, the issue of identifying possible changes in the enterprise's activities and their underlying causes, and further development of measures that will create opportunities for increasing the efficiency of enterprises through the use of possible changes, are of particular relevance.

In there is a need for a thorough study of modern theoretical approaches to the definition of concepts "Changes", "adaptation to changes", "management of adaptation to changes". The timely detection of possible changes and the reasons that cause them, gives significant competitive advantages to enterprises in the current dynamic economic conditions.

Analysis of recent research and publications.

In recent years, many foreign and domestic scientists have paid considerable attention to research changes in the activities of enterprises. These issues are explored scientists: P. Acoff, I. Ansoff, N. Biloshurskaya, P. Browning, M. Budnik, N. Vasyutkin, V. Dubchak, A. Kozhevina, G. Kozachenko, V. Kucherenko, T. Landina, L. Melnyk, B. Milner, E. Pastukhova, I. Pitaikina, L. Rustrygin, D. Hyman, O. Khitra, G. Hanaliev, E. Chizhenkova, A. Shatilova, V. Yakubov, V. Yachmenova and others.

However, the dynamic conditions of the management of modern enterprises create requirements for a detailed understanding of possible types of changes and their root causes, arising in the process of enterprises.

Selection of previously unsettled parts of the general problem.

The formation of the management mechanism of enterprises should be based on a thorough analysis of possible variants of the behavior of the system and its main components with their interconnections; it is necessary to investigate and systematize the essential characteristics of possible changes in the activities of the enterprise and their main root causes.

The purpose of the research is to improve the theoretical approach to the allocation and classification of existing changes and the root causes that cause them in the activities of enterprises.

Presentation of the main research material.

The main stage of the theoretical research is the discovery of the essence of the notion of "change" and

their classification. The study should start from an examination of existing classes of system changes. In modern scientific literature, two classes of mechanisms of system change are distinguished [1; 2]:

1. Adaptive mechanisms - characterize the changes that allow the system to adapt to the dynamic change of factors of the external and internal environment without loss of system integrity;

2. Bifurcation mechanisms - characterize changes in which the organization as a system does not maintain integrity and acquires a new quality.

It should be noted that the adaptive and bifurcation mechanisms of the enterprise should be taught to manage, but the consequences of such mechanisms change the system quite different.

The changes that take place in the modern business environment characterize the following features [3]:

- space becomes global and virtual;
- time becomes concise and critical;
- the consumer wants to be a co-author;
- protection: the system of patents does not save;
- the share of services is steadily increasing;
- products are updated faster;
- changes lose cyclicity.

Analyzing the process of managing adaptation of enterprises to change, it is necessary to clearly identify possible changes that exist today. There are several signs that categorize changes [4 ; 5]:

By the level of occurrence of changes distinguish: external and internal.

That is such a need to develop hardware classification and management of mixed enterprises adapt to changes in speed to adapt to external and internal environment of the company.

According to the functional directions of the enterprise's activity: changes in finances, marketing, production, personnel, etc.

Application of such a classification provides a functional approach to enterprise management.

Target: operational, tactical and strategic changes.

All kinds of changes on this basis should take into account the enterprise when managing the adaptation of its activities. As adaptation management only in the short term (tactical and operational) can lead to the loss of competitive positions of enterprises in the market in the long run.

4) By the nature of the changes: revolutionary and evolutionary changes.

In the study of the essence and features of modern changes that accompany the activities of enterprises, it is necessary to identify the features of the main economic processes.

Depending on the dynamics of development, economic processes are accepted to divide into evolutionary and wave-like. Evolutionary are unique and irreversible, that is, the processes of transition from one local equilibrium to another. They emphasize the dynamics of the disequilibrium in the economy.

Evolutionary processes are unique and irreversible processes, which, in the absence of sharp external influences, take place in the same direction with a certain tendency of growth or decrease of indicators (for example, the tendency of population growth, increase of production volume, etc.). The processes of transition from one state of equilibrium to another are evolutionary.

Waveforms are repetitive or reversible processes in which the same values of indicators can be achieved at different periods of time with identical or similar coincident circumstances.

The wave-like processes describe the state of the periodic deviation of the system from the mean equilibrium value. These processes are characterized by repetition and reversibility.

Evolutionary and wave-like processes can be subjected to vibrational disturbances of a constant (wavy) and random nature.

Revolutionary changes occur, first of all, as a result of scientific and technological progress and become the beginning of new long waves of economic development [6, p. 18].

by type of development: extensive and regressive changes.

It should be noted that at different stages of the development of the economy and activities of the company there are both extensive and regressive changes. It is definitely impossible to argue that these or other changes are negative for the enterprise, the possibility of their occurrence must necessarily be taken into account when managing the adaptation of the activities of modern enterprises.

By factors of occurrence: exogenous and endogenous changes.

Determination of the list of factors for me and affect the activity of modern enterprises is one of the most important tasks of effective management. These factors are grouped into two main groups: external factors (exogenous) and internal factors (endogenous).

In the direction of development: progressive and regressive changes.

One of the main tasks of managing adaptive changes in the activities of enterprises is the formation of a management mechanism that would be able to prevent regressive changes in the enterprise, predicting them in advance and forming the necessary mechanisms of protection.

On probability of occurrence: predictable and unpredictable.

Always in the market of enterprises there will be changes that will not be predictable in advance. However, when forming an adaptation change

management mechanism, it is necessary to take into account the probability of occurrence and such changes, and to develop measures for their leveling.

By contemplating and treating the concept of "change", modern scientific schools implement it in three main directions:

- external changes
- internal changes
- administrative changes.

In our opinion, changes in the activities of enterprises should be analyzed, based on the main components of the business environment.

Modern enterprises are located and function in their own environment. The basis for the effective functioning of enterprises in today's dynamic conditions is the availability of access to information regarding possible changes in its environment and the ability of the enterprise to respond flexibly to changes.

In carrying out activities in any enterprise there is an external and internal environment of operation. The main components of the environment in his opinion are: state bodies, mechanisms of market control and its components, public organizations and the media [7].

The external environment of the functioning of the enterprise has a characteristic feature - an enterprise is not able to independently manage it. Therefore there is a special urgency to study its main components and factors vpyvayut come now to change th.

The main factors of the environment are divided into two groups: factors of the macro environment and factors of the microenterprise of the enterprise. The factors of the macro-environment of the enterprise are considered as factors of indirect influence, that is social, legal, political, economic, innovative and technological factors. The factors of the micro-environment are considered as factors of direct influence on the activity of the enterprise, that is, the suppliers, consumers, competitors, state bodies with which the enterprise, credit institutions, foreign economic partners and others cooperate directly.

Dotsenko IO [8, p. 228] in their research suggests the macro elements are divided into two levels:

The first level - systematic, which once arise, there always (or for quite a long time) and always have their influence on the activities of the enterprise:

- economic situation,
- political and legal situation in the country,
- market conditions
- inflation rate.

The second level is non-systematic, which has an impact on the activity of the enterprise either stochastically or with a definite period of occurrence:

- technological environment
- social and cultural development in the country,
- demographic situation
- geographic environment
- economic situation.

With this approach you can trace the similarity with the allocation of the macro environment of the enterprise and the indirect factors of its influence.

One of the main components of the enterprise's external environment is the market in which the company operates. The market should be subject to

regular monitoring. In themselves, market research does not matter if it is not related to the adoption of managerial decisions. Therefore, the result of market observation is information that answers questions that are of interest to market players.

In market research usually distinguish the general economic or economic situation and the state of affairs of individual markets. Business conditions - an important branch of economic science, its dynamic direction. She examines business processes in a constant change and development.

Commercial life is subject to periodic fluctuations, ups and downs, called economic cycles. Cyclical fluctuations in the economy are an objective process. They arise under the influence of various factors and connections. In the economy there are regular and irregular fluctuations. Irregular fluctuations occur accidentally, often due to unidentified causes or cycles with complex structure. Regular fluctuations in the economy are subdivided into seasonal and cyclical ones. Seasonal variations are due to natural and climatic factors and in their content are also cyclic, derived from solar and lunar cycles. The cyclical fluctuations in the economy will combine the following one-to-one phase of ups and downs.

Investigation of the market situation covers a wide range of different issues of production, commercial, technical and economic character, which allows you to identify the main directions of economic development of each subject of market relations and the situation prevailing at a certain point in time as a result of the interaction of various situation-creating factors. The task of studying the situation is reduced to the formulation and solution of the problem of forecasting its changes. The state of the market conditions characterizes the production and sale of products for a certain period of time or position in the market at this moment.

Thus, the market situation is the economic situation on the market, which characterizes the relation between supply and demand, price level, commodity stocks and other economic indicators. The results of business market observations are intended to ensure successful business activity and are based on the collection of information, its systematization and registration, analysis of all information relating to the market of a particular product. They are aimed at identifying actual and future consumers and their purchasing power. According to the results of market research, market conditions are formed. State-of-the-art forecasts provide the necessary knowledge of market behavior, the ability to efficiently maneuver with available resources, the ability to buy and sell goods at bargain prices, expand or reduce the production of goods in line with the expected market state [9].

One of the features of all market conditions is their change as the transition of a market economy from one phase of the cycle to another. Thus, after studying the changes in the market conditions during the cycle, we have the opportunity on their basis to judge not only the changes that have taken place, but also to draw conclusions about probabilistic changes in the future.

It should also be noted that the study of the state of affairs should be done on the basis of an analysis of the whole set of changes, and the more indicators are involved, the more accurately and precisely it is possible to determine the current situation and the prospect of further changes and development that has been formed. Thus, the analysis of market conditions is one of the main components of the study of the external environment of the enterprise.

The constant change of the main subjects of the environment of the enterprise and their interconnections need to be taken into account in the activity of the enterprise. The growing number of subjects of the environment requires the construction of enterprise management mechanism yeyu adaptation to changes based adaptation to changes in external and internal mu m and environments. However, it should be noted that the company has its own internal environment.

On the main generalizations of theoretical work, we can draw the following conclusions. The main components of the enterprise's internal environment are: resource component; production component; frames; accounting and analysis; marketing component; financial component; technological component; food ingredient. Each of the proposed components of the internal environment of the enterprise requires developing its own approach to research and developing an adaptation management mechanism to change.

Conclusions and suggestions.

One of the main problems in the study of changes in the environment and enterprise activity is the lack of a systematic approach to the collection and analysis of information at modern enterprises. It is revealed that the process of formation of adaptation of enterprise activity to changes should be started from the thorough examination of the external and internal environment of its functioning, possible variants of occurrence of changes and their root causes. It should be emphasized that in the study of the external environment it is necessary to allocate regular fluctuations and irregular fluctuations that affect the activity of enterprises. This approach creates the possibility of forming a simplified procedure for identifying trends in the environment and creating an effective mechanism for managing adaptation to changes in modern enterprises.

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Кабиева Жанар

*студент Высшей Школы Бизнеса УО
«Алматы Менеджмент Университет»*

СТРАТЕГИЧЕСКИЙ ПЛАН КАК ВОЗМОЖНОСТЬ РАЗВИТИЯ БИЗНЕСА

Стратегический подход к планированию деятельности субъектов малого и среднего предпринимательства является неотъемлемой частью эффективного управленческого процесса. Стратегический план позволяет вовремя сформировать представление о возможностях внешней среды, а также вероятных угрозах с выработкой соответствующей реакции на них у компании, более того, эффективность общего управления предприятием в значительной степени зависит от характеристик стратегического плана, используемого для принятия управленческих решений тактического и операционного характера. Сопоставление вектора фактически принимаемых и воплощаемых в жизнь управленческих решений компании со стратегическим планом позволяет оценить эффективность и качество использования ресурсов организации.

Субъекты малого и среднего предпринимательства, функционирующие на территории постсоветского пространства, в том числе, в Республике Казахстан, как правило, стратегическим планированием на системной основе не занимаются. Как следствие, жизненный цикл таких компаний относительно небольшой, поскольку единожды, в момент основания малой компании, была адекватно определена некая тенденция внешней среды, с исчезновением или трансформацией которой бизнес малой организации перестает быть адекватным внешней среде, в результате чего субъект малого или среднего предпринимательства просто прекращает свое существование. Однако те малые предпринимательские структуры, которые отслеживают среднесрочные и долгосрочные тенденции внешней среды и превентивно реагируют на ее изменение, что и подразумевает процесс стратегического планирования, обладают более высоким уровнем жизнеспособности. И, если процесс стратегического планирования в такой компании есть процесс системный, то в обозримые сроки стратегически ориентированный субъект

малого или среднего предпринимательства масштабируется до более крупных размеров.

Вопросам стратегического планирования посвящены несколько теоретико-методологических концепций. В них отражены вопросы практики оценки состояния внутренней и внешней среды субъекта малого / среднего предпринимательства, оценки возможностей и рисков, выработки мероприятий для того, чтобы максимально полно использовать возможности и нивелировать угрозы внешней среды, техника проведения стратегического аудита внутрикорпоративной среды в целом и каждой ее функциональной среды в частности с учетом использования современных управленческих технологий, др. Результатом всех этих процессов является разработка самого главного документа в системе целеполагания малой предпринимательской структуры – стратегического плана.

Динамика бизнеса в современной деловой среде Республики Казахстан уже настолько высокая, что возникает объективная потребность в новых подходах к формированию и развитию систем управления компанией, основанных на стратегическом планировании, как следствие, меняются требования к обязательным компетенциям и навыкам, которыми должен обладать предприниматель и руководители топ-уровня. При этом обострение конкурентной борьбы обуславливает необходимость действовать на опережение конкурентов, то есть субъект малого / среднего предпринимательства должен быть более адекватным сложившимся во внешней и внутрикорпоративной среде условиям, чего возможно достигнуть лишь на стратегическом уровне управления при условии качественно реализованной управленческой функции стратегического планирования.

Стратегия развития подразумевает решение следующих задач:

- рассмотреть стратегический план субъекта малого или среднего бизнеса и его структурные