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CONCEPTUAL PROVISIONS OF STRATEGIC MANAGEMENT OF INNOVATIVE CHANGES IN RAILWAY TRANSPORT ENTERPRISES

Toropova Vladyslava. Conceptual provisions of strategic management of innovative changes in railway transport enterprises. The article establishes that in modern economic conditions, which are currently changing and maximally dynamic, timely and constant implementation of innovative changes can not create a solid basis for quality technical and economic growth of railway transport enterprises of Ukraine. Today we need fundamentally new conceptual provisions, which would be based on a strategic direction, as well as take into account current conditions and the peculiarities of the management of domestic railway enterprises. Based on the branching and complex organizational structure of JSC "Ukrzaliznytsia" and taking into account the peculiarities of strategic management of innovation, a conclusion was made on the importance and urgent need to structure innovative changes in accordance with management levels. In the conditions of the most transformative external environment and aggravation of competition in the market of transport and logistics services by the enterprises of railway transport now it is expedient to pay attention to strategic management of innovative changes. All changes caused by both external and internal factors must be managed, as uncontrolled and uncoordinated innovation changes can be a source of risk and economic loss.

Key words: management, innovation, changes, strategic management, railway transport enterprise.

Торопова В.І. Концептуальні положення стратегічного управління інноваційними змінами на підприємствах залізничного транспорту. У статті встановлено, що в сучасних умовах господарювання, які мають мінливий та максимально динамічний характер, своєчасна та постійна реалізація інноваційних змін не може створити ґрунтовний базис для якісного техніко-економічного зростання підприємств залізничного транспорту України. Сьогодні потрібні принципово нові концептуальні положення, які б мали в основі стратегічне спрямування, а також урахували сучасні умови та особливості господарювання вітчизняних підприємств залізничного транспорту. Передумовою для побудови дієвих концептуальних засад стратегічного управління інноваційними змінами стало детальне дослідження наявних наукових здобутків у сфері управління змінами, зокрема інноваційними. Під час досліджень виділено базові принципи (ефективності, стратегічності, дієвості, системності, цілеспрямованості, інтеграційності, збалансованості, гнучкості, масштабності, результативності та ін.) та положення даної теорії, сконцентровано увагу на особливостях їх проявів. Установлено, що організація інноваційних змін повинна забезпечувати виконання стратегічних перспектив розвитку, якісне використання наявних ресурсів підприємства, узгоджувати діяльність усіх виконавців інноваційної діяльності та стейкхолдерів, а також мати координуючий і регулюючий характер відносно умов, порядку, часу і характеру виконання інноваційних змін. Базуючись на розгалуженість та складну організаційну будову АТ «Укрзалізниця» та враховуючи особливості стратегічного управління інноваційною діяльністю, зроблено висновок щодо важливості та гострої необхідності структуризації інноваційних змін відповідно до рівнів управління. Удосконалення наявних наукових здобутків дасть змогу максимально точно, дієво та своєчасно реалізувати інструменти стратегічного управління, забезпечувати досягнення вибраних загальнокорпоративних стратегічних цілей щодо інноваційного техніко-технологічного оновлення та модернізації підприємства залізничного транспорту, що в сукупності створить засади для подолання проявів системної кризи та відновлення економічного зростання галузі як на вітчизняному, так і на світовому рівні.

Ключові слова: управління, інновація, зміни, стратегічне управління, підприємство залізничного транспорту.

Formulation of the problem. Recently, domestic railway transport companies are losing their competitiveness in many positions both in the global and in the domestic market of transport and logistics services. In modern conditions, primarily characterized by the presence of a large number of trans-

formational changes due to the restructuring of rail transport, liberalization of the market, digitalization of the world economy, one of the obstacles to improving their competitiveness is low quality strategic management, lack of modern managers and management concepts. tools capable of ensuring the

achievement of established strategic guidelines in the face of constant change. In such conditions, the classical mechanisms of strategic management are no longer enough.

One of the effective management concepts that has become widespread in the last decade is the concept of strategic management of innovative change. By initiating and implementing it, railway transport companies will be able to build their behavior as efficiently as possible, which will allow the business entity to adapt to changing operating conditions, thus ensuring the stability of the competitive position and its strengthening. Given the existing features of railway transport management, it is advisable to outline the basic provisions for the implementation of the concept of strategic management of innovative changes in the activities of railway enterprises.

Analysis of recent research and publications. Today the topic of research of theoretical bases of management of domestic enterprises of railway transport and delineation of directions of development of this concept is rather popular, a number of works on authorship are devoted to it: Dykan V.L., Kuzmenko A.V. [1], Kalicheva N.E., Gorokhova V.A. [2], Tokmakova I.V., Voitov I.M., Palamarchuk T.O. [3], Nazarenko I.L., Moroz T.O. [4], Ovchynnikova V.O., Toropova V.I. [5] and others.

Conceptual aspects of strategic change management, and in particular, innovative change, are presented in the works of Raspopov V.M. [6], Adizes I. [7], Mazur N.A., Semenets I.V. [8], Polinkevich O.M., Volynets I.G. [9] and others.

The analysis of theoretical developments on this issue shows the high interest of domestic and foreign scientists in the conceptual foundations of strategic management of innovative change in domestic enterprises. At the same time, new effective proposals are clearly needed to achieve high economic results in this area.

The purpose of the article is to determine the basic conceptual provisions of strategic management of innovative change in railway transport enterprises.

Presenting main material. The main reason for the unstable activity of JSC "Ukrzaliznytsia", fluctuations in its business activity, loss of market position in basic business areas (transportation of passengers and cargo, provision of mainline locomotives, manufacture, repair and maintenance of rolling stock, provision of cars) is the inability of the railway corporation respond to changes in the external environment, ensure the full implementation of innovative changes in accordance with the chosen corporate strategy and select the necessary tools to manage them.

In modern management it is customary to distinguish between the concepts of "change" and "development". Change means any action to update something. Development is a process of natural change, transition from one state to another, more perfect, transition from the old qualitative state to the new, from simple to complex, from lower to higher. Thus, development, unlike change, can only be progressive [1].

Changes that occur in enterprises are classified according to the following characteristics [1]:

1) depending on the sources that cause changes: generated by environmental factors; generated by factors of the internal environment of the enterprise);

2) depending on the probability of events: unforeseen (spontaneous) and planned (targeted) changes;

3) depending on the approach to change management: evolutionary (gradual) and revolutionary changes (coordination, rapid, involving complete renewal);

4) depending on the elemental orientation in the organizational management system there are changes focused on: purpose (usually implemented in the management of goals); tasks (management by results); organizational structure; technology (technological management, most clearly manifested in the socio-technical model of management); staff behavior (management of organizational behavior); experience (management through control comparisons – benchmarking);

5) depending on the form: frontal, group, individual;

6) depending on the direction of the management process: changes related to planning (diagnostics, modeling, programming); with the function of organizing the management process (preparation for implementation, regulation, coordination); with control (accounting, analysis, adjustment); with motivation; with communications; with decision-making technology;

7) depending on the functional orientation of the management of the enterprise: production and technological changes; changes in financial management; changes in marketing management; changes in personnel management; changes in the management of foreign economic activity; changes in innovation management;

8) depending on the radicalness and depth of transformation: changes associated with the restructuring of the organization (involve a fundamental change in the enterprise, relating to its mission); radical changes (the company does not change the industry, but it undergoes radical changes caused, for example, mergers); moderate changes (changes in one or more management functions: in production management, marketing, etc.); partial (weak) changes;

9) depending on the direction of change over time (strategic, tactical, operational and stabilization).

In the conditions of the most transformative external environment and aggravation of competition in the market of transport and logistics services by the enterprises of railway transport now it is expedient to pay attention to strategic management of innovative changes. All changes caused by both external and internal factors must be managed, as uncontrolled and uncoordinated innovation changes can be a source of risk and economic loss. That is why, for the selection of key positions and, accordingly, the tools for their management, we consider it appropriate to classify innovative changes according to the level of their implementation:

1. Innovative changes of a corporate nature – have a common focus for the whole enterprise and its individual business units. Corporate innovation changes are spread within JSC "Ukrzaliznytsia", cover all areas of its activities, so they are controlled and coordinated by the top management of the railway company.

The effectiveness of corporate innovation change can be realized by following the following principles:

– the principle of integrity (corporate innovation change should be formed as a certain system);

– the principle of continuity (all corporate innovation changes need to be clarified over time, adjustments, etc.);

– the principle of flexibility (the ability of corporate innovation change to change its direction due to unforeseen circumstances);

– the principle of accuracy (corporate and innovation change should be concretized and detailed, as far as possible given the external and internal conditions of the corporation);

– principle of participation (all senior management should be involved in the formulation and management of corporate strategic change).

2. Innovative changes of business (competitive) nature – innovative changes of the second level for diversified corporations (level of separate economic subdivisions of the corporation), aimed at strengthening competitiveness and maintaining competitive advantages in the long run; unification of economic activities of the main functional units of the enterprise; solving specific business problems. Innovative changes at the business level are based on: development of competitive measures and actions, market approaches that can provide a strong advantage over competitors; unification of business unit initiatives; deciding on the area with the greatest chances of winning in competition; neutralization of competitive measures of opponents.

3. Innovative changes of a functional nature are coordinated and implemented at the level of the current main activity of the divisions (marketing department, finance department, production department, etc.). Responsibility for managing functional innovation changes lies with the heads of departments (divisions).

4. Innovative changes of operational nature – are coordinated and implemented in the following areas: capacity of the main activity, technology, equipment, products, supply of inventory, quality, etc.

Conclusions. Radical transformational changes in the external and internal environments of railway transport enterprises, imperfection of the existing system of strategic management and, accordingly, constant change of corporate strategies and therefore economic actions in the entire railway corporation, create chaos and low efficiency of JSC "Ukrzaliznytsia". That is why today the economic survival and development of Ukrainian railway enterprises in the long run depends on the availability of an effective modern management concept in their arsenal. One of which is strategic management of innovative change. These conceptual bases are basic and priority for JSC "Ukrzaliznytsia", in order to ensure the efficiency of the enterprise management process highlighted key aspects of this theory, and proposed a classification of innovative changes in the level of their implementation in the railway company.

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