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**CHAPTER 1.
ECONOMICS AND MANAGEMENT**

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**MANAGEMENT OF STRATEGIC CHANGES IN ENTERPRISES UNDER
CONDITIONS OF EUROPEAN INTEGRATION**

Анотація. Метою даного дослідження є вивчення процесу управління стратегічними змінами на підприємствах в умовах євроінтеграції, з акцентом на можливі виклики та адаптаційні стратегії до європейських стандартів. У сучасних умовах євроінтеграції підприємства стикаються з необхідністю адаптації до нових вимог, що висуваються ЄС, що вимагає швидких і ефективних змін в управлінських стратегія та організаційних процесах.

Методика дослідження включає теоретичний аналіз основних моделей управління змінами, таких як моделі Джона Коттера та Курта Левіна, а також практичні кейси впровадження змін на підприємствах України, що інтегруються в економічний простір ЄС. За



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допомогою аналізу цих кейсів було виявлено основні фактори успіху в процесі впровадження змін, серед яких особливу роль відіграють ефективне лідерство, корпоративна культура, здатність до інновацій, а також постійний моніторинг і оцінка результатів.

Результати дослідження показують, що підприємства, які активно використовують стратегії управління змінами та інтегрують європейські стандарти, здатні успішно адаптуватися до нових умов, зокрема через модернізацію виробничих потужностей, впровадження нових технологій, підвищення кваліфікації персоналу та впровадження нових бізнес-моделей. Вивчення практичних прикладів також підтверджує важливість розробки адаптованих стратегій для різних етапів євроінтеграційного процесу.

Практична значущість результатів дослідження полягає в тому, що запропоновані підходи можуть бути застосовані підприємствами для покращення управлінських процесів, підвищення ефективності адаптації до змін, а також для посилення їх конкурентоспроможності на міжнародних ринках. Це дозволить підприємствам значно знизити ризики, пов'язані з інтеграцією до європейських ринків, а також скоротити витрати на модернізацію виробництва. Рекомендації, викладені в дослідженні, мають універсальний характер і можуть бути використані підприємствами різних галузей для підвищення ефективності управління змінами в умовах глобалізації та євроінтеграції.

Висновки дослідження також підтверджують необхідність інтеграції інноваційних підходів в управлінські стратегії підприємств для забезпечення їх стійкості та адаптивності в умовах постійно змінюваного економічного середовища.

Ключові слова: управління змінами, євроінтеграція, стратегічне управління, адаптація до європейських стандартів, конкурентоспроможність

JEL класифікація: F15, F36, O24, O52, M16

Absztrakt. A kutatás célja a stratégiai változások irányításának vizsgálata a vállalatoknál az európai integráció feltételei között, különös tekintettel a lehetséges kihívásokra és az európai szabványokhoz való alkalmazkodási stratégiákra. A mai európai integráció körülményei között a vállalkozásoknak alkalmazkodniuk kell az EU új követelményeihez, ami gyors és hatékony változásokat igényel a vezetési stratégiákban és a szervezeti folyamatokban.

A kutatás módszertana magában foglalja a változások kezelésének főbb modelljeinek, például John Kotter és Kurt Lewin modelljeinek elméleti elemzését, valamint gyakorlati eseteket a változások bevezetéséről az EU gazdasági térségébe integrálódó ukrán vállalatoknál. Ezeknek az eseteknek az elemzésével azonosították a változások bevezetésének folyamatában a siker fő tényezőit, amelyek között kiemelt szerepet játszanak a hatékony vezetés, a vállalati kultúra, az innovációs képesség, valamint az eredmények folyamatos nyomon követése és értékelése.

A kutatás eredményei azt mutatják, hogy azok a vállalkozások, amelyek aktívan alkalmazzák a változáskezelési stratégiákat és integrálják az európai szabványokat, képesek sikeresen alkalmazkodni az új feltételekhez, különösen a termelési kapacitások modernizálása, új technológiák bevezetése, a személyzet továbbképzése és új üzleti modellek bevezetése révén. A gyakorlati példák tanulmányozása szintén megerősíti az európai integrációs folyamat különböző szakaszaihoz igazított stratégiák kidolgozásának fontosságát.

A kutatás eredményeinek gyakorlati jelentősége abban rejlik, hogy a javasolt megközelítéseket a vállalkozások alkalmazhatják a menedzsment folyamatok javítására, a változásokhoz való alkalmazkodás hatékonyságának növelésére, valamint versenyképességük erősítésére a nemzetközi piacokon. Ez lehetővé teszi a vállalkozások számára, hogy jelentősen csökkentsék az európai piacokba való integrációval kapcsolatos kockázatokat, valamint csökkentsék a termelés modernizálásának költségeit. A tanulmányban szereplő ajánlások univerzális jellegűek, és különböző iparágak vállalkozásai felhasználhatják őket a globalizáció és az európai integráció feltételei között a változások kezelésének hatékonyságának növelésére.



A tanulmány következtetései megerősítik annak szükségességét is, hogy az innovatív megközelítéseket integrálják a vállalkozások irányítási stratégiáiba, hogy biztosítsák azok fenntarthatóságát és alkalmazkodóképességét a folyamatosan változó gazdasági környezetben.

Kulcsszavak: változáskezelés, európai integráció, stratégiai menedzsment, európai szabványokhoz való alkalmazkodás, versenyképesség

Abstract. *The purpose of this study is to examine the process of managing strategic changes in enterprises in the context of European integration, with a particular emphasis on potential challenges and adaptation strategies to European standards. Under the current conditions of European integration, enterprises are required to adjust to new regulations set by the EU, which requires rapid and effective transformations in management strategies and organizational processes.*

The research methodology involves a theoretical analysis of the key models of change management, such as the models of John Kotter and Kurt Lewin, as well as practical cases of change implementation in Ukrainian enterprises that are integrating into the EU economic space. The analysis of these cases made it possible to identify the main success factors in the process of implementing change, among which effective leadership, corporate culture, innovation capacity, and continuous monitoring and evaluation of results play a crucial role. The results of the study show that enterprises that actively use change management strategies and integrate European standards are able to adapt successfully to new conditions, in particular through the modernization of production facilities, the introduction of new technologies, the improvement of staff qualifications, and the implementation of new business models. The study of practical examples also confirms the importance of developing tailored strategies for different stages of the European integration process.

The practical significance of the research results lies in the fact that the proposed approaches can be applied by enterprises to improve management processes, increase the effectiveness of adaptation to change, and strengthen their competitiveness in international markets. This will allow enterprises to significantly reduce the risks associated with integration into European markets, as well as lower the costs of modernizing production. The recommendations presented in the study are universal in nature and can be used by enterprises in various industries to improve the effectiveness of change management in the context of globalization and European integration.

The study's findings also confirm the need to integrate innovative approaches into enterprise management strategies to ensure their sustainability and adaptability in a constantly changing economic environment.

Keywords: *change management, European integration, strategic management, adaptation to European standards, competitiveness.*

Problem Statement in General Terms. The process of Ukraine's European integration has a significant impact on the country's economic development, which, in turn, determines the need for enterprises to adapt to new operational conditions within European standards. The problem of effective strategic change management in enterprises under conditions of European integration lies in the necessity for substantial transformation of internal processes, including modifications of corporate strategies, production capacities, as well as adaptation to European requirements in the areas of quality, safety, and environmental standards. This process requires enterprises not only to change management approaches but also to be prepared for the integration of new technologies and business models.

On the one hand, European integration opens up new opportunities for business, such as expanding markets, access to international financial resources and technologies. On the other hand, it creates significant challenges, particularly the need

to comply with high product quality and safety standards, which, in turn, requires deep strategic changes. The success of enterprises' integration into European markets largely depends on their ability to adapt to new economic realities, including changes in organizational structures, technological modernization, as well as effective change management. An important issue is not only adapting to European standards but also the enterprises' ability to respond quickly to changing conditions arising in the context of globalization.

Analysis of Recent Studies and Publications. The study of strategic change management in the context of globalization and European integration is an important topic that is actively researched by both domestic and foreign scholars. Many studies focus on analyzing the adaptation of enterprises to new market conditions, especially in the context of integration with the EU. Specifically, John Kotter in his work "Leading Change" [9] outlines the key stages of change management, including the necessity of creating a sense of urgency, forming a coalition to support change, and embedding changes into corporate culture. His model forms the basis of many practical cases in the field of strategic changes, and it highlights the importance of phased implementation of changes to ensure their sustainability.

Domestic research also focuses on the problems of adapting enterprises to European standards. For example, such researchers as O. Shkurenko, V. Protsenko, and S. Podoliakin, in their article "Configuration of a transparent environment for enterprise development as a condition for achieving strategic change" [7] provide a detailed examination of the process of Ukrainian enterprises transitioning to EU standards, particularly the higher requirements for product quality and labor safety, as well as the need for the modernization of technological processes. It is noted that enterprises that are unable to promptly adapt to changes in legislation and EU standards risk losing their competitiveness in the international market.

However, the issue of implementing effective change management strategies in the context of Ukraine's economic integration into the EU remains insufficiently researched. The high level of uncertainty in international markets, changing requirements for environmental sustainability and product safety, as well as growing demands on production technologies require the development of new theoretical approaches that will allow enterprises not only to adapt to European standards, but also to increase their efficiency and competitiveness in the international market.

Thus, previous research highlights the importance of applying strategic changes to ensure the successful integration of enterprises into European markets. However, the lack of comprehensive studies combining change management theories with specific examples from Ukrainian practice underscores the relevance of our research, which aims to develop new models of change management within the framework of European integration.

The purpose of the article is to examine the process of managing strategic changes in enterprises under the conditions of European integration, specifically identifying effective approaches to adapting enterprises to European standards and assessing the main challenges and opportunities arising from the integration processes.



Presentation of the main research material. Strategic change management is a complex process that involves adapting organizational structures and business processes to changes occurring in the economic environment, technologies, or internal policies of the enterprise. In this context, strategic changes can either be a response to external challenges or an initiative aimed at achieving higher results in accordance with new conditions. The change process within an organization consists of a series of stages, starting with the analysis of the situation and ending with the development and implementation of changes that allow the organization to achieve its goals and ensure its sustainability.

Changes within organizations have various characteristics and can be classified according to different criteria. Strategic changes, in particular, involve the modification or complete renewal of organizational strategy, which includes adaptation to both the external environment and internal processes of the enterprise. According to the theory of strategic management, strategic changes can be either evolutionary or revolutionary. Evolutionary changes typically do not involve radical transformations, but they contribute to the gradual improvement of existing processes, technologies, or management models. Revolutionary changes, on the other hand, are characterized by significant rearrangements in the structure or strategy of the company, which can lead to large-scale transformations and, consequently, to substantial changes in management approaches.

The classification of strategic changes also covers different levels and aspects: changes can relate to corporate strategy, business strategies of specific departments, or functional areas. Given such diversity, it is essential to focus on their interrelation with both internal and external factors, which determine the success or failure of such changes. As noted in the strategic management theory by Porter, the effectiveness of changes in an enterprise largely depends on the organization's ability to adapt to new external conditions and gain competitive advantages.

Change management mechanisms include the use of various tools and techniques that facilitate the effective transition of an organization to new conditions. One such tool is project management, which allows for the organization of the change process through detailed planning and task execution control. Specifically, project management methods, such as Gantt charts, network diagram analysis (Critical Path Method – CPM), and others, are used for coordinating actions, resource allocation, and progress monitoring.

From the perspective of legislative requirements, change management also involves compliance with international standards and regulations, such as ISO 9001 (Quality Management System), which governs the use of standards for continuous process improvement within the enterprise. According to this norm, changes must be made within a clear strategy and with consideration of the quality management system, which helps maintain the organization's competitiveness.

Ukraine's European integration is an important stage in its economic development, involving the integration of the national economy into the economic and legal space of the European Union. This process encompasses not only political but

also economic, legal, and social changes, significantly affecting business operations. In this context, the specifics of the European integration process for enterprises lie in adapting to the new conditions established due to alignment with European standards. However, alongside these opportunities, there are certain economic challenges, with the most significant ones being:

1. Changes in trade flows: Adaptation to the requirements of European standards, which include changes in technical, environmental, and safety regulations. Ukrainian enterprises must comply with European product quality requirements, which may require significant investments in production modernization.

2. Competitive environment: The opening of markets leads to increased competition, both from European companies and from new entrants entering the Ukrainian market after its integration into the EU. This forces enterprises to work more actively on improving efficiency and reducing costs.

3. Investment and financial flows: European integration opens opportunities for attracting investments but also requires compliance with transparency and international business standards, which can have both positive and negative effects for enterprises that are not yet ready for such requirements.

At the macroeconomic level, Ukraine's integration into the EU leads to changes in the institutional structure, including standards in taxation, entrepreneurship, and regulatory frameworks. This, in turn, results in significant changes in the financial climate and credit policy.

However, there are also numerous opportunities for enterprises under the conditions of European integration [4]:

1. Expansion of markets: The elimination of customs barriers and the reduction of trade tariffs create new opportunities for export operations. Enterprises can increase their export volume, which allows them to achieve higher production levels and efficiency.

2. Attraction of investments and technologies: European integration ensures access to international financial resources, which allows enterprises to modernize production facilities, improve infrastructure, and implement cutting-edge technologies. This, in turn, increases competitiveness.

3. Development of international cooperation: Ukrainian enterprises gain access to international contracts, partnerships, and joint projects with European companies, which helps improve business efficiency and promotes knowledge exchange.

Strategic change management under the conditions of European integration involves the integration of new approaches and the adaptation of enterprises to the changing external environment. European integration requires Ukrainian enterprises to quickly respond to new requirements, integrate into European markets, and comply with international standards. These changes are not only economic but also cultural, social, and political, which necessitates the replanning and modification of the strategic directions of enterprises. At the same time, managers play a key role in this process, as it is they who determine the paths of adaptation and the implementation of changes.



The strategic directions of changes for enterprises under the conditions of European integration must focus on integration into the European economic space, ensuring the competitiveness of products and services, and complying with the standards that set the rules of the game in European markets.

Despite numerous opportunities, managing strategic changes under the conditions of European integration is accompanied by certain difficulties and barriers. One of the main barriers to successful adaptation to new conditions is resistance to change from employees. A system of traditional management approaches, mistrust of innovations, or insufficient awareness may lead to a decrease in the effectiveness of changes. An important aspect is working with staff through training, motivational programs, and active communication.

Implementing changes requires significant financial resources; however, in conditions of limited budgets, enterprises may face difficulties in securing funding for changes. In such situations, it is important to use alternative sources of financing, such as loans, investments, or EU grants [7]. Moreover, enterprises must overcome a range of additional internal and external barriers that hinder strategic transformation. The main obstacles to successful change implementation under European integration are summarized in Table 1.

Table 1.

Key Barriers to Strategic Change under European Integration

№	Barrier Name	Description
1	Resistance to change	Distrust of innovation, employee stress, fear of instability
2	Limited financial resources	Lack of funds for modernization, training, and adaptation measures
3	Outdated technologies	High cost of upgrading facilities, non-compliance with EU standards
4	Legal and regulatory issues	Ambiguity in legal norms, difficulty adapting to EU legislation
5	Low staff qualifications	Skills gap for new conditions, need for retraining and motivation programs

** Source: Formed by the authors based on the source [5]*

These barriers are especially relevant for Ukrainian enterprises operating under unstable macroeconomic and institutional conditions, as emphasized in studies on strategic planning during crisis periods [5].

The presence of outdated technologies and production capacities can become a significant barrier to adapting to European standards. Modernizing such processes requires large investments, and enterprises must evaluate the feasibility of spending on modernization.

Sometimes, the lack of clear legal support or changes in legislation may complicate the change implementation process. The need to comply with European standards and legislation requires enterprises to consider a wide range of regulatory and legal acts, which often entails significant legal and administrative costs.

The practical implementation of strategic changes under European integration is a complex, multifaceted process that involves not only adopting new strategies but

also effectively implementing them within existing organizational structures. This process usually follows a series of well-defined stages, which are illustrated in Figure 1.

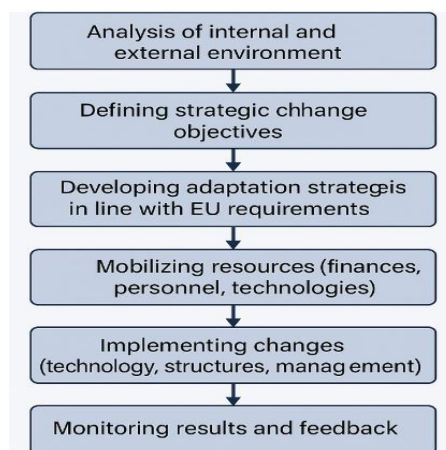


Figure 1. Stages of Strategic Change Management under European Integration

* *Source: Formed by the authors based on the source [5]*

This process requires the use of modern change management methods, the development of innovative approaches, and adaptation to European standards, which demand a certain level of flexibility and the ability to quickly respond to changes in the external environment. Here are some key aspects that are critical to the successful implementation of changes.

Within the framework of European integration, enterprises must adapt their strategies to comply with European requirements and standards. One successful example is the enterprise "Molokhniy Alliance," which, through ISO 22000 certification, was able to access the European market. The growth of ISO-certified enterprises in Ukraine in recent years confirms the overall trend toward European integration and quality compliance (see Table 2).

Table 2.

Dynamics of ISO Certification among Ukrainian Enterprises (2020–2024)

Year	Enterprises with ISO 9001	Enterprises with ISO 14001	Enterprises with ISO 22000	Total Certified Enterprises
2020	1 250	670	430	2 350
2021	1 430	750	510	2 690
2022	1 680	830	590	3 100
2023	1 920	890	670	3 480
2024	2 150	950	740	3 840

**Source: compiled by the author based on ISO Survey of Management System Standard Certifications, 2024 [10].*

This not only allowed for an increase in product exports but also significantly improved the quality of the produced dairy products. The adaptation process involved comprehensive modernization of technological lines, updating the quality management



system, and implementing a product safety monitoring system. The success of this enterprise can be explained by its ability to respond quickly to market demand changes, as well as the sound managerial decision to collaborate with European partners [2].

Adaptation to change is a key element of strategic management under conditions of European integration. Enterprises must systematically assess the external environment, including changes in EU legislation, economic conditions, and technological developments. Internal analysis should include an evaluation of the enterprise's readiness for change, identification of weaknesses, and potential opportunities for adaptation.

Enterprises must formulate clear objectives for implementing changes that align with EU requirements. This may include expanding markets, modernizing production, or improving product quality. Such goals should be supported by realistic strategies that ensure the achievement of results [3].

In the context of European integration, it is important to implement advanced management methods, particularly in the areas of finance, marketing, and HR management. Enterprises should invest in the development of management competencies to ensure effective change management.

Enterprises should actively seek partners among European companies, which will not only provide new technologies and know-how but also ensure integration into international production and distribution chains.

An important stage of adaptation is preparing personnel for changes. This includes organizing training programs, workshops, and seminars, as well as creating an organizational culture that promotes the acceptance of new ideas and innovations.

For successful implementation of changes, it is important to use all of these tools in combination, as each allows for a detailed analysis of specific aspects of the business and informed management decisions.

Leadership within an enterprise is a decisive factor, as it is the leaders of the company who must become the driving force of change, having a clear vision for the future development of the organization in the context of European integration. Effective leadership involves not only strategic planning but also the ability to motivate employees to embrace change, ensure constant communication, and provide support during the implementation of new strategies. Leaders must be prepared for change management, which includes adopting innovative approaches, adapting to external requirements, and ensuring the sustainable development of the enterprise [1]. This aligns with prior research highlighting the importance of effective strategic management for achieving enterprise resilience and long-term efficiency [6].

Corporate culture is also an important factor for the success of changes. It should support and promote the implementation of innovations, serve as the foundation for the development of innovative ideas, ensure openness to change, and foster team spirit within the workforce. Unlike more traditional structures where changes are perceived as a threat, organizations with a progressive corporate culture are more capable of quickly adapting to new realities. Thus, a culture that encourages innovation and

learning creates the conditions for effective adaptation to the requirements of European integration.

Flexibility in management strategies is critical for successful change management. In an environment that is constantly changing, managers must have the ability to quickly adapt strategies to new external and internal factors. This means that management strategies should be based on the principles of flexibility and quick responses to changes, with the ability to adjust the course of action based on the analysis of new opportunities and threats. In the context of European integration, this is particularly important, as enterprises often face unpredictable changes in legislation, technology, or the competitive environment.

Conclusions. Managing strategic changes in the context of European integration is an important and multifaceted process that requires enterprises to be flexible, ready for adaptation, and capable of responding quickly to changes in both external and internal environments. Enterprises that successfully integrate into the European economic space must be prepared for change at all levels: from organizational structures to corporate culture, technology, and management strategies.

The key success factors in the process of implementing changes include leadership, flexibility in management strategies, as well as the development of a corporate culture focused on innovation and effective adaptation to new requirements. Enterprise leaders must be capable of guiding the organization through periods of change, ensuring staff support and creating conditions for training and development.

The role of corporate culture is also crucial, as it should be oriented towards supporting changes and innovation, as well as encouraging employees' readiness for change. The internal readiness of an enterprise for change, which includes not only technical capabilities but also staff preparedness, is critically important for effective change management in the context of European integration.

The external environment, which encompasses political, economic, social, and legal changes, has a significant impact on the success of strategic change implementation. Therefore, enterprises must continuously analyze external factors, adapting their strategies according to changes in legislation, the economy, and technology.

Recommendations for successful adaptation to the processes of European integration include the development of clear strategic directions, active training and development of personnel, as well as investment in technologies and innovations. The implementation of modern strategic management tools, such as SWOT and PEST analyses, project management, and business modeling, enables enterprises to effectively manage changes and reduce risks associated with adapting to new conditions.

As a result, enterprises that are capable of successfully adapting to European integration can not only maintain their competitiveness but also seize new opportunities for development in European and international markets, implementing innovative strategies and expanding their presence on a global scale.



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