

**Nataliy Yurchenko, Candidate of Economic Sciences,
Associate Professor at the Department of Marketing**
*Dnipro State Agrarian and Economic University
Dnipro, Ukraine*

**Danylo Bahorka, Doctor of Philosophy,
Assistant at the Department of Management and Law**
*Dnipro State Agrarian and Economic University
Dnipro, Ukraine*

DOI: <https://doi.org/10.30525/978-9934-26-650-8-38>

MANAGEMENT OF STRATEGIC CHANGES IN AN AGRICULTURAL ENTERPRISE

The strategic approach to change management is based on a long-term orientation of the enterprise's development and involves the systematic coordination of goals, resources and directions of transformations with the requirements of the external environment. Unlike reactive management decisions, the strategic approach ensures the proactive formation of changes aimed at increasing the competitiveness and stability of the enterprise in conditions of instability and risk [1, p. 206].

In the context of the activities of agricultural enterprises, the strategic approach to change management becomes particularly relevant due to the high level of dependence of business results on external factors, in particular market conditions, natural and climatic conditions and military risks. The use of a strategic approach allows an agricultural enterprise not only to adapt to changes, but also to form its own development trajectory taking into account long-term strategic goals.

The basis of the strategic approach is a comprehensive analysis of the external and internal environment, which ensures the timely identification of threats and opportunities for the development of the enterprise. On this basis, a system of strategic goals is formed, which reflects the desired state of the enterprise in the future and determines the directions of necessary changes. For agricultural enterprises of the crop sector, such goals may be increasing the efficiency of land resource use, stabilizing sales channels, diversifying product sales markets, and reducing the level of production and commercial risks.

Strategic tools include strategic planning, the formation of marketing development strategies, market segmentation, product positioning, and

the selection of priority areas of change in the activities of an agricultural enterprise.

Implementation of strategic changes in an agricultural enterprise requires the use of scientifically sound management methods, a clear sequence of actions and the selection of optimal transformation options taking into account industry specifics, resource capabilities and the level of risk. For crop enterprises, strategic changes are a necessary condition for ensuring adaptation to an unstable market environment, seasonality of production and crisis, in particular military, factors [2, p. 127].

Within the strategic approach, change management is considered as a continuous and phased process that includes diagnostics, planning, implementation and control of the results of changes. This approach allows for flexibility in management and timely adjustment of strategic decisions in the event of changes in external conditions. For agricultural enterprises, this is of crucial importance in the conditions of seasonality of production and increased uncertainty [3, p. 59].

We have presented the main methods of managing strategic changes in Table 1.

Table 1

Methods of managing strategic changes

Methods	Contents
Analytical methods	Analytical methods include SWOT analysis, PEST analysis, competitive environment analysis, market analysis, risk assessment, and financial and economic analysis. They allow identifying internal opportunities and limitations of the enterprise, as well as threats and prospects for the development of the agricultural market.
Strategic methods	They include strategic planning, scenario approach, portfolio analysis, market segmentation, and selection of strategic development alternatives. For agricultural enterprises, these methods provide a well-founded choice of directions for changes in the production structure, marketing policy, and management system.
Management methods	Management and marketing methods include management by objectives, budgeting, change project management, application of the marketing mix, as well as communication and personnel motivation methods. They ensure the practical implementation of strategic changes and control over the achievement of planned results.

Source: summarized by the authors

It can be stated that in the process of forming and implementing strategic changes at an agricultural enterprise, it is advisable to apply a complex of analytical, strategic and management methods that ensure the validity and effectiveness of management decisions.

Depending on the level of influence of the external environment, internal potential and strategic goals of the development of an agricultural enterprise, various options for strategic changes are possible, among which it is advisable to distinguish the following options:

Adaptive strategic changes aimed at adapting to market fluctuations, changes in prices, demand and logistical conditions.

Innovative strategic changes associated with the introduction of new technologies for growing agricultural crops, improving product quality and management processes.

Marketing-oriented changes involving the diversification of sales channels, changing pricing policy, strengthening the market position of the enterprise.

Anti-crisis strategic changes aimed at reducing costs, stabilizing the financial situation, minimizing risks and ensuring economic sustainability.

Structural changes that include reviewing the organizational structure, management system and resource allocation.

Below is a paraphrased and expanded version of the text in a scientific style, logically consistent with the section on the strategic approach to change management:

The rational implementation of strategic changes in the activities of the enterprise should be based on a balanced combination of preventive measures with the use of development opportunities that are formed under the influence of the external environment. Such an approach involves not only the timely identification and minimization of risks associated with negative macroeconomic, industry and crisis processes, but also the active use of favorable factors that can ensure the growth of the enterprise's competitive advantages [3, p. 60].

In addition, the strategic approach involves the integration of anti-crisis elements into the change management system. This allows the enterprise to respond in a timely manner to crisis and military challenges, minimize the negative consequences of risks and ensure the preservation of economic stability. As a result, strategic changes become not only adaptive, but also preventive in nature.

Thus, the strategic approach to change management at the enterprise creates a methodological basis for the formation of an effective

mechanism for managing strategic changes, ensuring the consistency of long-term development goals of an agricultural enterprise with market conditions and resource capabilities. Its application is a necessary condition for increasing competitiveness and ensuring sustainable development of agricultural enterprises in modern conditions of instability and military risks.

References:

1. Zapukhliak I. B., Zelinska H. O. & Pobihun S. A. (2018). Approaches, methods and tools of change management in the enterprise development management system. *Global and national economic problems*, no. 23, pp. 204–209 [in Ukrainian].
2. Bahorka M.O., Yurchenko N.I. (2025). Formation of a marketing system for managing strategic changes at agricultural enterprises. *Scientific notes of the V.I. Vernadsky Tavrichesky National University. Series "Economics and Management"*, no. 36 (75), pp. 125–132 [in Ukrainian].
3. Seliverstova L. S., Mikh O. M. (2016). Mechanism of change management in the context of the development of the industrial potential of Ukraine]. *Formation of market relations in Ukraine*, no. 10, pp. 58–62 [in Ukrainian].