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TRANSFORMATION OF DOMESTIC MANAGEMENT UNDER NEW DEVELOPMENT CONDITIONS: STABLE DECISIONS AND VARIABILITY CONVERSION

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ТРАНСФОРМАЦІЯ ВІТЧИЗНЯНОГО МЕНЕДЖМЕНТУ ДО НОВИХ УМОВ РОЗВИТКУ: СТАЛІ РІШЕННЯ ТА ВАРІАНТИВНІСТЬ ПЕРЕТВОРЕНЬ

Активна трансформація вітчизняного менеджменту до змін світового ринку, технологічного прогресу, соціокультурних та економічних трансформацій в сучасному світі є критично важливою. Швидкі зміни вимагають від компаній та організацій адаптуватися до нових реалій та виходити на новий рівень конкурентоспроможності. Для досягнення успіху, менеджмент повинен реагувати на критичні виклики, впроваджувати сталі рішення та забезпечувати варіативність перетворень виробничих та інших систем. Синтезуючи сталі рішення із варіативністю перетворень, менеджмент може створити гармонійну стратегію, що сприяє розвитку та стійкості підприємства у динамічному середовищі. Відтак дослідження спрямоване на вивчення особливостей трансформації вітчизняного менеджменту до нових умов розвитку та визначення ролі сталих рішень та варіативності перетворень. У межах дослідження доведено, що процес трансформації вітчизняного менеджменту до нових умов розвитку є ключовим у забезпеченні стійкого розвитку, конкурентоспроможності та успіху в умовах невизначеності та складних викликів, які потребують постійного "лавірування" між ними (яке вимагає гнучкості, стратегічного мислення та здатності адаптуватися до змін). Зроблено висновки, що основні аспекти, що утворюють загальний контекст трансформації, відповідно до практики вітчизняного менеджменту, включають: впровадження інновацій та цифровізацію, підвищення гнучкості організаційної структури.

ри, зміни в культурі інновацій та досліджень, реагування на нові тенденції та вимоги ринку, стратегічне управління ризиками, фокус на загальну глобалізацію та міжнародний розвиток. Констатовано, що трансформація вітчизняного менеджменту до нових умов розвитку є ефективною, якщо формує більшість ключових факторів успіху у сучасному бізнесі, серед яких: інноваційність, перетворення аналогової інформації, процесів, послуг та бізнес-моделей у цифровий формат; гнучкість та здатність ефективно змінюватися та пристосовуватися до змін; змінність в культурі інновацій та досліджень; швидкість реакції на нові тенденції та вимоги ринку; прогнозованість змін; експансія на міжнародні ринки, управління глобальними ланцюгами постачання.

Transformation of domestic management in response to changes in the global market, technological progress, socio-cultural, and economic transformations in the modern world is critically important. Rapid technological, economic, and socio-cultural changes demand that companies and organizations adapt to new realities and reach a new level of competitiveness. To achieve success, management must respond to critical challenges, implement enduring decisions, and ensure variability conversion. By synthesizing enduring decisions with variability conversion, management can create a harmonious strategy that promotes the development and resilience of the enterprise in a dynamic environment. Therefore, the research is aimed at studying the peculiarities of transforming domestic management under new development conditions and determining the role of enduring decisions and variability conversion. The research has demonstrated that the process of transforming domestic management under new development conditions is crucial for ensuring sustainable development, competitiveness, and success amidst uncertainty and complex challenges, which require continuous maneuvering between them (demanding flexibility, strategic thinking, and the ability to adapt to changes). The conclusion drawn is that the key aspects forming the overall context of transformation in line with domestic management practices include: implementation of innovations and digitalization, enhancing organizational structure flexibility, changes in the culture of innovation and research, responsiveness to new market trends and demands, strategic risk management, and a focus on overall globalization and international development. It is stated that the transformation of domestic management under new development conditions is effective when it encompasses the majority of key success factors in modern business, including: innovativeness, transforming analog information, processes, services, and business models into a digital format; flexibility and the ability to adapt effectively to changes; variability in the culture of innovation and research; quick responsiveness to new market trends and demands; changes predictability; expansion into international markets, and managing global supply chains.

*Ключові слова: вимоги ринку; бізнес-моделі; цифровий формат; контекст трансформації, модернізація.
Key words: market demands; business models; digital format; transformation context; modernization.*

PROBLEM SETTING (DESCRIPTION OF THE PROBLEM BEING ANALYZED IN GENERAL AND ITS CONNECTION WITH IMPORTANT ACADEMIC OR PRACTICAL TASKS)

Active transformation of domestic management in response to changes in the global market, technological progress, socio-cultural, and economic transformations in the modern world is critically important, as rapid technological, economic, and socio-cultural changes require companies and organizations to adapt to new realities and reach a new level of competitiveness. To achieve success, management must respond to critical challenges, and implement sustainable decisions, and variability conversion. By combining steadfast decisions with variability conversion, management can create a harmonious strategy that promotes development and stability for the enterprise in a dynamic environment. Key aspects of such transformation in domestic management

can be considered as: intelligent balance between enduring values and readiness for change (which defines the development direction), encouragement of creativity and staff innovation, management's ability to effectively respond to changes, constant self-improvement, and maintaining global orientation (or readiness to adapt to changes in global processes).

ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

A wide range of problems related to optimizing the fundamental processes of domestic management in enterprises has been reflected in the works of several domestic theorists and economists, including Babets Y. K., Maksymchuk A. H., Stasiuk V. P., Martynenko M., and Ihnatieva I. Many methodological problems related to the transformation of domestic management have been addressed in the works of O. M. Lozovsky, K. Yu. Husak,

Table 1. Key aspects of transformation in domestic management under new development conditions

Economic entities	Main aspects of transformation in domestic management (+ - presence; - absence).					
	Implementation of innovations and digitalization	Enhancing organizational structure flexibility	Changes in the culture of innovation and research	Responding to new trends and market demands	Strategic risk management	Focus on overall globalization and international development
garment factory WEST STYLE	+	-	-	-	-	-
Private enterprise ZORELIT	-	+	+	+	+	+
Western Drilling Company	+	-	+	-	+	+
Western Elevator Corporation	+	-	+	+	+	-
NEMIROFF	+	+	+	+	+	-
LLC First Distillery Company	-	-	+	+	-	-
LLC A. S. Ukrainian Distillery Company	-	-	+	+	-	+
PJSC ALEF-VINAL	+	+	+	-	-	-
LLC AQUA-WOLF	+	+	+	+	+	-
LLC AVALON STATUS	-	+	-	-	+	-
LLC BK CITADEL	+	+	-	-	+	-
Transformation prevalence, %	63%	54%	72%	54%	63%	27%

Source: formed based on data provided by economic entities.

Shcherbak V. H., and Shcherbak O. V. However, despite this, several aspects highlighting the peculiarities of transforming domestic management under new development conditions have not received proper attention in the scientific literature. Insufficiently studied issues of identifying the role of enduring decisions and the variability conversion in this process create the timeliness and relevance of research that integrates the outlined dimensions.

THE PURPOSE OF THE STUDY

The purpose of the article is to study the peculiarities of transforming domestic management under new development conditions and to determine the role of enduring decisions and variability conversion in this process.

THE PAPER MAIN BODY WITH FULL REASONING OF ACADEMIC RESULTS

Within the research, it has been established that the transformation of domestic management is a process of converting or changing approaches, structures, strategies, and organizational principles of managing national enterprises. Based on the analysis of the experience of transforming domestic management under new development conditions (Table 1), it is evident that this process is crucial for ensuring sustainable development, competitiveness, and success amidst uncertainty and complex challenges that necessitate maneuvering between them (requiring flexibility, strategic thinking, and the ability to adapt to changes).

Indeed, the main aspects or elements that form the overall transformation context, according to domestic management practices, include: the implementation of innovations and digitalization, enhancing organizational structure flexibility, changes in the culture of innovation and research, responsiveness to new market trends and demands, strategic risk management, and a focus on

overall globalization and international development. So, transformation can encompass virtually all aspects of enterprise activity. Moreover, this process is dynamic and continuous since the development conditions are constantly changing. Let's now delve more into the content of the outlined transformations in domestic management.

The domestic management transformation aimed at implementing innovations and digitalization involves:

1. Implementing new technologies to optimize business processes.

2. Adopting digital tools to automate production and improve communication with customers.

Innovativeness and transforming analog information, processes, services, and business models

into a digital format are the first key success factor in modern business.

The transformation of domestic management aimed at flexibility and adaptability involves forming an enterprise's capability for quickly change and adjust to changes in the external environment. High flexibility and the ability to effectively change and adapt to the surrounding environment are the second key success factor in modern business.

The transformation of domestic management focused on synthesizing changes in the culture of innovation and research involves concentrating on the search for new ideas, products, and services that meet customer needs and enhance efficiency. Variability in the culture of innovation and research is the third key success factor in modern business.

The transformation of domestic management is aimed at responding to new market trends and demands. It involves:

1. Creating the capability to adapt quickly to changes.
2. Creating the capability to respond rapidly to new market trends and demands.

The speed of response is the fourth key success factor in modern business.

The transformation of domestic management aimed at strategic risk management involves forming the capability to analyze changes in the external environment and take appropriate actions to ensure the stability of the enterprise's operations. Foreseeing changes in the external environment is the fifth key success factor in modern business.

The transformation of domestic management focused on overall globalization and international development aims to create the capability to operate on a global scale. Expanding into international markets and managing global supply chains is the sixth key success factor in modern business.

Indeed, the transformation of domestic management under new development conditions is effective when it

incorporates the majority of key success factors in modern business (Figure 1), including:

1. Innovativeness and transforming analog information, processes, services, and business models into a digital format (identified by characteristics such as the use of information and communication technology (ICT); automation and optimization of processes; implementation of electronic platforms and services; conversion of analog information into digital format; improvement of communication and connectivity among different stakeholders — clients, employees, partners, etc.; expanding business model capabilities; and ensuring greater accessibility and flexibility [5]).

2. High flexibility and the ability to effectively change and adapt to changes in the surrounding environment (identified by characteristics such as the enterprise's ability to respond to uncertainty and ambiguity, typical of the modern world, change-supportive culture, customer focus, collaboration and interaction between different structures of the enterprise, teams, and partners [4]).

3. Variability in the culture of innovation and research (identified by characteristics such as fostering ideas and experiments, orientation towards innovation, investment in research and development, as well as encouraging employees' self-development and pursuit of new knowledge, focus on finding new solutions, and supporting innovative capacity [4-5]).

4. Speed of response to new market trends and demands (identified by characteristics such as a focus on effective communication, understanding the importance of forecasting changes in market conditions and technologies, and constant market analysis [5—6]).

5. Changes predictability in the external environment (identified by characteristics such as creating scenarios of possible changes and determining how they will impact the enterprise's operations, developing flexible strategies [5]).

6. Expansion into international markets and managing global supply chains (identified by characteristics such as a developed global strategy, presence of the enterprise in international markets, adaptation to local conditions, managing global supply chains, internationalization of personnel, global marketing strategy, effective risk management (associated with currency fluctuations, political stability, local regulations, and other factors [4])).

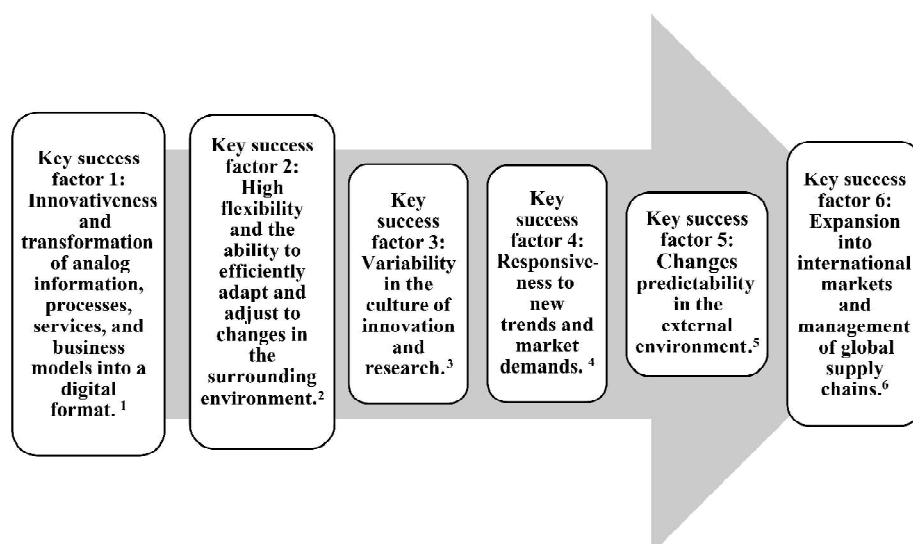


Figure 1. Key success factors in modern business that determine the success of transforming domestic management under new development conditions

Note:

1 Characteristics: utilization of information and communication technology; automation and process optimization; implementation of electronic platforms and services; transformation of analog information into digital format; improvement of communication and connectivity between various stakeholders; expansion of business model capabilities; ensuring greater accessibility and flexibility.

2 Characteristics: the ability of an enterprise to respond to uncertainty and ambiguity, which is characteristic of the modern world, a culture of change support, customer-centricity, collaboration, and interaction between different structures of the enterprise, teams, and partners.

3 Characteristics: promotion of ideas and experiments, orientation towards innovation, investment in research and development, as well as encouraging employees to self-improvement and seek new knowledge, focus on finding new solutions, and support for innovation capability.

5 Characteristics: creating scenarios of potential changes and determining their impact on the enterprise's operations, developing flexible strategies.

6 Characteristics: having a developed global strategy, the presence of the enterprise in international markets, adaptation to local conditions, managing global supply chains, internationalization of the workforce, global marketing strategy, and effective risk management.

Source: formed based on [1; 3; 5]

At the same time, to form key success factors in modern business, the transformation of domestic management to new development conditions should be oriented towards consistent decision-making and variability conversion.

According to modern research [4—5], core values, strategies, and principles are defined as follows:

1. They are immutable and not subject to change.

2. They serve as the foundation for long-term enterprise development (as they determine the company's culture, mission, and goals [1]).

3. They form the basis for shaping the company's identity, fostering employee cohesion around common objectives and significant values.

4. They may include supporting product or service quality, brand development, ensuring a high level of corporate responsibility, and more.

According to the available practice, it is evident that it is precisely the consistent decisions that shape the company's identity, directing all employees toward achieving common goals. Additionally, consistent decisions drive the processes of transforming domestic management in various directions, including the implementation of innovations and digitalization, synthesizing changes in the culture of innovation and

Table 2. The practice of sustainable solutions that generate transformations in domestic management in accordance with new development conditions

Economic entities	Sustainable solutions	Description of the features of sustainable solution implementation	Values, strategies, and principles that are immutable.	Zones of fundamental management transformations
WEST STYLE	Focus on innovative products	Implementation of innovative technologies focused on environmentally friendly production of goods, helping to ensure their competitiveness and market position.	Environmental-friendly production and eco-friendly products	Implementation of innovations and digitization. Synthesis of changes in the culture of innovation and research. Strategic risk management. Overall globalization and international development.
LLC BK CITADEL	Quality of engineering solutions	Implementation of engineering solutions oriented towards prioritizing quality and engineering excellence in construction.	Long service life and reliability of buildings.	
LLC AQUA-WOLF	Operational systems and manufacturing process software.	Development of zero-waste operational systems and software for production lines in distillation, rectification, and blending of alcoholic beverages.	Market presence and popularity among users.	
NEMIROFF	Brand and marketing.	Implementation of marketing solutions that place significant importance on marketing and advertising their own products.	Maintaining customer loyalty and increasing product recognition.	

Source: formed based on data from economic entities.

research, strategic risk management, overall globalization, and international development.

So, the practice of consistent decisions, which lead to transformations in domestic management according to new development conditions, is presented in Table 2.

The examples provided above confirm that the creation of consistent decisions is essential for generating transformations that contribute to the successful operation of enterprises.

Variability of transformations means the availability of the management system to adapt to changes and utilize new opportunities for improving operations and implementing modernization decisions. It entails the ability to change and adapt quickly to shifts in the external environment, which encompass innovations, the new technologies adoption, efficient use of data and analytics, modernization changes in production and organizational structures and

Table 3. The practice of variability directs the transformation processes of domestic management in accordance with the new conditions of development

Economic entities	Variability Practice	Characteristics of features in creating variability of modernization	Components forming reactivity, variability, and adaptability.	Zones of fundamental management transformations
WEST STYLE	Variability of warehouse operations	The introduction of robotics in warehouses to automate the processes of order picking and packaging ensures the creation of variability.	Variability, regarding increased efficiency, refers to changes over time in order processing and labor costs.	The ability to change and adapt quickly to changes in the external environment. Responding to new trends and market demands. Maneuvering in conditions of uncertainty and complex challenges.
AVALON STATUS LLC	Transition to cloud-based service business model	The creation of variability is ensured through the expansion of sales channels for products.	Variability, in terms of increasing sales efficiency and expanding orders through cloud services like Microsoft Office 365, Azure, etc.	
LLC BK CITADEL	Development of the guest accommodation ecosystem	The creation of variability is ensured through the expansion of the list of buildings that can be constructed within a short timeframe.	Variability, in terms of increasing efficiency, relates to construction timeframes and the range of ready-made solutions.	

Source: formed based on data from economic entities.

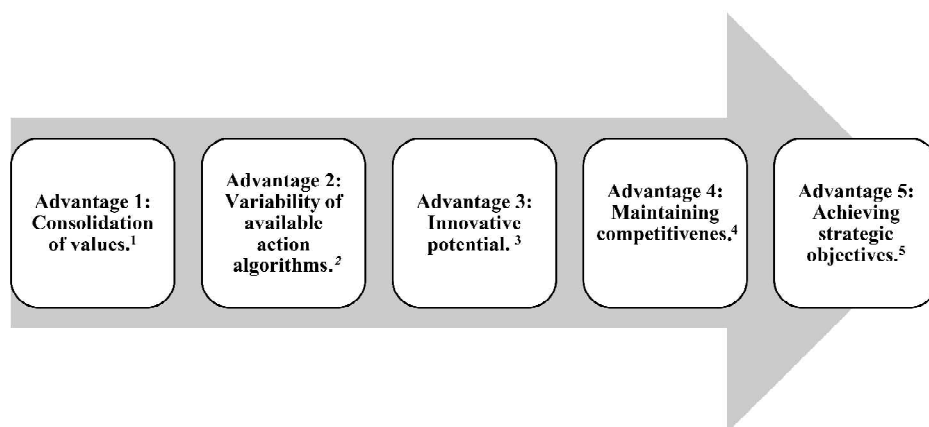


Figure 2. Key advantages of combining sustainable solutions with variability conversion of domestic management under new development conditions

Note:

1 Sustainable solution contribute to the formation of a unified company identity and fosters cohesion among the team

2 Variability enables quick responses to changes, adaptability to new conditions, and uncertainty

3 Providing variability facilitates innovative changes and improves products and services.

4 Combining sustainable solutions with variability helps ensure long-term competitiveness.

5 The combination of sustainable solutions with variability allows for more effective implementation of the organization's development strategy.

Source: formed based on [2; 5—6].

processes [3], and responsiveness to emerging market trends and demands.

So, the practice of variability that guides the processes of transforming domestic management according to new development conditions is outlined in Table 3.

The examples provided above confirm that variability not only helps enterprises adapt to market changes, meet increasing customer demands, and compete effectively but also serves as the foundation for:

1. Maneuvering in uncertain conditions and complex challenges (through flexibility, strategic thinking, and adaptability to changes). The foundation for maneuvering through uncertainty and complex challenges includes:

— Implementing flexible structures and processes that allow for quick responses to changes and adaptation to new conditions.

— Streamlining bureaucratic processes and incentivizing initiatives to reduce decision-making time and enable more efficient responses to challenges.

— Continuously updating knowledge and competencies to ensure effective responses to environmental changes.

— Anticipating future changes and developing alternative scenarios to prepare for different potential developments.

— Embracing change and being open to feedback from customers, employees, and other stakeholders, helps enterprises maintain flexibility and engage in dialogue to achieve successful outcomes.

2. Overall production and other systems modernization.

In this regard, the foundation for such modernization through uncertainty and complex challenges includes:

— Cutting-edge technologies and innovations implementations (help optimize processes, increase productivity and efficiency, and provide competitive advantage [6]).

— Development of digital systems and utilization of analytics for data collection and analysis, facilitating informed decision-making and trend forecasting.

— Introduction of flexible and adaptive structures (that enable quick transitions between various processes and market demands).

By combining consistent decisions with variability conversion, enterprises can create a harmonious and effective approach to transforming their management. It is essential to preserve stable foundations on which the company is built while remaining open to change and innovation to achieve key success factors in today's business under new development conditions.

The main advantages of such an approach are highlighted in Figure 2.

According to the above, the transformation of domestic management to new development conditions should be based on a balanced approach that combines consistent decisions with variability conversion. The main advantages of such an approach are as follows:

1. Consolidation of values. Consistent decisions contribute formation of a unified company identity and fosters team cohesion. An example of value consolidation and establishment of a unified corporate identity (where success depends on preserving common values and culture [3]) can be seen in how a company strives to maintain a positive brand identity built over many years. It creates consumer-oriented messages that promote a positive perception of its brand.

2. Flexibility. Variability enables quick responses to changes, adaptation to new conditions, and uncertainty. An example of this can be seen in the practice, where a company specializes in rapid production cycles and flexible manufacturing (allowing for swift responses to changes in consumer demands and adjusting the product assortment based on customer preferences [5]). Such a business entity is capable of manufacturing and delivering products to customers within a matter of weeks, thereby avoiding large inventories of unsold goods.

3. Innovative potential. Providing variability helps promote innovative changes and product/service improvements. An example of this can be seen in the practice where a company continuously enhances its product models, introduces new features, and expands functional capabilities.

4. Maintaining competitiveness. Combining consistent decisions with variability helps ensure long-term competitiveness. An example of this can be seen in the practice where a company is renowned for creating a strong identity for its products (particularly by emphasizing the design of its products, allowing them to stand out from competitors and establish a unique style [3; 5]) and unique strategic decisions that enable customers to experience synergy by using various products and related services together.

5. Achieving strategic objectives. This approach enables more effective implementation of the organization's development strategy. An example of this can be seen in the practice where a high-tech enterprise offers unique products, demonstrating variability and an innovative approach, which aligns with their strategic objectives.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS AREA

The research has demonstrated that the process of transforming domestic management to new development conditions is crucial for ensuring sustainable growth, competitiveness, and success in times of uncertainty and complex challenges, which require constant navigation between them (demanding flexibility, strategic thinking, and adaptability to change). The following conclusions have been drawn:

1. The key aspects that form the overall context of transformation, according to the practice of domestic management, include: the implementation of innovations and digitalization, enhancing organizational structure flexibility, changes in the culture of innovation and research, responsiveness to new market trends and demands, strategic risk management, a focus on overall globalization and international development.

2. The transformation of domestic management to new development conditions is effective when it encompasses the majority of key success factors in modern business, including: innovativeness and the transformation of analog information, processes, services, and business models into digital formats; high flexibility and the ability to efficiently adapt to changes in the external environment; variability in the culture of innovation and research; responsiveness to new market trends and demands; the external environment changes predictability; expansion into international markets and managing global supply chains.

3. To form key success factors in modern business, the transformation of domestic management to new development conditions should focus on combining consistent decisions with modernization variability. The main advantages of such an approach are as follows: consolidation of values, flexibility, innovative potential, maintaining competitiveness, and swift realization of strategic objectives.

Further research in the direction of transforming domestic management to new development conditions can be focused on improving change management strategies. Specifically, studies can concentrate on enhancing change management strategies and processes to adapt to the new development conditions more effectively.

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