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ABSTRACT

of the dissertation for the degree of doctor of philosophy

**MODERN PROBLEMS OF STRATEGIC CHANGE
MANAGEMENT AT MANUFACTURING ENTERPRISES**

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public policy

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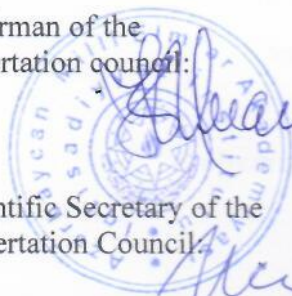
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GENERAL CHARACTERISTICS OF THE WORK

Relevance and development of the topic. Sustainable and competitive development of the non-oil sector in the Republic of Azerbaijan is a priority direction of the state's economic policy.

A well-thought-out economic policy for a long period, the foundation of which was laid by the national leader of the Azerbaijani people Heydar Aliyev, has created a solid foundation for macroeconomic stability and dynamic economic development in the country. As a result, a broad entrepreneurial stratum was formed, the role of the private sector in the socio-economic development of the country increased even more, and significant success was achieved in the field of integration into the world economic system. In the Development Concept "Azerbaijan 2020: a look into the future", the main direction of the development of the country's economy is defined in the strategic approach to solving many problems, including modern problems of managing strategic changes in manufacturing enterprises. This provision proceeds from the fact that the saturation of the market with consumer goods largely depends on the successful operation of manufacturing enterprises. It is the products of manufacturing enterprises that contribute to the activation of both domestic and foreign markets of any country. The efficient operation of manufacturing enterprises is the key to the development of the non-oil sector in the republic.

In this regard, in order to deeply analyze the current state of the economy and prepare a new economic development strategy to ensure the sustainability of the economic policy and reforms implemented in the country, the Decree of the President of the Republic of Azerbaijan dated March 16, 2016 No. 1897 approved the "Main directions of the strategic roadmap for the national economy and main sectors of the economy", as well as an appropriate Working Group was created to ensure the development of development plans in accordance with these areas.

In recent years, oil prices around the world have been rising. The volume of GDP in our country is growing every year. The manat exchange rate in the country is also strengthening. The

manufacturing industries are also developing. These aspects indicate the relevance of the problem under study.

In a word, there is an objective need to improve the management of strategic changes in manufacturing enterprises as the main link in management.

The strategic change management system, as a process of enterprise restructuring under the influence of external factors, is the most important link in strategic management.

The basic basis for the study of the strategic change management system is strategic management, which in recent years has been the subject of numerous works of foreign scientists: I. Ansoff, A.Andreichikov, G.Boloshin, S.Boguslovskaya, V. Barinov, O.Volodina, R.Grant, E.Golubkova, M.Dudin, A.Zubkova, E.Isaeva, S.Krimova, A.Kulykovej, N.Loziq, G.Latfullina, V.Malyuk, P.Maslennikova, N.Ostvorukhina, S.Popova, V.Petrova, V.Pugacheva, O.Roy, V.Radionova, N.Saveleva, V.Tumina, A.Fomichev, M.Shifrin, A.Chudnovsky and others.

A significant place in the studies of the strategic change management system is given to the problems of anti-crisis management, where one can single out the works of such scientists as G.Antonova, T.Bogdanova, A.Babyleva, V.Grigorieva, E.Garina, E.Zharinovskaya, A.Zubkova, A.Ivasheva, A.Ivasenko, E.Korotkova, V.Kafidova, I.Marycheva, V.Orekhova, G.Shepelenko and others.

A serious contribution to the study of management of strategic changes at the enterprise level was made by economists: T. Anonchenko, G.Azaev, V.Biryukova, E.Barulina, I.Belyaeva, R. Buneeva, A. Blinov, V. Bezpалov, S. Vasin, I.Vorobeva, V.Vyatkin, M.Guskova, E.Gromonko, O.Gorelik, O.Gromova, D.Dmitrova, T.Ivanova, R.Ismagilov, V.Kovaleva, Yu.Lapygin, T.Litvinova, R. Mumladze, V.Popov, B. Roizberg, D.Heizer and others.

Among domestic scientists, whose works are devoted to the general problems of strategic management in general, and the issues of managing strategic changes in enterprises, in particular, the following works can be distinguished: R.R.Abutalybov, G.Z.Yuzbashiyeva, B.Kh.Atashova I.G.Aliyeva, G.G.Aslanova, T.G.Huseynov, A.D.Huseynova, H.M.Huseynova, G.K.Gasanova,

S.K.Ibragimova, A.Sh.Imanova,E.N.Kerimova, I.M.Makhmudova, A.M.Maharramov and others.

As can be seen, sufficient attention has been paid to the study of the strategic change management system by both foreign and domestic scientists.

However, despite this, many issues of strategic change management remain unresolved. These include competitive research at the level of manufacturing enterprises, which are the basic basis for the development of the non-oil sector of the republic, the issues of increasing the efficiency of managing strategic changes at enterprises have not been sufficiently studied, and there are practically no developments on predictive estimates in this area. In addition, the system for managing strategic organizational changes at the enterprise level is very poorly developed.

The purpose and objectives of dissertation research. The main purpose of the dissertation is to develop the theoretical and methodological foundations for managing strategic changes in the functioning of manufacturing enterprises as an integral system, as well as specific recommendations for the implementation of the change process. The implementation of the set goal led to the solution of the following tasks, among which are:

- disclosure of the main theoretical provisions of the strategic change management system, substantiation of their significance in a crisis;
- step-by-step development of the decision-making process in the management of strategic changes in enterprises;
- conducting a strategic analysis of the main indicators of the manufacturing industry, their diagnostics;
- predictive assessment of the strategic change management system at enterprises;
- development of ways to improve the efficiency of management of strategic organizations and innovative changes in enterprises.

The subject of the dissertation work is the socio-economic and organizational relations that arise in the process of implementing strategic changes in manufacturing enterprises.

The object of research is the enterprises of the manufacturing industry of the Republic of Azerbaijan (enterprises of the food and chemical industries, as well as enterprises for the production of building materials).

Theoretical and methodological base of the research. The theoretical and methodological basis of the dissertation work are the scientific works of domestic and foreign scientists devoted to the study of the problems of integrated and systematic approaches to change management in manufacturing enterprises.

In the process of working on the dissertation research, statistical materials, legal regulations, resolutions of the Cabinet of Ministers, materials of comprehensive targeted programs for the socio-economic development of manufacturing enterprises were used..

A comprehensive analysis of individual works of domestic and foreign authors, scientific articles in special and periodical press, **materials of dissertation research and scientific-practical conferences contributed to the definition of the main directions of research and its methodological and theoretical basis.**

The main provisions for defense:

- The application of a systematic approach to managing the implementation of strategic organizational changes in industry is proposed. To this end, it is strategically necessary to completely modernize the oil and gas industry, develop and diversify the manufacturing industry. The totality of the management system for the implementation of strategic changes should include the principles of high economic and strategic efficiency;

- For to study the management system in industries, we offer the introduction of new methods. Thus, it can be concluded that the assessment of the effectiveness of organizational changes in the overall management system of strategic changes in enterprises includes multidimensional and multidimensional indicators that should be applied comprehensively and be of a systemic nature;

- It is proposed to increase the efficiency of managing strategic changes in industrial sectors. To calculate the economic

efficiency of innovative processes based on an assessment of the economic effect, the difference in savings is used, which is obtained from the implementation of measures and other costs;

- In order to improve the decision-making process in the strategic change management system, it was proposed to the heads of manufacturing enterprises to pay special attention to diagnosing changes in the share of exports and imports of manufacturing products in the overall commodity structure;

- It is proposed to conduct a strategic analysis of the main indicators of the processing industry, their diagnostics. Such parameters of the market economy as competitiveness and innovation depend on the modernization of manufacturing enterprises. The speed of modernization of manufacturing enterprises is the main factor in the development of the region's economy, which determines both the competitiveness of local enterprises and their investment attractiveness;

- Proposed methods to ensure anti-crisis management of strategic changes and risk reduction in the industry. The most modern method of cardinal transformations of manufacturing enterprises in a crisis is the process of business process reengineering, the essence of which is a qualitative rethinking and radical reform of business processes in an enterprise aimed at improving its condition;

- Forecasting of the strategic management system in the industry was carried out. Therefore, we can come to the conclusion that in predictive estimates it is necessary to use a number of forecasting methods that can be calculated in practice. For such calculations, methods are used that are based on the assumption that previous information can help predict the future.

The scientific novelty of the dissertation research lies in the development of the main positions and provisions of the strategic change management system at manufacturing enterprises.

Key provisions submitted for defense. The main results of the dissertation work include the following provisions:

- substantiated the main theoretical provisions of the strategic change management system associated with the transition of

enterprises to a new, high-quality level of management; clarified certain categories of the strategic change management system;

- it is proposed to apply a systematic approach to managing strategic changes, taking into account their basic principles, considering an industrial enterprise as an integral system;

- developed a system of methods and a comprehensive methodology for studying the management system of strategic changes in enterprises;

- the features of determining the effectiveness of managing strategic changes in enterprises are identified, specific calculated indicators for their assessment are proposed;

- a step-by-step decision-making process in the management of strategic changes in enterprises has been developed, a cyclic model for making managerial decisions has been determined;

- a strategic analysis of the main macroeconomic indicators of the manufacturing industry was carried out, a diagnostics of their enterprises was given with the identification of the main shortcomings and advantages;

- recommendations were developed for anti-crisis management of strategic changes at enterprises, including a phased system of restructuring and a special anti-crisis plan;

- a predictive assessment of the strategic change management system was given, including the prospects for the development of the main indicators of the activities of enterprises, the manufacturing industry;

- identified ways to improve the efficiency of management of strategic changes in enterprises, proposed new forms of organizational structure of company management.

Theoretical and practical significance of the dissertation.

The value of the dissertation work is determined by its relevance. The conducted scientific research is the development of new theoretical and methodological foundations for managing strategic changes in manufacturing enterprises.

The collected material can also be useful in the process of preparing textbooks and teaching aids, incl. methodological programs, when teaching at universities. The formulated conclusions

and recommendations of this study can be used in the practical activities of managers at various levels of management, economists and marketers in the field of strategic planning and management.

Approbation and implementation of the research results.

The main provisions, conclusions and recommendations contained in the dissertation work were reported at international, republican and interuniversity scientific and practical conferences, as well as scientific articles published both abroad and in domestic scientific journals.

The results of the scientific study and the corresponding recommendations were specially proposed by “Buta-Tikish” LLC and accepted for practical use.

Name of the organization in which the thesis. Academy of Public Administration under the President of the Republic of Azerbaijan

Structure and volume of research work. The dissertation consists of 173 pages with a total of 214893 characters, including three chapters and 9 paragraphs, introduction, conclusions and suggestions. The volume of the dissertation (excluding 26 tables, 20 graphs, 21 appendices, and bibliographies of 225 titles) is 178558 characters.

STRUCTURE OF THE THESIS

Introduction

CHAPTER I. Theoretical and methodological foundations of strategic change management

1.1. Theoretical aspects of strategic change management in industry sectors

1.2. A systematic approach to managing the implementation of strategic organizational changes

1.3. Methods and methodology for studying the management system of strategic changes in industry sectors

CHAPTER II. Strategic analysis and main directions for determining the effectiveness of strategic change management in industries

2.1. Features of determining the effectiveness of strategic change management in industry sectors

2.2. Decision-making process in the strategic change management system in industry sectors

2.3. Strategic analysis of the main indicators of the manufacturing industry, their diagnostics

CHAPTER III. The direction of improving the management system for strategic changes in industry sectors and ways to increase their efficiency

3.1. Anti-crisis management of strategic changes and risk reduction in industry sectors

3.2. Predictive assessment of the strategic change management system in industry sectors

3.3. Ways to improve the efficiency of management of organizational strategic changes in industry sectors

Conclusions

List of used literature

MAIN SCIENTIFIC THESES FOR DEFENSE

1. The application of a systematic approach to managing the implementation of strategic organizational changes in industry is proposed. The application of a systematic approach to managing the implementation of strategic organizational changes in industry is proposed. To this end, it is strategically necessary to completely modernize the oil and gas industry, develop and diversify the manufacturing industry. the totality of the management system for the implementation of strategic changes should include the principles of high economic and strategic efficiency.

It should be noted that the process of developing strategic roadmaps was carried out adequately to the conditions of strategic management. Thus, the “Main Directions of the Strategic Roadmap for the National Economy and the Main Sectors of the Economy”, approved by presidential decree, cover 3 periods. In this concept, the economic development strategy for 2016-2020, the strategic vision for the period up to 2025 and the target vision for the next period are considered as priorities.

In our opinion, this approach to managing the implementation of strategic changes is not always effective, since in this case, there is a process of transferring old problems to the next level of management and creates a number of difficulties in its implementation. Therefore, to solve this complex problem, a systematic approach to managing the implementation of strategic changes is needed.

What are the features of a systematic approach to managing the implementation of strategic changes?

This question is answered in a very original way by the Ukrainian scientist I.I. Pavlenko, who refers to the elements of consistency in the management of the implementation of strategic changes:

- the management system for the implementation of strategic changes should be able to cover the characteristic features of an industrial enterprise, with their specific features;

- the management system for the implementation of strategic changes in industrial enterprises should be able to include the most global problems in order to solve them when moving to a higher strategic level;

- the management system for the implementation of strategic changes should be aimed primarily at solving the internal problems of an industrial enterprise in their close relationship with a number of external tasks;

- the management system for the implementation of strategic changes should be built from the standpoint of versatility and flexibility in relation to the environment of an industrial enterprise;

- the totality of the management system for the implementation of strategic changes should include the principles of high economic and strategic efficiency, on the one hand, and a high degree of self-development process, on the other hand.

2. For to study the management system in industries, we propose the introduction of new methods. Thus, it can be concluded that the assessment of the effectiveness of organizational changes in the overall management system of strategic changes in enterprises includes multidimensional and multidimensional indicators that should be applied comprehensively and be of a systemic nature.

Currently, in the economic literature, one can find a large number of methods and techniques for studying the system of managing strategic changes in enterprises. The most generalized of them include the following methods and techniques: situational analysis (macroeconomic environment of the enterprise, microeconomic environment of the enterprise, confrontational and competitive analysis, specific marketing analysis, integral analysis); analysis of planning goals (mission of the enterprise and its development, selection of the target market and segmentation, acquired directions of the enterprise and their target trajectories, scope of activities and their goals); analysis of the strategic operations plan (selection of strategic business units); analysis of strategic growth and competitive strategy (a set of marketing techniques for solving strategic operations, identification of

alternative strategic options and their selection, assessment of risk management and commercial risk); prospects and predictive assessment (trends in the development of the external environment of the enterprise, trends in the development of market parameters, trends in the development of the internal environment of the enterprise).

The above methods and techniques for studying the strategic change management system in enterprises are primarily aimed at increasing the efficiency and effect in the activities of industrial enterprises. In particular, from the position of strategic changes, the proposed classification of the methodology for determining the effect of organizational changes by A.M. Bozhko is very original, including the following areas:

- marketing effect: the formation of modern methods of satisfying consumer demand, strengthening the position of enterprises in the market environment and strengthening their competitiveness;

- scientific and theoretical effect: development of modern information and technological solutions;

- managerial and organizational effect: development of modern organizational management structures, new organizational processes;

- socio-psychological effect: improvement of the organizational behavior of personnel, the use of new socio-psychological methods of management;

- economic effect: the superiority of the quantitative financial result in the process of organizational changes in the overall system for managing strategic changes in enterprises;

- information and communication effect: increasing the efficiency of the enterprise when introducing new and modern ICT.

As for the effectiveness of the strategic change management system in terms of organizational changes, they must meet the following basic requirements:

- systematic assessment: assessment of various types of efficiency in the complex of individual economic performance indicators, their relationship and interdependence;

- systematization of the external and internal environment: the use of marketing analysis for strategic and organizational changes aimed at achieving both internal and external efficiency;
- integration assessment: achieving compliance of hierarchical levels of management (strategic and operational) with the optimal enterprise management system;
- Significance of performance indicators: full transparency of operational and strategic performance indicators;
- the speed of the assessment: the efficiency and timeliness of assessments of indicators when carrying out organizational changes in the overall system for managing strategic changes in enterprises.

Thus, we can conclude that at manufacturing enterprises, the definition of methods and methodology for studying the strategic change management system should be comprehensive and systemic, with the following main positions highlighted:

- the introduction of tools and approaches of strategic analysis in the management system of strategic changes in enterprises should be phased: awareness of the system; diagnostics of the internal system; environmental system diagnostics;
- a phased methodological approach is implemented by compiling certain coefficients and their further distribution. These coefficients include - a coefficient that characterizes the ability of the management system to achieve strategic goals; coefficient characterizing the ability to achieve tactical goals; coefficient characterizing the speed of preparation for the beginning of the process; a coefficient characterizing the efficiency of transferring a managerial decision; coefficient characterizing the speed of making a managerial decision; coefficient leading the efficiency of managerial innovations;
- it seems appropriate to use the following target indicators of the enterprise: the degree of satisfaction of the needs of the domestic market; the price of products in the domestic market; productive capacity; average expert price; profitability of sales; net profit; cost of goods sold; labor productivity; average salary, etc.
- it is proposed to include risk management issues in the methodology for studying the strategic change management system

at manufacturing enterprises in order to: determine the relationship of risk management in the strategic risk management system and identify a system of strategic risk change based on analysis.

3 It is proposed to increase the efficiency of managing strategic changes in industrial sectors. To calculate the economic efficiency of innovative processes based on an assessment of the economic effect, the difference in savings is used, which is obtained from the implementation of measures and other costs.

For a deeper study of the effectiveness of management of strategic changes in enterprises, a number of foreign approaches to assessing the effectiveness of strategic management are distinguished. Here, basically, two directions can be distinguished: Japanese and American.

One of the promising systems of strategic management is the Japanese system, the main meaning of which is to develop long-term planning. A distinction is made between baseline goals and operational or performance goals. At the same time, in modern Japanese enterprises, an important link is the relationship of the parent company with branches. Depending on the nature of the activities of controlled enterprises, the strategy of subsidiaries and branches is determined.

As for American enterprises, they usually use two types of planning: strategic and operational planning.

Strategic planning is carried out by a working group in the highest light of management on the basis of economic diagnostics of the market situation by the method of econometric forecast, concentrating its attention on achieving long-term goals.

In general, managers involved in strategy development have a personal, subjective view of the company's activities. Research shows that factors such as personal motives of business managers, business philosophy, ability to win in a competitive environment, attitude to risks, have a greater influence on the choice of strategy. However, the managers of Japanese and American companies insist on choosing the right strategy, paying attention to the most common decisions that can be made, and having long-term competitiveness for the success of this strategy.

As a result, the following ideas can be expressed:

- The study of international experience in the application of strategic management plays an important role in the development of enterprises. As already noted, the experience of the United States and Japan, which played an exceptional role in developing the concept of strategic business management, plays an important role in this area;

- If US firms achieve their strategic goals by setting current goals, Japanese firms take a series of tactical steps by setting strategic goals;

- The main advantage of American companies is the current profit and the value of shares, and in Japanese companies - the strategic development of human resources;

- In US companies, innovations and personal careers used by new employees are used to achieve strategic goals, while in Japanese companies, on the contrary, strategic goals are achieved with the help of a common team, and strategic ideas belong to the team;

- Based on the experience of the United States and Japan, it can be said that strategic business management is based on a strong team, dynamic human resources and corporate spirit, the idea of competitive production, an optimal management system, organizational management scheme, building new quality systems;

Western-style strategic enterprise management includes the following factors:

- development of a clear justified strategy;

- involvement in the process of strategic management of all personnel of the enterprise, increasing the degree of stimulation of employees to ongoing changes in the enterprise;

- the ability of the enterprise, both material and moral changes;

- effective system of controlling, analysis and diagnostics of each stage of strategic management;

- timely notification of personnel about the results of the strategic development of the enterprise, which favors an even greater increase in incentives, and as a result, the likelihood of achieving the goals;

- competitive standardization of management activities;

- effective ICT In the system of financial and managerial analysis.

Understanding that the forecasting apparatus operates with data generated by natural events leads to the definition of the following five stages in the forecasting process: information collection, data grouping, model formation and its evaluation, trend model selection, final evaluation.

In our opinion, the process of planning a system for managing strategic changes should be based on issues of their effectiveness, and in particular, on assessing the effectiveness of the enterprise's business processes.

The main problems of evaluating the effectiveness of a business process are:

- Any business process of an organization must be hierarchically ordered to a specific value, which will make it possible to take into account all costs when forming the cost of goods. The accounting and management accounting existing at the enterprises does not guarantee the detailing of these expenses.

- all business processes should be classified into two groups: value-adding and profit-generating and non-value-adding.

- the effectiveness of value-adding business processes is calculated by dividing the added value by the current costs or resources used, which are included in the profitability calculation process.

It seems that although forecasting methods can be the basis for planning a strategic change management system, their role in assessing their effectiveness is small.

Thus, the features of determining the effectiveness of managing strategic changes in enterprises lie in their conceptual scheme, which is a set of elements of strategic management, including diagnostics of the innovation process, development of mechanisms for implementing the strategy, evaluation and control of implementation. This approach contributes to the process of continuity, reproducibility and efficiency of the functioning of strategic management, strategic thinking, strategic information and strategic flexibility,

There are a number of difficulties in mastering the process of strategic planning. One of the main problems is that the initial decision-making process depends on the authority structure in the firm. It is clear that the updated strategy is a violation of the already established form of interaction in the company's management. There are serious policy conflicts and the expected reaction is to fight innovation.

The main advantage of the modeling approach is that the linguistic means used within their framework have great potential for describing the situation of the real situation. Logical-linguistic models should be applied at the strategic or conceptual level of management and development of effective management decisions

4. In order to improve the decision-making process in the strategic change management system, the heads of manufacturing enterprises are invited to pay special attention to diagnosing changes in the share of exports and imports of manufacturing products in the overall commodity structure.

In scientific research, the concepts of “just a decision” and “managerial decision” are usually distinguished. The generalized representation of the concept of "solution" is that the decision is the end result of the creative activity of the staff or manager, concentrated in a certain direction, activating the mechanism for managing individual processes in the enterprise.

However, in our research we use the concept of "management decision", since it is the management decision that is able to shape the entire process of the strategic change management system at enterprises.

The development and implementation of management decisions is presented as a solution to issues of a higher product, acts as a link between individual management functions.

The behavior of an enterprise consists of a combination of the behavior of its employees, the relationship of individual units, the interaction of formal and informal structures. The behavior of the personnel of the enterprise should be predictable.

Thus, the conducted studies on decision-making processes in the strategic change management system at manufacturing

enterprises made it possible to draw a number of generalized conclusions:

- recommended phasing and cyclical adoption of strategic management decisions on changes in the following sequence: start, initial strategic objectives, formulation of the problem of change, development of criteria and alternative solutions, selection of the best option;

- application of the "tree of decision goals" in the management system of strategic changes in manufacturing enterprises;

- pay special attention to the issues of organizational behavior as the basic basis for making managerial decisions in the system of managing strategic changes in manufacturing enterprises.

5. It is proposed to conduct a strategic analysis of the main indicators of the manufacturing industry, their diagnostics. Such parameters of the market economy as competitiveness and innovation depend on the modernization of manufacturing enterprises. The speed of modernization of manufacturing enterprises is the main factor in the development of the region's economy, which determines both the competitiveness of local enterprises and their investment attractiveness.

The main goal of strategic analysis and diagnostics of the main indicators of the manufacturing industry is the modernization of enterprises in this important sector of the economy.

In this direction, attention should be paid to the possibilities of increasing the country's economic stability as opposed to fuel and raw material dependence. This approach depends mainly on the modernization of food and light industries, textile and chemical industries, etc.

Particular attention should be paid to the last direction, i.e. clustering of the industrial region.

In the Republic of Azerbaijan, one can single out such promising clusters as: transport; enterprises of the agro-industrial complex; petrochemical; food industry enterprises; construction industry; processing fruits and vegetables; service cluster; investment; innovative.

The analysis of the enterprises of the manufacturing industry of the republic was carried out according to the following indicators: the main macroeconomic indicators of the industry as a whole; the volume of production of the manufacturing industry and their indices; the number of operating manufacturing enterprises; structure of manufacturing industry products; the number of employees in the manufacturing industry; average monthly salary of workers in the processing industry; producer price indices for manufacturing products; investment in fixed assets of the manufacturing industry; the structure of the use of investments in fixed assets; renewal of fixed assets of the manufacturing industry, the main indicators of manufacturing enterprises.

In particular, for the correct choice of decisions on strategic changes, it is necessary to analyze the change in the production of the manufacturing industry in the export of the commodity structure (see table 1). The analysis showed that the share of products of the manufacturing industry of the republic in the total volume of exports is 25.2% according to the data of 2019.

Table 1

Changes in the production of the manufacturing industry in the export of the commodity structure (specific weight, %)¹

Commodity groups	2014	2015	2016	2017	2018	2019	Changes (in 2014-2019)
Total	100	100	100	100	100	100	
Live cattle and their products	0,0	0,0	0,0	0,1	0,1	0,1	0,1
Plant products	1,5	2,6	2,9	3,4	3,0	3,2	1,7
Animal fats and vegetable oils	0,9	1,2	0,1	0,1	0,1	0,1	-0,8
Food, beverages and tobacco	1,4	2,2	0,9	0,7	0,5	0,5	-0,9
Mineral products	92,5	88,0	91,4	90,8	92,0	90,9	-1,6
Products of the chemical industry	0,3	0,6	0,4	0,5	0,4	0,5	0,2
Rubber, plastic and their	0,7	0,9	0,7	0,7	0,6	0,9	0,2

products							
Treated leather and others.	0,1	0,1	0,1	0,1	0,1	0,1	-
Wood products	0,0	0,0	0,0	0,0	0,0	0,0	-
Cardboard, paper and others	0,0	0,0	0,0	0,0	0,1	0,0	-
Textile products	0,2	0,3	0,3	0,5	0,7	0,9	0,7
Clothes, shoes and others	0,0	0,0	0,0	0,0	0,0	0,0	-
Stone, cement and others	0,0	0,0	0,0	0,1	0,0	0,0	-
Precious stones, metal and others	0,4	0,7	0,6	0,9	0,8	0,9	0,5
low precious metals	0,6	1,0	1,7	1,6	1,3	1,2	0,6
Machinery and equipment	0,3	0,5	0,3	0,3	0,3	0,4	0,1
Passenger cars and other vehicles	0,0	0,0	0,5	0,1	0,0	0,1	0,1
Optics and other devices	0,0	0,1	0,1	0,0	0,1	0,1	0,1
Other industrial products	0,0	0,0	0,0	0,0	0,0	0,0	-

¹The table was compiled according to the data of AzGKS for the corresponding years

Several positive trends are observed in changes in manufacturing products in the import of the commodity structure, the share of which in many positions for 2014-2019 has changed. Thus, for this period, the share of plant products was 0.9%; rubber, plastic and their products 0.6%; wood products 0.7%; cardboard, paper, etc. 0.1% (table 2).

Table 2

Changes of manufacturing products in imports of the commodity structure (share, %) ¹

Commodity groups	2014	2015	2016	2017	2018	2019	Changes (in 2014-2019)
Total	100	100	100	100	100	100	
Live cattle and their products	1,6	1,5	2,1	2,9	2,4	2,2	0,6
Plant products	4,6	5,0	7,0	6,4	4,9	5,5	0,9
Animal fats and vegetable oils	1,0	0,9	1,7	1,7	1,2	1,0	-
Food, beverages and tobacco	9,7	7,5	7,8	8,4	6,3	5,4	-4,3
Mineral products	4,9	2,4	3,9	4,7	6,7	6,4	1,5
Products of the chemical industry	7,8	7,6	8,4	9,5	8,5	8,2	0,4
Rubber, plastic and their products	3,3	2,8	4,4	4,9	4,2	3,9	0,6

Treated leather and others.	0,1	0,1	0,2	0,2	0,2	0,2	0,1
Wood products	1,4	2,5	2,2	2,4	2,6	2,1	0,7
Cardboard, paper and others	1,3	1,0	1,4	1,6	1,4	1,4	0,1
Textile products	1,1	1,0	3,7	3,6	3,8	3,4	2,3
Clothes, shoes and others	0,1	0,1	0,9	0,8	0,8	0,7	0,6
Stone, cement and others	1,9	2,3	2,3	2,2	2,0	1,8	-0,1
Precious stones, metal and others	4,6	0,1	0,3	0,4	7,3	15,7	11,1
low precious metals	13,6	20,3	15,0	12,1	12,3	9,4	-4,2
Machinery and equipment	28,1	26,7	23,7	21,3	22,6	19,5	-8,6
Passenger cars and other vehicles	8,8	7,7	9,3	6,8	7,1	8,8	-
Optics and other devices	3,1	2,6	2,3	2,0	1,9	1,9	-1,2
Other industrial products	2,1	2,2	3,3	2,7	2,6	2,1	-

¹The table was compiled according to the data of AzGKS for the corresponding years

It should be noted that the fulfillment of the conditions for increasing the efficiency of management decisions is a complex process, which, even if all the above conditions are met, can only be suitable for complex objects.

One of the main problems is that the application of strategic planning leads to contradictions between new activities and previous ones. At the first stage of strategic planning, the company has neither the appropriate motivation nor the atmosphere of strategic thinking.

The next problem is that the firm does not have the necessary information about itself or the external environment for effective strategic planning. At the same time, the lack of qualified managers in the development and implementation of their strategic plans exacerbates the problem.

Thus, the strategic analysis and diagnostics of the main indicators of the manufacturing industry of the republic gave the following results:

To stabilize crisis situations, the system of state regulation comes to the rescue. In the system of state regulation of entrepreneurial activity, the National Entrepreneurship Support Fund occupies a significant place, which only at the beginning of 2017, through authorized credit organizations, issued preferential loans to entrepreneurs in Azerbaijan for a total of AZN 104 million. These loans

were issued for the implementation of over 1,437 investment projects, as a result of which 4,300 new jobs were created.

- for 2013-2019 the main macroeconomic indicators of the industry of the republic as a whole developed steadily, with a slight decrease in their share in the whole economy of the country;

- for the period under study, the volume of production of the manufacturing industry increased annually, at a faster pace than the industry as a whole in the republic;

- the number of operating enterprises in the manufacturing industry for 2013-2019. increased from 1764 to 2330, and the share of their products increased from 21.4% to 25.1%;

- for 2013-2019 in general, economic indicators for enterprises of the manufacturing industry of the republic can be considered satisfactory.

6. Methods for providing anti-crisis management of strategic changes and risk reduction in the industry are proposed. The most modern method of cardinal transformations of manufacturing enterprises in a crisis is the process of business process reengineering, the essence of which is a qualitative rethinking and radical reform of business processes in an enterprise aimed at improving its condition.

In the context of the global crisis, the study of the problems of anti-crisis management of enterprises is of particular relevance. The solution of this issue is especially significant in the system of managing strategic changes in enterprises, since it is the crisis that makes many managers think about further strategic tasks.

It should be emphasized that the main goal of anti-crisis management of manufacturing enterprises is the development of specific practical measures to eliminate risk situations in conditions of uncertainty in the process of a crisis. First of all, this is due to the violation of the solvency of enterprises, associated with the discrepancy between the management strategy system and the ongoing changes in the foreign market.

Consequently, the main causes of the onset of the crisis in enterprises are external factors, but one should not forget about the internal factors of the enterprise itself.

The external factors that cause the emergence of crisis situations at manufacturing enterprises include the following: the development of the country's economy; economic and political; administrative and legal; organizational; socio-psychological; information technology; contacts of agents, suppliers and buyers.

As for internal factors, they arise in the intra-company management system of the enterprise and are mainly associated with a weak planning system and an irrational organizational structure.

In particular, researchers of the post-Soviet space refer to the main approaches to the definition of an anti-crisis strategy: strategies - defense, attack; problems - development of a common system for eliminating the crisis, diagnostics of the enterprise, recommendations for overcoming the crisis, etc. Western researchers refer to the main approaches to the definition of an anti-crisis strategy: strategy - rationalization, prevention of the conditions for the emergence of a crisis; problems - analysis of the main reasons for the poor performance of the enterprise, identification of negative aspects, recommendations for improving the situation; measures and ways to improve the activities of the enterprise - the development of a new tactical strategy, increasing profitability, reducing costs, selling individual parts of assets.

The strategic change management system includes a comparative analysis of general and anti-crisis strategies at manufacturing enterprises. The general analysis of anti-crisis strategies of the enterprise includes: goals - combined, functional, increasing; the main thing is long-term strategic plans; business direction of production to foreign markets; research - scientific research on the development of strategic objectives; production - leadership in the domestic and foreign markets; goals - the fastest way out of the crisis; the main thing is a step-by-step, consistent problem solving; business - segmentation and diversification of production, expansion of small business; research - accelerating returns on costs incurred; production - marketing expansion, qualitative growth.

An important link in the process of improving the strategic change management system is the stage of restructuring a crisis manufacturing enterprise. Under the restructuring of enterprise management is understood the process of changing strategic goals,

including the rationalization of the organizational structure of management and the entire process in the field of business.

Further, the process of restructuring the enterprise includes issues of specialization and typification of the production process, due to a number of organizational changes, including the organizational structure and the allocation of the main management link.

The next phase of the restructuring of the anti-crisis management of the enterprise is the formation of a rational process for the production of large-scale products.

And, finally, the process of combining smaller structural formations into large ones, due to the reorganization of intra-company management, can become the final stage of enterprise restructuring.

Thus, the conducted practical research on the issues of anti-crisis management of manufacturing enterprises made it possible to draw a number of conclusions on reducing the risks of the activities of the objects under study. In particular, the determination of the main factors of the mechanism for a comprehensive assessment of the strategic management of manufacturing enterprises under risk conditions based on the use of discounted income, profitability index, internal profitability, management of capital cost coverage and models of maximum, minimum and average assessment contributes to regulation of many anti-crisis problems in the field of strategic management and reduction of risks in them.

Specific results:

- deviations of net discounted income from economic results for food industry enterprises amounted to 465.1 million manats (3571.0-3105.9); for chemical industry enterprises - 227.7mln.manats (608.6-380.9); for enterprises producing building materials - 168.77mln.manats (751.1-582.4);

- according to the profitability index, respectively, by enterprises: 23.122; 3.211; 6.801;

- according to the internal rate of return, respectively: 26.11; 0.018; 5.693;

- in terms of coverage of capital costs: 0.764; 0.348; 1.054;

- for a comprehensive assessment of the effectiveness of the management system for strategic changes in the enterprises under study:

- 1. Maximum score - 1,080; 1.063; 1.010;

2. Minimum score - 0.919; 0.936; 0.990;

3. Average score - 1.175; 1.135; 1.020.

7. The forecasting of the strategic management system in the industry was carried out. Therefore, we can come to the conclusion that in predictive estimates it is necessary to use a number of forecasting methods that can be calculated in practice. For such calculations, methods are used that are based on the assumption that previous information can help predict the future.

Of the methods for predicting the strategic change management system, the modeling method is considered the most promising and effective.

a) Logical and mathematical methods.

The logical methods include the scenario approach and process modeling. And the following models can be attributed to mathematical models: trend models (that is, depending on the length of time, we base the forecasting process on strategic indicators); econometric models (here, both time and other factors are taken into account); simulation models (random variables in crisis states are taken into account).

b) Formalized methods.

The above method includes: predictive extrapolation method, which includes simple extrapolation, moving average method, exponential smoothing method, etc.; holistic structural models, which are carried out through diagnostic, system analysis, matrix method and other econometric methods; associative methods; advanced information method, carried out using the analysis of research, patent information, etc.

Thus, the conducted studies have made it possible to develop the main ways to improve the efficiency of managing strategic organizational and innovative changes in manufacturing enterprises, which include:

- the obtained coefficients characterizing the ability of the management system to achieve innovative strategic goals are quite high at manufacturing enterprises (food industry enterprises - 0.862; chemical industry enterprises - 2.980);

- the obtained coefficients characterizing the speed of preparation for the beginning of the process and the efficiency of

transferring the managerial innovative solution at manufacturing enterprises are positive (food industry enterprises - 1.064-1.675; chemical industry enterprises - 1.007-1.262);

- the effectiveness of managerial innovations at manufacturing enterprises is positive (at manufacturing enterprises - 8.458; at chemical industry enterprises - 1.730; at enterprises for the production of machinery and equipment - 0.659);

- to improve the efficiency of managing strategic changes, it was proposed to introduce a new structural unit "Department of Strategic Changes and Innovations" into the organizational structure of manufacturing enterprises.

1. The conducted research on modern problems of managing strategic changes in manufacturing enterprises made it possible to formulate a number of generalized **conclusions** and identify specific practical recommendations of the following content:

- the problems of managing strategic changes in enterprises are a complex process, the solution of which must be consistent and phased;

- the solution of many issues of improving the management of strategic changes is based on the principles of science, collectivity, consistency and competence, which contribute to the effective assessment of the management of strategic changes at the enterprise level;

- there is a need to develop an algorithm for managing strategic changes, the sequence of operations of which, in our opinion, can be represented as follows:

a) determination and justification of the need for strategic changes (final results of diagnostics, identification of positive and negative trends, assessment of the position of the competitive environment, analysis of the situation in the domestic and foreign markets, etc.);

b) determination of the main directions and development of methods for strategic changes in a particular enterprise (identification of the problem, disclosure of the causes of inefficient management activities, development of a set of methods for managing strategic changes, etc.);

c) determination of the main goals in accordance with the "tree of structure" and "tree of goals" (identification of the criteria for flexibility, effectiveness, rationality, efficiency, etc.);

d) development of alternative options for improving the management of strategic changes, choosing the best options from them based on the calculations of the economic efficiency of the enterprise;

e) development of a comprehensive plan, including a target program with specific deadlines and relevant executors;

f) adjustment of the adopted comprehensive plan to improve the management of strategic changes in enterprises on the principle of a rolling schedule;

g) carrying out the final work on improving the management of strategic changes with an assessment of the final result.

2. The conducted studies on the problems of managing the implementation of strategic changes made it possible to develop a conceptual algorithm for conducting organizational changes. In particular, the block diagram of the proposed algorithm for the implementation of strategic organizational changes in manufacturing enterprises includes the following subblocks:

- the origins of organizational changes (objective factors of change, subjective factors of change, changes of an innovative nature);

- formation of a group from the personnel of the enterprise and R & D (overcoming the resistance of individual components);

- calculation of enterprise resources, competitive strategy;

- diagnostics of the organizational structure of the management of an enterprise in the processing industry;

- calculation of the volume of ongoing organizational changes of the enterprise;

- complex and phased changes in the organizational structure of management (optimization of the organizational structure, a specific process of organizational change at manufacturing enterprises, methods and techniques of research, determination of costs; organizational design of their minimization; phased management: assessment, implementation and implementation of the developed organizational changes), accounting and auditing, evaluation of economic and social efficiency of the implementation of organizational transformations at manufacturing enterprises.

In our opinion, the introduction of this algorithm into the practice of manufacturing enterprises will contribute to increasing the efficiency of the management system for the implementation of strategic organizational changes at the enterprises of the republic.

The main provisions of the dissertation are reflected in the following publications of the author:

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