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## CHANGE MANAGEMENT IN THE ENTERPRISE IN THE CONDITIONS OF DIGITAL TRANSFORMATION, EUROPEAN INTEGRATION AND GLOBAL CRISES

*The article explores the theoretical and methodological principles of change management in the enterprise in the conditions of digital transformation, European integration processes and the strengthening of the impact of global crises. It is substantiated that a modern enterprise operates in an environment of multi-level instability, where technological shifts, institutional transformations and crisis challenges of an economic, social and security nature are simultaneously combined. It is proven that change management in such conditions acquires a systemic and strategic nature, transforming from a reactive response tool into a proactive development mechanism. It is established that digital transformation changes the logic of management decisions, European integration forms new regulatory and competitive requirements, and global crises increase the significance of the adaptability and resilience of enterprises. A conceptual vision of change management as an integrated process that combines strategic, organizational and behavioral aspects of enterprise development in conditions of deep transformations is proposed.*

**Keywords:** change management, digital transformation, European integration, global crises, enterprise adaptability, strategic management.

*Tabl. 2. Fig. 1. Lit. 8.*

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## Андрій В. Єременко, Тетяна І. Сабецька, Світлана В. Єрмішова УПРАВЛІННЯ ЗМІНАМИ НА ПІДПРИЄМСТВІ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ, ЄВРОІНТЕГРАЦІЇ ТА ГЛОБАЛЬНИХ КРИЗ

*У статті досліджено теоретико-методичні засади управління змінами на підприємстві в умовах цифрової трансформації, процесів євроінтеграції та посилення впливу глобальних криз. Обґрунтовано, що сучасне підприємство функціонує в середовищі багаторівневої нестабільності, де одночасно поєднуються технологічні зрушення, інституційні трансформації та кризові виклики економічного, соціального й безпекового характеру. Доведено, що управління змінами в таких умовах набуває системного та стратегічного характеру, трансформуючись із реактивного інструменту реагування у проактивний механізм розвитку. Встановлено, що цифрова трансформація змінює логіку управлінських рішень, євроінтеграція формує нові регуляторні та конкурентні вимоги, а глобальні кризи підвищують значущість адаптивності та стійкості підприємств. Запропоновано концептуальне бачення управління змінами як інтегрованого процесу, що поєднує стратегічні, організаційні та поведінкові аспекти розвитку підприємства в умовах глибоких трансформацій.*

**Ключові слова:** управління змінами, цифрова трансформація, євроінтеграція, глобальні кризи, адаптивність підприємства, стратегічне управління.

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**Problem statement.** The current stage of economic development is characterized by deep structural transformations that cover all levels of economic activity of enterprises. Digital transformation changes the ways of organizing business processes, communications and making management decisions, European integration processes form new institutional frameworks and standards of functioning, and global crises increase the uncertainty and riskiness of entrepreneurial activity. Under such conditions, the ability of an enterprise to effectively manage change becomes a determining factor in its survival, competitiveness and long-term development. Change management ceases to be a separate management function and turns into a cross-cutting element of the management system, which ensures the consistency of strategic goals, organizational structures and personnel behavior. This problem becomes particularly relevant for enterprises that are integrating into the European economic space and at the same time are forced to operate in conditions of crisis shocks caused by pandemics, geopolitical conflicts, financial imbalances and disruption of global value chains.

**Analysis of publications.** In scientific research, change management is traditionally viewed as a process of planned organizational transformations aimed at increasing the efficiency of an enterprise. Classical approaches emphasize the phasing of changes, the role of leadership, and overcoming personnel resistance. At the same time, modern scientific works increasingly focus on the dynamic nature of changes, their relationship with digital technologies and institutional transformations. Research in the field of the digital economy emphasizes that digital transformation is not limited to the implementation of information technologies, but involves changes in business models, management practices, and corporate culture. Scientists analyzing European integration processes emphasize the need for enterprises to adapt to European standards of management, transparency, sustainable development, and social responsibility. At the same time, studies of global crises demonstrate the growing role of adaptability, anti-crisis thinking, and flexibility of management systems [1-8]. However, a comprehensive approach to change management that simultaneously takes into account digital transformation, European integration requirements, and the crisis-ridden nature of the modern economic environment remains understudied. This necessitates further scientific research in this area.

**Presentation of the main results.** Change management in an enterprise in the context of digital transformation, European integration and global crises should be considered as a multidimensional process that combines strategic, organizational and behavioral components. Digital transformation acts as a catalyst for change, since the implementation of digital technologies changes the structure of business processes, approaches to resource management and mechanisms of interaction with external stakeholders. In such conditions, change management becomes proactive, focusing not only on responding to external challenges, but also on creating new development opportunities. European integration processes increase the requirements for the institutional maturity of enterprises, making it necessary to harmonize management practices with European standards. This applies not only to technical regulations or financial reporting, but also to approaches to corporate governance, risk management and social responsibility. Change management in this context performs the function of institutional adaptation, ensuring the alignment of the enterprise's internal processes with the requirements of the European market [3-5].

Global crises, in turn, strengthen the role of the anti-crisis component of change management. The uncertainty of the external environment, disruption of logistics chains and fluctuations in demand force enterprises to reconsider development strategies, cost structures and approaches to personnel management. Change management in crisis conditions is aimed at preserving the functional stability of the enterprise and minimizing losses, while creating a basis for recovery and further growth. (Table 1).

**Table 1. Characteristics of change management at the enterprise in conditions of transformation, own development**

Influence factor	Management content of changes	Result for the enterprise
Digital transformation	Review of business processes and management models	Increased efficiency and speed of decisions
European integration	Adaptation to European standards	Increased competitiveness
Global crises	Anti-crisis management and flexibility	Ensuring sustainability

The results presented in Table 1 indicate that change management in an enterprise in the context of digital transformation, European integration and global crises is complex and multi-vector in nature. Each of the identified factors of influence forms a specific managerial content of changes, but their combination provides a holistic effect for the development of the enterprise. Digital transformation contributes to increasing the efficiency and efficiency of management decisions, European integration processes stimulate institutional modernization and strengthening competitiveness, while global crises actualize the need for flexibility and anti-crisis response [1-4]. Taken together, this confirms that effective change management should be based on the coordination of technological, organizational and strategic transformations, which allows the enterprise to maintain stability and at the same time provide conditions for long-term development. Change management in modern conditions requires an integrated approach that combines strategic vision, organizational flexibility and human capital development. A special role is played by a managerial culture that is able to support innovation, openness to change and staff readiness for learning. It is the human factor that determines the success of implementing changes, since digital and institutional transformations require not only technical solutions, but also changes in managerial thinking (Table 2).

**Table 2. Integration effects of change management, own development**

Integration direction	Management effect	Strategic outcome
Strategy – digitalization	Coherence of goals and technologies	Long-term development
Organization – adaptability	Flexibility of structures	Resilience to crises
Personnel – innovation	Growth of competencies	Increasing competitive advantages

The data summarized in Table 2 demonstrate that the effectiveness of change management in an enterprise is determined not by individual tools, but by their sys-

temic interaction within a holistic management model. Implementing changes through a combination of strategic, organizational and behavioral mechanisms allows the enterprise not only to adapt to digital transformation and the requirements of European integration, but also to maintain functional stability during periods of global crises. The consistency of management decisions, the focus on human capital development and the use of digital tools ensure a gradual transition from reactive to proactive change management. This creates the prerequisites for increasing the competitiveness of the enterprise, reducing transformational risks and forming long-term development potential in an unstable external environment.

Complementing the generalization presented in Table 2, it is appropriate to emphasize that change management in modern conditions is increasingly becoming a continuous process, rather than a one-time management action. The approaches proposed in the table reflect the evolution of management logic from rigidly regulated solutions to flexible, adaptive models capable of quickly restructuring the internal processes of the enterprise in accordance with external challenges. Such a transformation is especially important in situations where digital innovations, regulatory changes related to European integration, and crisis factors act simultaneously, increasing the uncertainty of the management environment [3-6]. It is worth noting that the effectiveness of change management largely depends on the level of organizational maturity of the enterprise and the readiness of personnel for transformations. The tools shown in Table 2 create the basis for the formation of a culture of change, within which innovations are perceived not as a threat to stability, but as a resource for increasing sustainability and development. In this context, change management performs not only a coordination but also an integration function, combining strategic goals, digital solutions, and human capital into a single system of enterprise development. This confirms that a systemic approach to change management is a key prerequisite for long-term adaptation of enterprises to the transformation processes of the global economy.

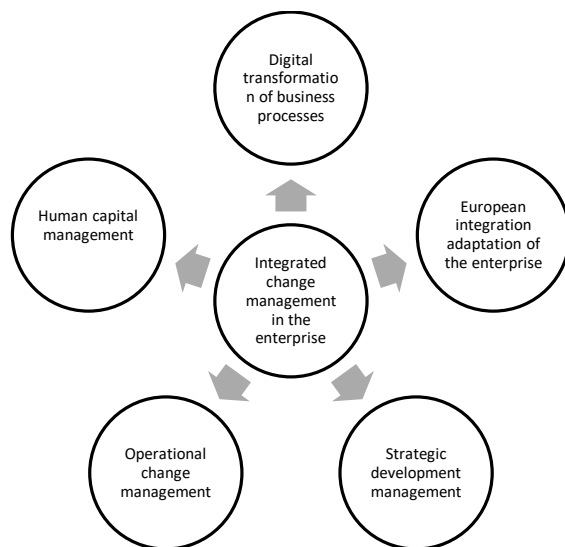
Continuing to reveal the issues of change management in the enterprise in the context of digital transformation, European integration and global crises, it is advisable to focus on the deep mechanisms of forming the internal stability of the organization. In the modern economic environment, changes cease to be a reaction to individual external disturbances and are transformed into a permanent state of the enterprise's functioning. This necessitates the transition from linear management models to dynamic ones, within which changes are integrated into everyday management practices and a strategic vision of development [5-8].

Digital transformation in this context is not only a technological, but primarily a managerial phenomenon. The introduction of digital platforms, analytical systems and automated management tools creates conditions for rethinking the role of management, which is increasingly focused on working with data, forecasting and scenario modeling. Change management under such conditions is based on the ability of an enterprise to quickly interpret signals from the external environment and transform them into management decisions that minimize risks and at the same time open up new development opportunities. European integration processes increase the structural complexity of change management, as they are associated with the adaptation of enterprises to new institutional norms, quality standards, environmental

requirements and rules of competitive behavior. Change management in this dimension acquires an institutional character, as it requires not only internal organizational transformations, but also the coordination of business processes with supranational regulatory frameworks. Successful implementation of such changes is possible only under the condition of strategic coherence of management decisions and long-term orientation on the integration of the enterprise into the European economic space. Global crises, in turn, actualize the security and anti-crisis dimension of change management. Uncertainty, disruptions in logistics chains, fluctuations in demand and financial risks force enterprises to abandon rigidly fixed plans and implement adaptive management mechanisms. In such conditions, change management performs a stabilizing function, ensuring the preservation of key competencies, financial viability and organizational integrity of the enterprise. At the same time, crises often become the catalyst for deep transformations, which, with favorable management, form new competitive advantages.

Human capital plays a special role in the change management system. Digitalization, European integration requirements and crisis challenges change not only the structure of business processes, but also the nature of work, competencies and management roles. Effective change management involves involving personnel in transformational processes, forming a culture of learning and openness to innovation. Under such conditions, change is perceived not as a threat, but as a tool for professional and organizational development.

The logic of interaction of key factors of change management in the context of digital transformation, European integration and global crises is summarized in Fig. 1.



**Fig. 1. Integrated model of change management in an enterprise in the context of digital transformation, European integration and global crises, own development**

It reflects the relationship between external challenges, internal management mechanisms and transformation results for the enterprise. The proposed visualization demonstrates that effective change management is formed at the intersection of strategic vision, digital tools and adaptive organizational structure, ensuring the transition of the enterprise to a sustainable development model in conditions of multi-level uncertainty. In general, the main part of the study confirms that change management in modern conditions cannot be reduced to individual management measures or short-term programs. It should be considered as a systemic process integrated into the overall corporate governance model, where digital solutions, institutional transformations and anti-crisis mechanisms interact, forming the basis for the long-term sustainability and competitiveness of the enterprise.

**Conclusions.** The study found that change management in the context of digital transformation, European integration and global crises is gaining strategic importance for modern enterprises. It is proven that the combination of digital, institutional and anti-crisis components of change management forms a holistic system of adaptation and development of the enterprise. It is substantiated that effective change management provides not only a response to external challenges, but also the creation of new opportunities for innovative growth. The generalization of theoretical provisions confirms that change management should be considered as a continuous process integrated into the overall management system of the enterprise. Its implementation allows achieving a balance between stability and flexibility, which is a key prerequisite for the sustainable development of enterprises in the modern transformational environment.

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