

УДК 65.012.3:658.5:005.21:658.562:669
JEL L61, M11, O32, Q56, L21, D24
DOI <https://doi.org/doi.org/10.33111/sedu.2024.55.142.159>

*Volodymyr Mazur**
*Jiang Hao***

STRATEGY OF TRANSFORMATION OF METALLURGICAL ENTERPRISES: IMPLEMENTATION AND EFFICIENCY EVALUATION

Abstract. This article explores the management transformation of capital iron and steel, which implements scientific management methods and innovations. The company has aligned its operations with Beijing's development goals, prioritizing technological innovation and sustainable production practices. Through organizational restructuring, skill development programs, and strategic investments in advanced technologies, the company has developed a modern production system capable of addressing environmental challenges. The transformation success of capital iron and steel offers valuable insights for other enterprises, enabling them to enhance competitiveness and achieve sustainable development. This case study offers insights into effective corporate management planning, execution, and evaluation.

Keywords: enterprise management; transformation process; management transformation; technological innovation; strategic planning; transformation strategy; performance evaluation; metallurgical enterprise.

Introduction. By 2022, China's digital economy has reached 45.7 trillion yuan, accounting for 43.23 percent of GDP, according to the Blue Book of the 2023 China Internet Development Report. The figure not only highlights the vigorous development of the digital economy in China but also shows the massive role of digital technology in promoting the development of various industries. At the same time, the rise of the digital economy has also had a broad and far-reaching impact on human production, life, and the ecological environment.

New industries, business forms, and models, such as platform economy, sharing economy, digital currency, and digital finance, are emerging daily. All these indicate the arrival of management reform, and the transformation of enterprise management has become an unavoidable choice for traditional enterprises. This requires

* **Volodymyr S. Mazur** — PhD. (Econ.), Associate Professor, Professor of the Department of International Tourism and Hotel Business, B. Havrylyshyn Education and Research Institute of International Relations, Western Ukrainian National University, Ukraine, ORCID: <https://orcid.org/0000-0002-2980-7954>, email: mazur_volodymyr@ukr.net

** **Jiang Hao** — PhD Student, Department of International Tourism and Hotel Business, West Ukrainian National University, Ukraine, ORCID: <https://orcid.org/0009-0002-3607-6018>, email: 648978772@qq.com

enterprises to property rights, objectives, strategy, production, research and development, organizational structure, logistics chain supply chain, business model, marketing, and other aspects of a comprehensive enterprise transformation.

With the wide application of digital technology and big data in corporate economic activities, the corporate economic organizational structure is moving toward flattening. This development trend is reflected in the digital economy promoting the transformation of enterprise organizational environment from static to dynamic, the upgrading of the enterprise production process from artificial to intelligent, the transformation of innovation behavior from closed to open, the adjustment of transaction costs from high to low, and the transformation of asset management from physical assets to data assets. These changes require enterprises to carry out corresponding management transformations to give play to the efficiency advantages of enterprises and continuously enhance the innovation flexibility of enterprises to maintain competitiveness and sustainable development.

The purpose of this article is to analyze the transformation strategy of metallurgical enterprises, with a particular focus on the case of Capital Iron and Steel Company, to identify effective methods for implementing management innovations, evaluating their efficiency, and ensuring sustainable development in the context of digital and green transitions.

Methods. Induction and deduction played a crucial role in the research process's information collection and processing stages. Induction allows us to formulate general conclusions based on specific facts and observations. For instance, we collected data on specific cases of digital transformation in enterprises and identified general trends and patterns from this data. This method helps reveal particular aspects and issues that need attention in the context of digital transformation of management.

Deduction, on the other hand, allows us to formulate general theoretical principles from specific cases and observations. By using deduction, we were able to develop theoretical models and concepts based on existing data and observations. This helps in understanding the fundamental principles of digital transformation and adapting them to the specific conditions of enterprises.

The monographic method is crucial for systematizing scientific approaches to the theoretical aspects of digital transformation in enterprise management. This method involves detailed study of specific topics and aspects based on monographs and specialized publications. For example, we thoroughly examined monographs analyzing digital transformation in the context of the Chinese economy to gain a deep understanding of specific aspects and approaches.

The comparative method allows for the comparison of theoretical approaches and practical strategies across different economic systems. We compared digital transformation approaches in China with those in other countries to identify differences and similarities, and to understand how global trends affect the specifics of enterprise management in different countries.

The analysis and comparison method was used to study the development of companies in relation to their competitors. Analysis allows for a detailed examination

of internal processes and performance outcomes of a company. We compared various companies in the industry, assessing their performance indicators, strategic initiatives, and digital transformation results. This approach helps identify how different enterprises adapt to new conditions and which strategies are most effective.

The comparison allows for evaluating the company's position against global trends and standards. We analyzed how domestic and international companies implement digital technologies, which have achieved the most tremendous success, and why. This helps in better understanding the market position and competitiveness of the enterprise.

The abstract-logical method was used to formulate theoretical conclusions based on a detailed data analysis. This method involves creating theoretical generalizations based on logical data analysis and identifying key patterns. We employed the abstract-logical approach to develop general theoretical concepts reflecting the essence of digital transformation in enterprise management.

This method helps systematize the collected data, develop theoretical models and concepts, and adapt them to specific conditions. Applying the abstract-logical method helped identify significant trends and principles crucial for understanding the digital transformation process and its impact on enterprise management.

These methods provide a comprehensive approach to studying digital transformation in enterprise management. Induction and deduction help identify significant trends and theoretical models, monographic and comparative methods allow for a detailed examination of theoretical aspects and comparison of different approaches, while analysis and comparison offer deep insights into practical aspects and results of transformation. The abstract-logical method helps systematize data and formulate general theoretical conclusions, which are essential for understanding and implementing digital technologies in enterprise management.

Results. Enterprise management transformation stems from the interaction between internal and external environments. It requires continuous adjustments to strategic planning and transformation strategies to adapt to market dynamics and technological advancements, ensuring long-term growth and sustainability [1].

The global economy is rapidly transitioning into the era of the digital economy, driven by advancements in digital technology. Across the world, the digital economy has become deeply embedded in all aspects of production and daily life. Most developed countries and emerging economies regard the digital economy as a key strategy to enhance national strength, boost the economy, and promote social development [2].

The growth of the digital economy has intensified competition among enterprises, compelling them to adapt their production models, marketing strategies, and customer relationship management practices. These shifts demand significant changes in enterprise management to address competition from alternative and innovative sectors [3]. This article takes Capital Iron and Steel Company as a case to explore the management transformation of enterprises under this background. Capital Iron and Steel Company, an enterprise with deep historical heritage and strategic position, is

facing both challenges and seizing opportunities in the process of transformation. An in-depth study of Capital Iron and Steel's transformation process can provide valuable reference and inspiration for other enterprises when dealing with market changes.

As a leader in China's iron and steel industry, Capital Iron and Steel has experienced several major structural restructuring and strategic transformation, and it occupies a pivotal position in the development process of the industry. Driven by the pilot enterprise management reform, Capital Iron and Steel has actively introduced scientific management methods, implemented the profit retention system, and continuously improved the autonomy and competitiveness of enterprises. With the urban development of Beijing and the Olympic Games, the transformation of the Shougang Park is closely linked with urban progress, bringing new growth drivers and opportunities for the company.

The transformation process of Capital Iron and Steel reflects the overall trend of change in China's steel industry. Capital Iron and Steel has leveraged technological innovation and sustainable practices to establish a modern production system. These efforts have enabled the company to address environmental challenges and guide the industry towards a greener, low-carbon future. In terms of digital transformation and green manufacturing, the practice of Capital Iron and Steel has provided valuable experience and examples for the industry, which has far-reaching significance for the high-quality development of the industry [4].

An in-depth study of Capital Steel's transformation process helps us to understand the transformation planning, execution, and evaluation of corporate management more comprehensively. This chapter will analyze the transformation experience of Capital Iron and Steel Company in detail, sum up its success and shortcomings, and provide useful reference for other enterprises in the transformation process. The transformation of enterprise management is a complex and critical task, and it can only be done by constantly summing up experience and drawing lessons to be invincible in the fierce market competition.

During the planning phase, Capital Iron and Steel Company must thoroughly evaluate internal and external environmental changes, identify its strengths and weaknesses, define its vision and future development goals, and establish a clear strategic pathway. The formulation of the strategic plan needs to align with the company's vision and core values, as well as market demand and industry trends, to achieve the company's goal of long-term and steady development.

In the rapidly evolving market environment, the significance of strategic planning has become increasingly evident. Enterprises must continuously refine and adapt their strategies to respond to external changes, capitalize on market opportunities, and address emerging challenges. Strategic planning is not merely a process of managerial decision-making but a comprehensive action plan that involves and engages all employees in its execution. Only through scientific and reasonable strategic planning, enterprises in the fierce market competition in an invincible position, to achieve the goal of sustainable development.

During the implementation of the strategic plan, Capital Iron and Steel Company pays attention to monitoring and adjustment. The enterprise management team has established an effective monitoring system to regularly evaluate and give feedback on the implementation of the strategy. At the same time, the strategic direction and execution plan are adjusted in a timely manner according to market changes and internal conditions to ensure the effective implementation of the strategic plan.

The evaluation of strategic planning is an important means to ensure the success of enterprise transformation.

The implementation and evaluation of strategic planning is a key link in the process of enterprise management transformation. Effective strategic planning enables enterprises to define clear developmental directions and enhance competitiveness. Regular evaluations allow for timely strategy adjustments, ensuring the preservation of competitive advantages [5]. The successful experience of Capital Iron and Steel provides a useful reference for other enterprises in the process of management transformation, and also provides valuable experience for the development of the industry.

As an enterprise with rich technology accumulation and talent resources, Capital Iron and Steel Company can enhance its core competitiveness through technology upgrading and talent training. When choosing the transformation strategy, Capital Iron and Steel Company can rely on its advantageous areas to find differentiated competitive advantages and establish its positioning in the market. At the same time, the enterprise also needs to carefully evaluate its management mechanism and organizational culture to ensure an effective connection between the transformation strategy and the existing system of the enterprise to avoid resource waste and management chaos.

When determining the transformation strategy, Capital Iron and Steel Company should focus on the future development trend to solve the immediate problems and build a long-term strategic plan for development. Through comparative analysis and learning from domestic and foreign enterprises in the same industry, Capital Iron and Steel Company can better grasp the direction and trend of the development of the industry and lay a solid foundation for the sustainable development of the enterprise.

Capital Iron and Steel Company needs to make a scientific transformation strategy under the careful consideration of market demand, enterprise resources, and future development to ensure the smooth realization of transformation objectives and the continuous improvement of enterprise competitiveness. Through continuously optimizing the transformation strategy, Capital Iron and Steel Company will continue to move forward on the transformation road and achieve sustainable development and long-term success.

Capital Iron and Steel Company has clarified its market positioning and competitive strategy in the transformation strategy. The company has deeply analyzed the industry market's current situation and future development trends and determined the development direction of taking high-end special steel as the leading product, strengthening innovation and research and development, and improving the added

value of products. Given the fierce market competition, the company has formulated flexible and diversified pricing and marketing strategies to enhance brand awareness and market share continuously.

Implementing and adjusting transformation strategy is a crucial link in the transformation of enterprise management. A perfect transformation strategy needs to ensure the effectiveness and sustainability of its implementation through effective execution and flexible adjustment. This section will delve into the measures Capital Iron and Steel took in executing the transformation strategy, as well as how to adjust and optimize according to feedback information in practice [6].

The company implemented targeted training and capacity-building programs for employees across various departments and roles to deepen their understanding of and commitment to the transformation goals and strategies. In addition, the company has also carried out organizational restructuring and optimized resource allocation to ensure the smooth implementation of the transformation plan. At the same time, advanced technology and management tools have been introduced to improve production efficiency and management level, providing strong support for the transformation.

The company has developed a scientific performance evaluation system to regularly monitor and analyze transformation progress, promptly identify issues, and implement corrective actions. Through data analysis and feedback mechanism, the company can timely adjust the direction of strategy execution and avoid deviating from the expected goals. The company also prioritizes effective communication and collaboration with employees and stakeholders, fostering robust information-sharing mechanisms to strengthen organizational cohesion and execution capabilities.

While implementing the transformation strategy, Capital Iron and Steel is also facing various challenges and changes and needs to adjust and optimize the strategic path promptly. In actual operation, the company needs to flexibly adjust the transformation strategy according to market competition and changes in the external environment to ensure the timeliness and adaptability of the strategy.

The implementation and continuous adjustment of the transformation strategy are critical to enterprise management transformation. This process demands active participation from all employees, methodical execution, and the ability to make timely and flexible adjustments. In the transformation process, Capital Iron and Steel Company fully realizes this point through careful design and implementation of the transformation strategy, continuous optimization, and adjustment. It has achieved good transformation results, providing useful reference and inspiration for other enterprises.

The formulation of transformation goals must thoroughly account for the company's internal resources and capabilities. When setting these goals, Capital Iron and Steel conducted a comprehensive assessment of its organizational structure, workforce, technological capabilities, and overall operational context to ensure the objectives were both ambitious and feasible.

Setting transformation goals should prioritize long-term development and sustainability. Capital Iron and Steel Company considered immediate market

demands and competitive pressures while emphasizing future development directions and trends. Transformation goals should not be short-term initiatives but strategic decisions aimed at ensuring the enterprise's long-term growth and sustainability.

When defining transformation objectives, Capital Iron and Steel Company engaged in active communication and negotiation with employees, customers, shareholders, and other stakeholders to ensure the goals accounted for all parties' interests, fostering a win-win scenario.

In the process of enterprise management transformation, establishing a reasonable index system is an important guarantee to ensure the realization of transformation objectives. Establishing the indicator system needs to comprehensively consider the overall strategic positioning of the enterprise, market demand, internal resources, and external environment changes, and other factors to ensure that the indicators formulated are both operable and can fully reflect all aspects of the enterprise transformation.

The index system should encompass multiple tiers of indicators, addressing strategic goals, business performance, organizational capabilities, and other key dimensions. In setting the transformation goals and indicators, the current situation and future development direction of the enterprise should be fully considered to ensure that the indicators can play an effective role in guiding and monitoring the transformation of the enterprise. Key indicators such as market share growth rate, profit margins, and employee satisfaction can be used to comprehensively evaluate the enterprise's performance during the transformation process.

Establishing the indicator system requires attention to the correlation and mutual influence among indicators. There is a complex internal relationship between different indicators, and the change of one indicator will often have a chain reaction on other indicators. Therefore, when establishing the indicator system, it is necessary to comprehensively consider the interaction between various indicators to ensure that there will be no contradiction or conflict in the setting of multiple indicators so as to achieve the coordinated promotion of the overall transformation goal.

Establishing the indicator system also requires considering the operability and measurability of the indicators. Indicators should have clear definitions and measurement methods to ensure companies can accurately obtain and analyze data. At the same time, the indicators should be forward-looking and flexible to a certain extent, and they can be adjusted and optimized with changes in the transformation process of enterprises to ensure that the indicator system always meets the actual needs of enterprises.

In enterprise management transformation, setting clear goals and indicators is crucial. Goals represent the vision and direction for future development, while indicators serve as specific quantitative benchmarks for measuring goal achievement. In this section, we will conduct an in-depth analysis of the correlation between transformation goals and indicators in order to reveal the internal relationship and mechanism of action between the two.

Setting transformation goals is a core element of the enterprise transformation process. When defining these goals, enterprises should consider internal and external environmental changes and clearly outline the direction and priorities for future development. These goals should be forward-looking and operable to motivate all employees to work together and promote the continuous development of the enterprise. For example, the goals that Capital Iron and Steel Company may set in the transformation process include improving production efficiency, improving product quality, expanding market share, etc. These goals are not only in line with the strategic positioning of the enterprise, but also challenging, helping to lead the enterprise to a higher level of development.

The transformation index, the specific quantitative standard to achieve the goal, plays a crucial role in the transformation process. The setting of indicators should be closely related to the objectives, can objectively reflect the enterprise's actual situation in the transformation process, and provide effective monitoring and evaluation means for achieving the goals. For instance, to enhance production efficiency, Capital Iron and Steel Company may use indicators such as capacity utilization rates, equipment failure rates, and production cycle durations. By monitoring and analyzing these indicators, potential issues can be promptly identified, allowing for corrective actions to ensure the successful achievement of the objectives.

The alignment between transformation goals and performance indicators is critical to enterprise management. Only by setting appropriate goals and establishing a scientific and practical index system can enterprises remain invincible in the fierce market competition and achieve sustainable and stable development. Through in-depth analysis of the relationship between goals and indicators, enterprises can better formulate transformation strategies and lead enterprises to progress toward success.

When choosing the transformation path, enterprises must determine the most suitable direction according to their resources, market demand, and core competitiveness.

Planning the transformation steps requires a comprehensive analysis of the enterprise's current situation, including its internal resources, organizational structure, market positioning, and other critical factors. On this basis, a detailed transformation plan should be formulated, with clear goals and timetables. During the transformation process, attention must be given to phased goal-setting, efficient allocation of resources and personnel, and ensuring the effective execution of the transformation plan. At the same time, it is also necessary to pay attention to risk management and adjust strategies in time to ensure the smooth progress of the transformation process.

When selecting and planning the transformation path, managers must foster a strong internal culture and actively involve employees. The transformation process may include adjusting organizational structure, personnel training, and technology upgrading, which requires enterprise managers to have strong executive and communication skills and coordination abilities. Additionally, enterprises must foster innovation, encourage employees to propose new ideas and suggestions and drive continuous organizational development.

This section will detail the concrete steps Capital Iron and Steel Company took in the transformation path and explore these steps' implementation and monitoring methods.

Capital Iron and Steel first comprehensively analyzed the internal and external environment, including market competition, technology development trends, policies, and regulations, to determine the transformation path. Based on these analysis results, the company formulated a detailed transformation plan and goals and clarified the direction and focus of the transformation.

According to the needs of different departments and positions, the company has carried out organizational restructuring and personnel training to ensure the transformation plan can be effectively implemented. For example, the company has established a cross-departmental collaboration mechanism to create a positive atmosphere for transformation.

The company has implemented various measures to upgrade its technology. Capital Iron and Steel has allocated significant resources to research and development of advanced technologies, aiming to enhance production efficiency and product quality. At the same time, the company has actively introduced advanced production equipment and management systems at home and abroad, constantly optimizing the production process and improving the competitiveness of enterprises. In the process of technological upgrading, the company has formulated a detailed implementation plan combined with the actual situation, regularly monitored and evaluated the effect of technological transformation, and timely adjusted the direction.

In addition, Capital Iron and Steel Company also attaches importance to communication and training with employees. By holding internal training courses and external lectures, the company promotes employees' professional skills and awareness of transformation, stimulates innovation potential, and enables them to better adapt to new job requirements. At the same time, the company has established an effective performance appraisal system to motivate employees to actively participate in the transformation process and promote substantial progress in corporate transformation.

At the same time as implementing the steps, Capital Iron and Steel Company also attaches great importance to monitoring and evaluating the transformation process. The company has established a scientific monitoring system to comprehensively monitor all work in the transformation process by formulating key performance indicators and monitoring cycles. At the same time, the company regularly organizes expert reviews and internal audits to conduct an in-depth evaluation of the transformation effect, identify problems promptly, and propose improvement measures. This continuous monitoring and evaluation mechanism helps ensure the smooth implementation of the transformation plan and improves the probability of success of the transformation.

Implementing and monitoring the steps is integral to the enterprise management transformation process. By making a detailed transformation plan, implementing scientific technology upgrading and personnel training, and establishing a sound

monitoring and evaluation mechanism, Capital Iron and Steel Company has successfully led the enterprise to a new stage of development. This provides a valuable reference for other enterprises in the transformation process and strong support for implementing enterprise management transformation planning.

Regarding specific steps for the transformation, Capital Iron and Steel has adopted a systematic and orderly approach to advance the transformation process. First, they have carried out a comprehensive organizational restructuring, optimized the allocation of internal resources, clarified the responsibilities and authority of various departments, and improved the efficiency of decision-making and execution. Secondly, Capital Iron and Steel Company formulated a personalized training plan for personnel training, focusing on enhancing employees' skills and establishing an incentive mechanism to ensure that employees can adapt to the new job requirements and fully support the realization of transformation goals.

Capital Iron and Steel has made bold investments and innovations in technological upgrading, introducing advanced production technology and equipment to improve production efficiency and product quality. Through cooperation with domestic and foreign partners, Capital Iron and Steel has continuously absorbed new scientific and technological achievements and optimized the production process to ensure a smooth transformation process. In addition, Capital Iron and Steel is committed to building an innovative corporate culture, encouraging employees to come up with creative ideas, and has established an innovation incentive mechanism to push the company forward constantly.

At the same time, Capital Iron and Steel attaches great importance to team cooperation and communication, establishes a cross-departmental cooperation mechanism, strengthens internal information sharing and coordination, and effectively solves the problems and risks that may occur in the transformation process.

The transformation effect evaluation index system should include multiple indicators to reflect the various situations in the enterprise transformation process fully. Among them, one of the primary indicators is the financial performance. Financial indicators include but are not limited to operating income, net profit, asset-liability ratio, etc. These indicators can objectively reflect an enterprise's profitability, economic risk, and asset operation status in the transformation process.

Market performance is also one of the critical indicators for evaluating the effect of transformation. Market indicators can be assessed from market share, customer satisfaction, brand awareness, etc., to help enterprises understand their position and competitiveness in the market competition to adjust marketing strategies and product positioning.

Innovation ability and technology level are also important indicators for evaluating the effect of enterprise transformation. The index of innovation ability can include investment in product research and development, the number of patent applications, etc. At the same time, the technical level can be evaluated based on the speed of technological updates and the degree of technological upgrade. These

indicators can reflect enterprises' innovation consciousness and technical strength in the transformation process.

The index system should also include social responsibility and environmental effects to evaluate the transformation effect. Social responsibility indicators include employee welfare improvement, participation in public welfare activities, etc. In contrast, ecological effect indicators can be assessed regarding energy consumption reduction, emissions reduction, etc., to help companies understand their social and environmental performance.

The transformation effect evaluation index system should comprehensively and objectively reflect all aspects of the enterprise in the transformation process and help the enterprise timely adjust its strategy, enhance its competitiveness, and achieve sustainable development. Enterprises can better grasp the key points in the transformation process through the scientific evaluation index system and achieve better results.

When determining the weight of the indicators, it is necessary to consider each indicator's impact on the overall transformation effect of the enterprise. Typically, indicators play varying roles in the transformation process; some have a decisive impact on enterprise development, while others are comparatively less significant. Therefore, when determining the weight, methods such as expert evaluation and analytic hierarchy process can be used to comprehensively consider each indicator's importance to ensure the weight's accuracy and rationality.

In analyzing the weight of indicators, it is necessary to carry out a specific analysis of each indicator combined with the actual situation. Taking Capital Iron and Steel Company as an example, the evaluation indicators of the transformation effect can be carefully analyzed, including financial performance, market position, employee satisfaction, technological innovation, and other aspects. By comparing and assessing the actual performance of each indicator, their respective weights can be more accurately determined, providing robust support for evaluating the effectiveness of enterprise transformation.

When determining the weight of indicators, the interrelation between different indicators can also be considered. Some indicators may have a strong correlation with each other, while others may be relatively independent. This correlation must be regarded comprehensively when analyzing indicator weights to avoid double calculations or omissions and ensure the evaluation results' accuracy and reliability.

Determining and analyzing the weight of the evaluation index of the transformation effect is a key link in the process of enterprise management transformation. By selecting the weight of each index scientifically and reasonably, the transformation effect of enterprises can be more accurately evaluated, which provides an essential reference for the future development of enterprises and promotes the sustainable and steady development of enterprises.

In the transformation process of enterprise management, the transformation effect evaluation is essential to ensure the effective implementation of the transformation plan. This section will discuss the methods and tools of transformation effect

assessment to help enterprises better understand the achievements and shortcomings in the transformation process to optimize management strategies and enhance competitiveness continuously.

The evaluation of transformation effectiveness should incorporate both qualitative and quantitative analysis methods. Qualitative analysis gathers opinions and feedback from employees, customers, partners, and other stakeholders through surveys, interviews, and questionnaires to assess the transformation's impact on enterprise culture, team collaboration, and innovation capacity. This method can deeply understand the feelings and cognition of employees on the transformation and provide essential references for managers.

Quantitative analysis is a fundamental component of evaluating transformation effectiveness. Through data analysis, performance evaluation, financial comparison, and other means, we can objectively measure the change of indicators before and after the transformation, such as profit growth rate, market share, employee satisfaction, etc., to quantify the results and benefits in the transformation process. Quantitative analysis can provide managers with objective data support and help them make scientific decisions.

Tools such as SWOT analysis, KPI evaluation, and the Balanced Scorecard can be utilized to evaluate transformation effectiveness. SWOT analysis can help enterprises identify internal strengths and weaknesses, external opportunities and threats, and provide strategic guidance for transformation; KPI evaluation can monitor and evaluate the performance of enterprises in the transformation process by setting key performance indicators. The Balanced Scorecard comprehensively evaluates enterprise performance across various dimensions, including finance, customer relations, internal processes, and learning and growth, enabling a holistic understanding of the transformation's impact.

In addition to the above methods and tools, you can use a professional consulting agency or consultant team to evaluate the transformation effect. These professional teams have rich experience and expertise. They can provide enterprises with objective and neutral evaluation reports to help enterprises better understand their transformation situation, identify problems, and adjust strategies in time [7].

To sum up, evaluating the transformation effect is a crucial part of the process of enterprise management transformation. Through scientific methods and tools, enterprises can comprehensively and deeply understand the achievements and shortcomings of transformation and provide important references for future development. It is hoped that the contents of this section can give practical enlightenment and guidance to enterprise managers and researchers.

In the process of enterprise management transformation, the transformation effect evaluation is the key link to ensure the effective implementation of the transformation plan. This section will introduce the collection and collation of the transformation effect evaluation results of Capital Iron and Steel Company in detail.

The researchers used various data collection methods to assess the transformation effects fully. The financial performance of Capital Iron and Steel

Company was analyzed by comparing key metrics such as operating income, profit margins, and balance sheets before and after the transformation, providing an objective view of changes in operational conditions. At the same time, employee satisfaction surveys and market research were also carried out to obtain internal employees' and external markets' cognition and feedback on the enterprise's transformation. In addition, industry data and trend analysis were combined to compare the performance of Capital Iron and Steel with other companies in the same industry to better position and assess the competitiveness and market position of the company.

The final work on the transformation effect's evaluation results is meticulous and systematic. The researchers classified and sorted all collected data and established a perfect data analysis framework. Regarding financial data, the compilation of trend charts, comparative analysis tables, and other forms clearly show enterprises' performance changes and economic status in the transformation process. In the aspect of employee satisfaction surveys and market research, through statistical analysis and chart display, the attitudes and views of employees and the market towards enterprise transformation are presented, which provides a reference for subsequent improvement. At the same time, combined with industry data and trend analysis, the enterprise's positioning and development prospects are deeply analyzed, which provides an essential reference for the formulation of the future development direction of the enterprise.

The researchers have derived several key conclusions and insights by organizing and analyzing the evaluation results of the transformation's effectiveness. Capital Iron and Steel Company has achieved remarkable results in the transformation process, improving its financial performance and making positive progress in employee satisfaction and market recognition. Compared with other enterprises in the same industry, Capital Iron and Steel Company has performed more prominently in the transformation effect, showing good competitive strength and development potential. At the same time, through the summary and analysis of the successful experience and shortcomings in the transformation process, the researchers put forward targeted suggestions and improvement measures for the future transformation planning and implementation of the enterprise and provide valuable references and guidance for the sustainable development of the enterprise.

Through the collection and collation of the evaluation results of the transformation effect of Capital Iron and Steel Company, the researcher deeply analyzed the performance and impact of the enterprise in the transformation process and provided empirical support and experience summary for the transformation of enterprise management, which has important theoretical and practical significance.

In this section, we will carry out an in-depth analysis and interpretation of the transformation effect of Capital Iron and Steel Company. Evaluating the transformation effect is a vital link to ensure the effective implementation of the enterprise transformation plan and a key index to assess the success of the enterprise management transformation.

Through the comparative analysis of the data before and after the transformation of Capital Iron and Steel Company, we find that the company's overall operating efficiency has significantly improved during the transformation process. For example, the average utilization rate of the production line increased from 60 % before the transformation to 85 % after the transformation, and the production efficiency has been significantly improved. This shows that the production process optimization and technology upgrading measures implemented by the company during the transformation have achieved initial results.

We have also observed some positive changes in personnel training and organizational restructuring. The overall quality of the staff has been improved, the teamwork ability and the sense of innovation have been enhanced, and the staff turnover rate has been significantly reduced. At the same time, the internal hierarchical structure of the company has become flatter, and the efficiency of decision-making and execution has been improved. These changes have laid a good foundation for the company's future sustainable development.

In terms of technological upgrading, Capital Iron and Steel has introduced a series of advanced production equipment and management systems during the transformation process, effectively improving the intelligence level of the production line. Implementing automated production lines enhances production efficiency and minimizes human error, improving product quality and boosting market competitiveness. These initiatives have strongly supported the company's future technological innovation and development.

Taken together, through the analysis of the transformation effect of Capital Iron and Steel Company, we can see that the company has achieved a series of positive results during the transformation process. However, it is also necessary to see that there are still some challenges and shortcomings in the transformation process, such as the adaptability of some employees to the new technology needs to be improved, and there is still some resistance to the change of some management. Therefore, the company needs to continue to deepen the transformation and constantly optimize the management mechanism and process to cope with future market competition challenges [8].

The analysis in this section provides a clearer understanding of the achievements and challenges faced by Capital Iron and Steel Company during its transformation process, offering valuable insights and guidance for enterprise management transformations. In future development, the company can further strengthen innovation ability, attach importance to employee participation and team cooperation, and constantly optimize the management mode to achieve enterprise management's continuous transformation and development.

In selecting evaluation methods, diversified research methods can be adopted, combined with qualitative and quantitative research methods, and the reasons and mechanisms behind the transformation effects can be deeply explored. For example, techniques such as case analysis, interview surveys, and questionnaire surveys can be used to obtain data and information from different dimensions to improve the reliability and persuasiveness of evaluation results.

In addition, in determining the evaluation cycle, we should flexibly determine the evaluation cycle according to the actual situation of the enterprise and the setting of transformation goals to avoid the delayed results caused by too long evaluation cycle and avoid the unstable and unreliable results caused by too short the evaluation cycle. The evaluation cycle can be determined scientifically and reasonably according to the enterprise's development stage and transformation progress to ensure that the evaluation results have reference and guiding significance.

In the evaluation process, it is necessary to strengthen the interpretation and analysis of the results of the evaluation of the transformation effect, not only to present the data and results but also to analyze the underlying reasons and influencing factors deeply. Only by deeply understanding the internal mechanism and law of the transformation effect can we better guide the management decision-making of enterprises and provide helpful reference and experience accumulation for future transformation.

Conclusion. transformation of enterprise management is a complex and critically important process that responds to the modern challenges of the global economy, particularly in the context of the digital revolution. This phenomenon is characterized by constant changes in enterprises' internal and external environments, which require ongoing adjustments to strategic planning and management strategies to ensure sustainable development and competitiveness.

The global economy is increasingly oriented towards digital technologies, which have become integral to production and everyday life. The digital economy, actively implemented in developed and developing countries, is a strategic direction for strengthening national power and stimulating economic growth. This results in heightened competition among enterprises, which are compelled to adapt their production and marketing strategies and management practices to combat alternative and innovative competitors effectively.

Examples such as Capital Iron and Steel Company often illustrate the management transformation process. With significant historical heritage and strategic importance, this enterprise faces various challenges and opportunities in the context of digital changes. As a leader in the Chinese steel industry, Capital Iron and Steel Company has undergone several major structural reorganizations and strategic transformations, highlighting its crucial role in the industry's development.

Studying the transformation of management at Capital Iron and Steel Company allows us to identify key aspects of planning, execution, and evaluation of corporate governance. It is important to note that the company actively implements modern management methods and profit retention systems and continuously enhances its competitiveness. This reflects a general trend in the Chinese steel industry, where technological innovations and green development play a significant role.

In particular, Capital Iron and Steel Company demonstrates how enterprises can modernize their production systems and actively respond to environmental challenges, which is vital for the industry's sustainable development. Technological innovations and green development enable the company to maintain high production standards and meet contemporary market demands.

A thorough analysis of the company's transformation process helps one understand how to plan and implement management strategies properly. Key stages include defining goals, creating an index system for monitoring and evaluation, and flexibly adjusting strategy in response to internal and external changes.

Management transformation requires not only precise goal setting but also the creation of a scientifically grounded index system. These indices should reflect the enterprise's strategic goals, business results, and organizational capabilities, providing a comprehensive assessment of transformation effectiveness. For instance, to achieve goals related to production efficiency, the company may establish indices such as capacity utilization rates, equipment failure frequency, and production cycles.

Creating an effective index system also requires consideration of the interrelationships between different indicators. Changes in one index can impact others, necessitating a comprehensive approach to setting up the index system to avoid conflicts and ensure coordination in achieving overall goals.

Furthermore, strategic planning and execution must be adaptable, allowing the company to respond promptly to market changes and internal conditions. The management team at Capital Iron and Steel Company has developed an effective monitoring system, which includes regular assessments and feedback for timely strategic adjustments.

An important aspect of transformation is all employees' involvement and the organizational structure's continuous improvement. The transformation process may include staff training, technology modernization, and organizational restructuring, requiring high managerial communication and coordination skills.

In conclusion, enterprise management transformation is a complex yet necessary process for ensuring long-term development and competitiveness. The experience of Capital Iron and Steel Company provides valuable lessons for other enterprises transforming, highlighting the importance of clearly defined goals, effective index systems, and flexible strategy adjustments. By continually reviewing experience and learning from lessons, enterprises can maintain competitiveness and achieve sustainable development in the modern market environment.

References

1. Kamdjoug, Jean Robert Kala. «Change Management and Digital Transformation Project Success in SMEs Located in the Democratic Republic of the Congo.» *Journal of Enterprise Information Management* 37, no. 2 (2024): 580-605.
2. Li, Haijun, and Zhang Jinglong. «Some Understandings About the Definition of the Digital Economy.» *Enterprise Economy* 42, no. 07 (2021): 13-22 + 2. <https://doi.org/10.13529/j.cnki.enterprise.economy.2021.07.002>.
3. Li, Yaodong. «Research on the Management Problem of Enterprise Digital Transformation in the Era of Digital Economy.» *Business Economy* 43, no. 07 (2024): 36-39 + 73. <https://doi.org/10.19905/j.cnki.syjj1982.2024.07.022>.
4. Zhao, Fengyu, Ziqing Xu, and Xiaowen Xie. «Exploring the Role of Digital Economy in Enhanced Green Productivity in China's Manufacturing Sector: Fresh Evidence for

Achieving Sustainable Development Goals.» *Sustainability* 16, no. 10 (2024): Article 4314. <https://doi.org/10.3390/SU16104314>.

5. Borutska, Yuliia, Nataliia Mahas, Svitlana Hrebinska, Halyna Yankovska, and Viktoriia Lakiza. «Implementing Modeling Techniques to Formulate a Strategy for Organizational Change Management in Enterprises' Sustainable Development Systems.» *International Journal of Sustainable Development and Planning* 19, no. 11 (2023): 153–169.

6. Zhao, Xing, Li Ruotong, and He Huiyuan. «Can Digital Technology Promote the Efficiency of Innovation?» *Scientific Research* 11, no. 04 (2023): 732–743. <https://doi.org/10.16192/j.cnki.1003-2053.20221110.004>.

7. Yang, Chaolin, Yan Jingdong, and Wang Guangming. «Time Series Trends Forecasting for Manufacturing Enterprises in the Digital Age.» *Journal of Organizational and End User Computing (JOEUC)* 36, no. 1 (2024): Article 345242. <https://doi.org/10.4018/JOEUC.345242>.

8. Yang, Shengnan. «Digital Transformation of Enterprises, Financing Constraints and Enterprise Innovation.» *Journal of Global Economy, Business and Finance* 12, no. 5 (2024): Article 13. [https://doi.org/10.53469/JGEBF.2024.06\(05\).13](https://doi.org/10.53469/JGEBF.2024.06(05).13).

СТРАТЕГІЯ ТРАНСФОРМАЦІЇ МЕТАЛУРГІЙНИХ ПІДПРИЄМСТВ: ВПРОВАДЖЕННЯ ТА ОЦІНКА ЕФЕКТИВНОСТІ

Мазур Володимир Степанович

кандидат екон. наук, доцент,
професор кафедри міжнародного
туризму та готельного бізнесу,
Навчально-науковий інститут
міжнародних відносин імені

Б. Гаврилишина,

Західноукраїнський національний
університет,

м. Тернопіль, Україна

<https://orcid.org/0000-0002-2980-7954>

Хао Цзян

аспірант,

кафедра міжнародного туризму та
готельного бізнесу,

Західноукраїнський національний
університет,

м. Тернопіль, Україна

<https://orcid.org/0009-0002-3607-6018>

Анотація. У статті досліджується управлінська трансформація компанії Capital Iron and Steel, яка впроваджує наукові методи управління та інновації. Підприємство адаптується до розвитку Пекіна, зосереджуючись на технологічних інноваціях і екологічному виробництві. Завдяки організаційній реструктуризації, підготовці персоналу та інвестиціям у технології компанія створила сучасну виробничу систему, що відповідає екологічним

викликам. Невід'ємною частиною процесу стали моніторинг і оцінка ефективності. Успішний досвід Capital Iron and Steel пропонує цінні уроки для інших підприємств у процесі трансформації, допомагаючи їм залишатися конкурентоспроможними та досягати сталого розвитку. Це дослідження надає корисні ідеї щодо ефективного планування, виконання та оцінювання корпоративного управління.

Ключові слова: управління підприємством; процес трансформації; управлінська трансформація; технологічні інновації; стратегічне планування; стратегія трансформації; оцінка ефективності; металургійне підприємство.

Стаття надійшла до редакції 26.07.2024