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METHODOLOGY FOR MANAGING SUSTAINABLE DEVELOPMENT OF ENTERPRISES IN THE PROCESS OF POST-WAR ECONOMIC RECONSTRUCTION

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МЕТОДОЛОГІЯ УПРАВЛІННЯ СТАЛИМ РОЗВИТКОМ ПІДПРИЄМСТВ У ПРОЦЕСІ ПОВОЄННОЇ ЕКОНОМІЧНОЇ ВІДБУДОВИ

The article explores theoretical and applied aspects of the formation of a methodology for managing sustainable enterprise development in the process of post-war economic reconstruction. It is substantiated that modern transformation processes taking place in the economy of Ukraine require the formation of new management approaches aimed at restoring the production potential of enterprises, increasing the efficiency of resource use and ensuring long-term economic stability. It is determined that the sustainable development of enterprises in the post-war period should be based on a combination of economic efficiency, social responsibility and environmental safety, which forms a new model of business management. It is proven that the methodology for managing sustainable enterprise development involves the use of a systemic approach to the formation of management decisions, the integration of strategic planning, innovative development, financial

management and modern information technologies. Particular attention is paid to the role of the institutional environment, state support for entrepreneurship and the development of innovative infrastructure in the process of economic recovery. It has been established that an effective system of sustainable development management of enterprises should ensure the adaptation of business to new economic conditions, promote the modernization of production processes and increase the competitiveness of enterprises in the domestic and international markets.

The results of the study can be used to improve the system of strategic management of enterprises, form a state policy of economic reconstruction and develop programs to support innovative business development.

У статті досліджено теоретичні та прикладні аспекти формування методології управління сталим розвитком підприємств у процесі повоєнної економічної відбудови. Обґрунтовано, що сучасні трансформаційні процеси, які відбуваються в економіці України, потребують формування нових управлінських підходів, спрямованих на відновлення виробничого потенціалу підприємств, підвищення ефективності використання ресурсів та забезпечення довгострокової економічної стабільності. Визначено, що сталий розвиток підприємств у повоєнний період повинен базуватися на поєднанні економічної ефективності, соціальної відповідальності та екологічної безпеки, що формує нову модель управління підприємницькою діяльністю.

Доведено, що методологія управління сталим розвитком підприємств передбачає використання системного підходу до формування управлінських рішень, інтеграцію стратегічного планування, інноваційного розвитку, фінансового управління та сучасних інформаційних технологій. Особливу увагу приділено ролі інституційного середовища, державної підтримки підприємництва та розвитку інноваційної інфраструктури у процесі відновлення економіки. Встановлено, що ефективна система управління сталим розвитком підприємств повинна забезпечувати адаптацію бізнесу до нових економічних умов, сприяти модернізації виробничих процесів та підвищувати конкурентоспроможність підприємств на внутрішньому і міжнародному ринках.

Отримані результати дослідження можуть бути використані для удосконалення системи стратегічного управління підприємствами, формування державної політики економічної відбудови та розроблення програм підтримки інноваційного розвитку бізнесу.

Key words: sustainable development, enterprise management, economic reconstruction, strategic management, economic sustainability, innovative development, entrepreneurship.

Ключові слова: сталий розвиток, управління підприємством, економічна відбудова, стратегічне управління, економічна стійкість, інноваційний розвиток, підприємництво.

GENERAL STATEMENT OF THE PROBLEM AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

The current stage of development of the Ukrainian economy is characterized by the need for large-scale post-war reconstruction, which includes the restoration of production capacities, modernization of infrastructure and the formation of a new model of economic development. In the conditions of post-war transformation, ensuring sustainable development of enterprises becomes of particular importance, which involves the formation of an effective resource management system, the introduction of innovative technologies and increasing the adaptability of enterprises to changes in the economic environment. Enterprises are key subjects of economic recovery, since it is their activities that ensure the creation of jobs, the formation of state budget revenues and the development of the country's production potential. At the same time, modern challenges associated with the destruction of economic infrastructure, the instability of the financial environment and the

limitation of investment resources require the improvement of methodological approaches to enterprise management. In such conditions, the formation of an effective methodology for managing sustainable enterprise development, which ensures a combination of economic efficiency, social stability and environmental responsibility, becomes of particular relevance. It is this management model that creates the prerequisites for the long-term development of enterprises and increasing the competitiveness of the national economy.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS, IN WHICH THE SOLUTION OF THIS PROBLEM WAS INITIATED AND ON WHICH THE AUTHOR RELIES, HIGHLIGHTING PREVIOUSLY UNRESOLVED PARTS OF THE GENERAL PROBLEM, TO WHICH THE SPECIFIED ARTICLE IS DEVOTED

The issues of sustainable development of enterprises and the formation of effective

mechanisms for managing economic sustainability are actively studied in the works of modern scientists (A. V. Krughlyanko, K. O. Gutsulyak, A. A. Gonta, M. Yu. Hryhorak, etc.) [1–6]. In scientific works, considerable attention is paid to the issues of strategic management of enterprises, the development of an innovative economy, the formation of effective institutional mechanisms for supporting entrepreneurship and the introduction of modern information technologies into the business management system. Researchers note that sustainable development of enterprises requires an integrated approach that combines economic, social and environmental aspects of economic activity [7–11]. At the same time, modern conditions of economic transformation require the development of new methodological approaches to enterprise management that take into account the specifics of post-war economic reconstruction. Despite a significant amount of research in the field of enterprise management, the issues of forming an effective methodology for managing the sustainable development of enterprises in the process of post-war economic reconstruction remain insufficiently researched, which makes this study relevant.

FORMULATION OF THE OBJECTIVES OF THE ARTICLE (TASK STATEMENT)

The purpose of the article is to study and substantiate the methodological principles of managing the sustainable development of enterprises in the process of post-war economic reconstruction, as well as to determine the main directions of improving the system of strategic management of entrepreneurial activity in the conditions of transformation of the economic environment. Achieving the set goal involves analyzing modern trends in the development of enterprises in the post-war period, determining the role of innovative technologies and management tools in ensuring the economic sustainability of enterprises, as well as substantiating approaches to the formation of an effective system of managing the sustainable development of business structures.

PRESENTATION OF THE MAIN MATERIAL OF THE STUDY WITH A FULL JUSTIFICATION OF THE OBTAINED SCIENTIFIC RESULTS

Modern conditions of economic development form new requirements for the enterprise management system. Enterprises are forced to operate in conditions of high economic uncertainty, rapid technological changes and a growing level of competition. In such conditions, ensuring sus-

tainable development of enterprises becomes one of the key tasks of the state's economic policy and strategic business management. The methodology of managing sustainable development of enterprises involves the formation of a comprehensive management system that covers economic, social and environmental aspects of the enterprise's activities. This approach allows for the efficient use of resources, increasing the competitiveness of enterprises and creating the prerequisites for long-term economic development. An important role in the sustainable development management system is played by strategic planning, which ensures the determination of priority areas of enterprise development and the formation of effective mechanisms for implementing innovative projects. Strategic management allows enterprises to adapt to changes in the economic environment and effectively use available resources. In modern conditions, an important element of managing sustainable development of enterprises is the use of innovative technologies and digital management tools. The use of information technologies allows enterprises to increase the efficiency of management processes, provide operational access to information and create an effective system for monitoring the economic indicators of the enterprise [1–3]. Of particular importance in the process of post-war economic reconstruction is the modernization of production processes and the development of innovative infrastructure. Enterprises should actively introduce new technologies, develop cooperation with scientific institutions and attract investment resources for the implementation of innovative projects.

Further development of the methodology for managing sustainable development of enterprises in the process of post-war economic reconstruction requires taking into account the complex influence of economic, social and institutional factors that determine the possibilities of restoring production potential and forming a new structure of the national economy. In modern conditions, enterprises must not only restore lost production resources, but also form new strategic development models based on innovations, technological modernization and increasing the efficiency of managing economic processes. An important element of the methodology for managing sustainable development is the integration of strategic analysis and forecasting of economic processes. In post-war conditions, enterprises operate in an environment of high economic uncertainty, which requires the use of modern tools for economic forecasting, risk analysis and modeling of alternative development scenarios

Table 1. Structural determinants of ensuring sustainable development of enterprises in the process of post-war economic transformation

Development Component	Content of managerial influence	Expected effect for enterprises
Technological Modernization	Implementation of new production technologies, automation of production processes, equipment renewal	Increasing production productivity and reducing operating costs
Financial and Investment Support	Formation of diversified sources of financing, attraction of investment resources and international funds	Stabilizing the financial condition of enterprises and expanding investment opportunities
Institutional Environment	Improvement of regulatory and legal regulation of entrepreneurial activity and development of state business support programs	Creating favorable conditions for the development of entrepreneurship
Innovative Development	Implementation of scientific research results, development of innovative projects and commercialization of technologies	Increasing the competitiveness of enterprises in the domestic and foreign markets
Human Capital Development	Improvement of employee qualifications, development of professional competencies and formation of an innovative culture	Increasing the intellectual potential of the enterprise
Infrastructural Provision	Restoration of transport, energy and production infrastructure	Increasing the efficiency of economic activities of enterprises
Digital Transformation	Use of information management systems, digital platforms and analytical tools	Optimizing management processes and increasing the efficiency of decision-making
Environmental Responsibility	Implementation of resource-saving technologies and environmental production standards	Reducing the negative impact on the environment and increasing energy efficiency
Network Economic Interactions	Development of partnership relations between enterprises, scientific institutions and investment structures	Forming innovative ecosystems and expanding economic opportunities

Source: compiled by the authors.

[2—6]. Such tools allow enterprises to plan their activities more effectively, assess the prospects of investment projects and form optimal management decisions. The formation of new models of economic interaction between enterprises, state institutions, financial organizations and scientific institutions also becomes of significant importance. In the process of post-war reconstruction of the economy, a new system of economic relations is being formed, within which partnership mechanisms of cooperation between various business entities play an important role. Such interaction contributes to a more efficient use of resources, accelerates the introduction of innovations and creates the prerequisites for the formation of new competitive advantages of enterprises.

In this context, the development of innovative activity of enterprises is particularly important. Innovations are a key factor in increasing labor productivity, modernizing production processes, and forming new technological solutions. It is the innovative activity of enterprises that provides the opportunity to transition to a new model of economic development, which is based on the use of modern technologies, the development of human capital, and the effective use of information resources. At the same time, ensuring sustainable development of enterprises in the post-war period requires taking into account a wide range of factors

that determine the effectiveness of the functioning of the economic system [3—5]. Such factors include the level of investment activity, the state of infrastructure, the development of financial markets, the level of innovative activity of enterprises, and the effectiveness of state economic policy. The structural determinants of ensuring sustainable development of enterprises in the process of post-war economic transformation are reflected in Table 1.

The analysis of these factors shows that the effectiveness of sustainable development management of enterprises largely depends on the ability of enterprises to adapt to new conditions of the economic environment and use modern management tools. In this context, an important direction in the development of management methodology is the implementation of strategic controlling systems, which allow for constant monitoring of economic indicators of the enterprise's activities and assess the effectiveness of the implementation of strategic decisions. In modern conditions, the concept of integrated enterprise management is gaining significant popularity, which involves combining different functional areas of management into a single system of strategic development [4—8]. This approach allows ensuring the consistency of economic, financial, innovative and social aspects of the enterprise's activities and

contributes to the formation of an effective model of sustainable development management. An equally important aspect of enterprise development in the post-war period is the formation of an effective financial management system. Enterprises must ensure the rational use of financial resources, form an effective investment policy and implement modern mechanisms for managing financial risks. In this context, mechanisms for diversifying financial resources, attracting investments and using alternative sources of financing for innovative projects play an important role [2–6]. An important element of the methodology for managing the sustainable development of enterprises is the formation of an effective system for strategic management of innovative activities. It is innovations that provide the opportunity for enterprises to transition to a new model of economic development, which is based on the use of modern technologies and the development of the intellectual potential of the enterprise. Methodological tools for managing the sustainable development of enterprises in the process of post-war economic reconstruction are shown in Table 2.

The use of these tools allows enterprises to form an effective sustainable development management system, which ensures their adaptation to changes in the economic environment and contributes to increasing competitiveness. In modern conditions, an important factor in the sustainable

development of enterprises is also the development of human capital. It is the level of professional training of employees, their ability to master new technologies and participate in innovative processes that determine the potential of the enterprise in the field of economic development. Therefore, enterprises should actively invest in improving the skills of personnel, developing digital competencies and forming an innovative culture of the organization. In general, the formation of an effective methodology for managing the sustainable development of enterprises in the process of post-war economic reconstruction involves the use of an integrated approach to managing entrepreneurial activity [5; 8; 10]. This approach is based on the integration of strategic planning, innovation management, financial management and human capital development. It is the combination of these elements that creates the prerequisites for the formation of an effective enterprise management system and ensures their long-term economic sustainability.

Further development of the methodology for managing sustainable development of enterprises in the process of post-war economic reconstruction is associated with the need for a deeper rethinking of the role of enterprises in the transformation of the economic system [9; 11]. In modern conditions, enterprises act not only as production entities of the economy, but also as key agents of

Table 2. Methodological tools for managing the sustainable development of enterprises in the process of post-war economic reconstruction

Management tool	Functional purpose	Practical effect for the enterprise
Scenario economic modeling	Formation of alternative development strategies depending on macroeconomic conditions	Increasing the enterprise's adaptability to market instability
Investment and project management	Planning and implementation of production modernization programs	Accelerating the renewal of production capacities
P crisis management	Stabilization of enterprise activities in conditions of economic turbulence	Minimizing financial losses and restoring economic stability
Resource optimization	Rationalization of the use of material, energy and financial resources	Reducing production costs and increasing the efficiency of activities
Institutional partnership	Interaction of enterprises with state structures, financial organizations and scientific institutions	Expanding the possibilities of attracting resources and technologies
Digital management analytics	Use of information systems for analysis of economic indicators	Increasing the validity of management decisions
Innovation and technological forecasting	Assessment of prospects for the development of technologies and market trends	Forming new competitive advantages
Environmentally oriented management	Integration of environmental standards into production activities	Increasing energy efficiency and sustainability of production

Source: formed by the authors.

innovative development, social stabilization and the formation of new economic relations. That is why the enterprise management system should be oriented towards long-term strategic goals, which include not only the restoration of economic activity, but also the formation of a qualitatively new model of economic development. In the process of post-war economic reconstruction, the transformation of production structures of enterprises plays an important role. A significant part of enterprises is forced to adapt to new business conditions, which are characterized by changes in logistics routes, transformation of sales markets, the need to diversify production programs and increase the level of technological efficiency. Under such conditions, the methodology for managing sustainable development should provide for the use of adaptive management approaches that ensure the flexibility of organizational structures and the ability of enterprises to quickly respond to changes in the economic environment. One of the important directions of development of the enterprise management system is formation of new mechanisms of strategic coordination of economic processes. In the modern economy, network forms of economic interaction are becoming increasingly important, which involve integration of enterprises into production, innovation and logistics networks. This approach allows enterprises to use available resources more effectively, combine efforts to implement innovative projects and form new technological solutions. A special role in shaping the sustainable development of enterprises is played by diversification of economic activity. In post-war conditions, enterprises are often forced to change the structure of production, develop new types of products and enter new markets. It is diversification that allows to reduce economic risks associated with the instability of individual sectors of the economy and to provide more stable sources of income. An important aspect of enterprise development is also the integration of the principles of environmental responsibility into the system of economic activity management. In the modern economy, the concept of a "green economy" is becoming increasingly important, which involves the use of resource-saving technologies, increasing the energy efficiency of production and reducing the negative impact of production activities on the environment. In the post-war period, the reconstruction of the economy can be an important stage of the transition to new environmentally friendly production models [3; 5; 8; 11]. In this context, enterprises should implement modern technological solutions aimed at increasing the energy

efficiency of production, optimizing the use of natural resources and developing environmentally safe production processes. The use of such technologies not only contributes to the preservation of the natural environment, but also increases the economic efficiency of enterprises, reducing costs for energy resources and production processes.

An important factor in ensuring the sustainable development of enterprises is the formation of an effective knowledge management system. In the modern economy, knowledge and intellectual capital are becoming one of the key resources of economic development. It is the ability of enterprises to generate new knowledge, introduce innovations and use modern technologies that determines their competitiveness in the market. Therefore, enterprises should actively invest in the development of human capital, create favorable conditions for the professional development of employees and form a corporate culture focused on innovation. Increasing the level of professional competence of personnel, developing the creative potential of employees and stimulating their participation in innovative processes allows to significantly increase the efficiency of enterprises.

An essential element of the methodology for managing sustainable development is also the formation of an effective system of economic security of enterprises. In modern conditions, enterprises face a wide range of economic risks associated with the instability of financial markets, changing macroeconomic conditions, increasing competition and technological changes. That is why the enterprise management system should include the use of mechanisms for predicting economic risks, assessing their impact on the enterprise's activities and developing effective measures to minimize them. In modern conditions, the use of digital technologies in the enterprise management system is of great importance. The digitalization of management processes allows significantly increasing the efficiency of management decision-making, providing operational access to information and creating an effective system for analyzing the economic indicators of the enterprise's activities. The use of modern management information systems allows enterprises to plan their activities more effectively, optimize production processes and increase the efficiency of resource use [10-11]. An important component of the sustainable development management methodology is also the formation of an effective system of interaction between enterprises and state institutions. In the process of post-war economic reconstruction, the state plays a key role in

forming a favorable institutional environment for the development of entrepreneurship. State support can be manifested in the form of tax incentives, financing of innovative projects, infrastructure development and the creation of special programs to support enterprises.

Such mechanisms allow enterprises to gain access to the necessary resources for the implementation of investment projects, the introduction of new technologies and the development of production potential. In turn, effective interaction between business and the state contributes to the formation of a stable economic environment and increases the effectiveness of the implementation of economic policy. In general, the methodology for managing the sustainable development of enterprises in the process of post-war economic reconstruction should be based on an integrated approach to managing economic processes. This approach involves the integration of strategic planning, innovative development, digitalization of management, human capital development and the formation of an effective system of economic security of enterprises. It is the combination of these elements that creates the prerequisites for the formation of a new model of economic development, which ensures increased competitiveness of enterprises and contributes to the long-term stability of the national economy.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER RESEARCH IN THIS DIRECTION

The conducted study allows us to conclude that effective management of the sustainable development of enterprises in the process of post-war economic reconstruction is an important factor in the formation of a competitive economy. The introduction of modern methodological approaches to enterprise management contributes to increasing their economic sustainability, developing innovative activities and creating new competitive advantages. An effective system for managing the sustainable development of enterprises should be based on the integration of strategic planning, innovative management, financial management and modern information technologies. This approach allows enterprises to adapt to changes in the economic environment and ensure long-term stability of their functioning. Prospects for further research are related to the development of new models of strategic enterprise management in the context of digital transformation of the economy and the formation of effective mechanisms for investment support for post-war economic reconstruction.

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