

UDC 005.21(477)

DOI: <https://doi.org/10.37734/2409-6873-2024-2-7>

CONCEPT OF STRATEGIC MANAGEMENT FOR THE STABILITY OF ECONOMIC DEVELOPMENT OF ENTERPRISES AND ITS INFORMATION SUPPORT

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Annotation. The article aims to outline the principles of forming the concept of strategic management for economic stability amid the war in Ukraine and its information support. **Methodology of research.** The achievement of the stated goal in the article was accomplished through the use of the following research methods: logical generalization and scientific abstraction, structural analysis, and the method of grouping. **Findings.** It is proposed to create a conceptual framework for strategic management of the stability of economic development of enterprises, which essentially represents a unique, flexible, and adapted structure. The key components of this framework encompass adaptable production and cost management, a focus on diversifying products and markets, and diversification of supply sources. It's confirmed that the success of the strategic management concept for the stability of economic development in enterprises, particularly these targeted elements, during the war significantly relies on the quality of its information support. **Practical value.** The practical application of the proposed approaches to shaping the conceptual framework of strategic management for the stability of the economic development of enterprises will allow management to adapt to new realities and respond promptly and adequately to changes in the internal and external environment.

Keywords: stability (or sustainability), information support, targeted elements, structural analysis, strategic decisions.

General statement of the problem and its connection with the most important scientific or practical tasks. In the conditions of war, with constant changes in the supply chain, economic instability, and shifts in consumer demand, strategic management for the stability of the economic development of enterprises becomes even more crucial and necessary. Organizations must be prepared to adapt to new realities and respond quickly to environmental changes. However, strategic management involves a series of actions, the quality of which depends on information support. Among these actions are systematic analysis of risks and opportunities arising in wartime conditions, the flexible planning systems applications can be quickly adjusted to new circumstances, building effective relationships with stakeholders, and managing reputation. The outlined statements demonstrate that wartime conditions have significantly altered the rules of strategic management for the stability of economic development (as businesses must be prepared for new challenges) and the requirements for the information support of this process. Therefore, research in this area is relevant and timely.

Analysis of research and publications. Prominent contributions to the development of strategic management for the stability of economic development of enterprises have been made by scholars such as Bannikov V., Lobunets T., Buriak I., Maslyhan O., Shevchuk L., Karyy O.I., Lemishovska O.S., Voskalo N.M., and several others. However, the exist-

ing publications do not explicitly detail the concept of strategic management for the stability of the economic development of enterprises and its information support. Instead, they analyze the practical aspects inherent to it.

Formation of the objectives of the article (task statement). The purpose of the article is to define the general principles of forming the concept of strategic management for the stability of economic development of enterprises and its information support in the conditions of war in Ukraine.

Presentation of the main research material with full justification of the scientific results obtained. The stability (or sustainability) of the economic development of enterprises is a key aspect of their growth and long-term viability, especially in the face of the open military aggression by the Russian Federation against Ukraine, which began on Thursday at 3:40 on February 24, 2022. Indeed, the concept of strategic management for the stability of economic development of enterprises is predominant in strategic management. It can be defined as a systematic approach to managing a company to achieve stability (or sustainability) and successful operations in conditions of uncertainty and changes caused by the RF war against Ukraine, requiring new approaches to competition.

Classically concept involves defining strategic goals, developing long-term plans, analyzing the environment, and efficiently utilizing resources to achieve

these goals. The war has raised questions about the format of each element, with flexibility and adaptability currently being crucial aspects. Therefore, the key aspects of the concept of strategic management for the stability of economic development of enterprises in the conditions of war in Ukraine include the following stages:

1. Environmental analysis, or a systematic process of collecting, evaluating, and interpreting information about the external and internal environment of the enterprise (which becomes critically important in the new conditions, as enterprises in real-time need to monitor not only internal changes but also changes in political, economic, socio-cultural, and technological aspects).

2. Formulation of strategies (goal setting) involves the process of defining specific, measurable, and achievable objectives that the enterprise seeks to achieve within its strategy. The war conditions create uncertainty and risks, so this stage should provide clear guidelines and directions for economic development (which may include expanding markets, developing new products, and optimizing production).

3. Planning and implementing the enterprise's economic development is an evolutionary process aimed at concretizing strategies. However, the specific aspect lies the war conditions requiring a special

approach and consideration of extraordinary circumstances. In management plan development, enterprises must outline actions aimed at ensuring stability and survival in unstable conditions (such as diversifying business, protecting assets, and enhancing flexibility). When allocating resources, priority directions need to be determined.

4. Systematic monitoring of the implementation of strategies for managing the stability of economic development in war conditions is focused on a range of key economic, financial, and operational indicators that reflect the stability and resilience of functioning in the face of external and internal uncertainties.

5. Adapting economic development to changes in the conditions of war focuses on means that help management react quickly and effectively to various risks. Among such means are flexible manufacturing, flexible cost management, and diversification of product types, markets, and supply sources.

The synthesis of these elements forms a conceptual framework for strategic management for economic development stability (or sustainability) in enterprises (Figure 1), representing a distinct, flexible, and adaptive structure.

The basic elements of the structure of strategic management for the stability (or sustainability) of economic development of enterprises in the condi-

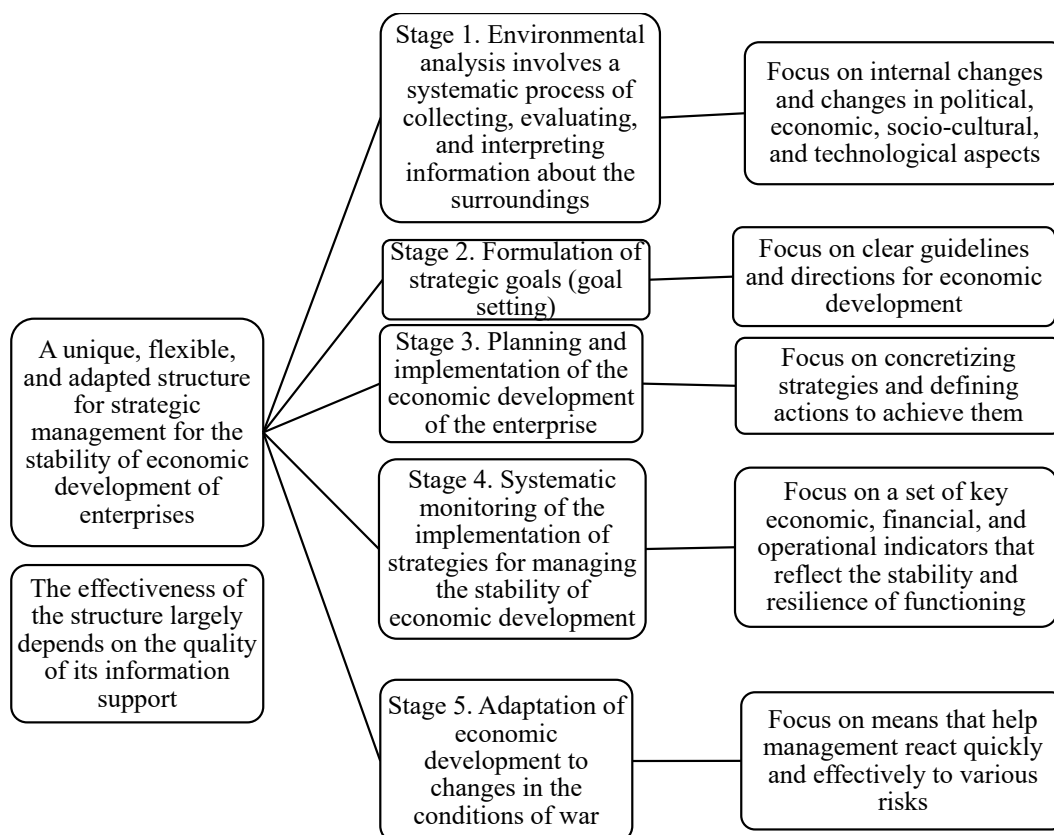


Figure 1. Conceptual scheme of strategic management for the stability of economic development of enterprises in the conditions of war in Ukraine

Source: formed based on [2–3; 7]

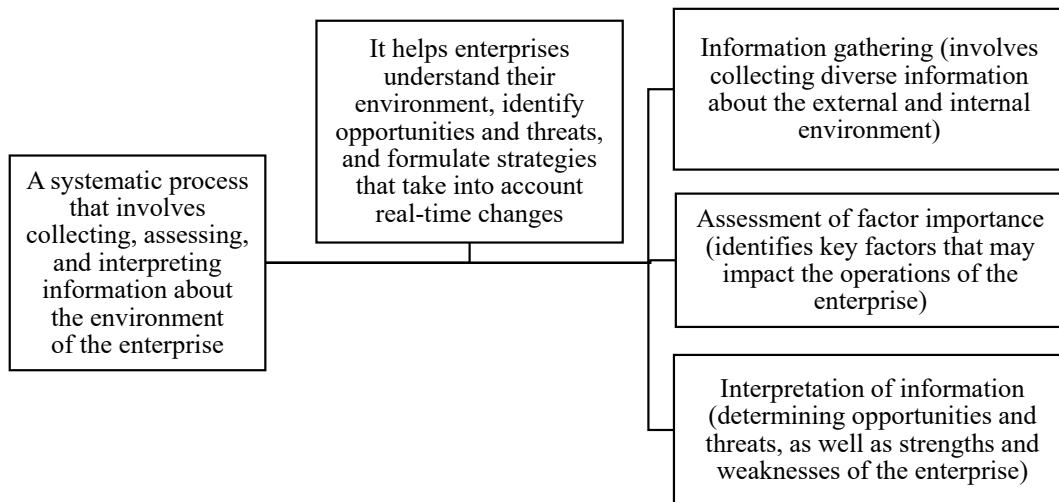


Figure 2. Components of the environmental analysis stage or the systematic process of collecting, assessing, and interpreting information about the enterprise's surroundings

Source: formed based on [1; 4; 7]

tions of war in Ukraine are detailed according to its stages. Regarding the environmental analysis, its elements include:

- the information gathering;
- the assessment of factor importance; an
- the interpretation of information (specifically transforming it into a format useful for strategy formation).

The functioning details of these outlined elements are depicted in Figure 2. It helps enterprises understand the environment, opportunities, and threats and formulate real-time responsive strategies.

Formulation of strategies (goal setting) – the components of this stage include situation analysis, defining strategic areas of economic development for the enterprise, setting SMART goals, structuring goals by levels, interconnecting goals, and monitoring and correcting goals.

The functioning details of these outlined elements (Figure 3) help enterprises formulate effective strategies for managing the stability of economic development.

Planning and implementation of the economic development of the enterprise involve determining actions to achieve them through the development

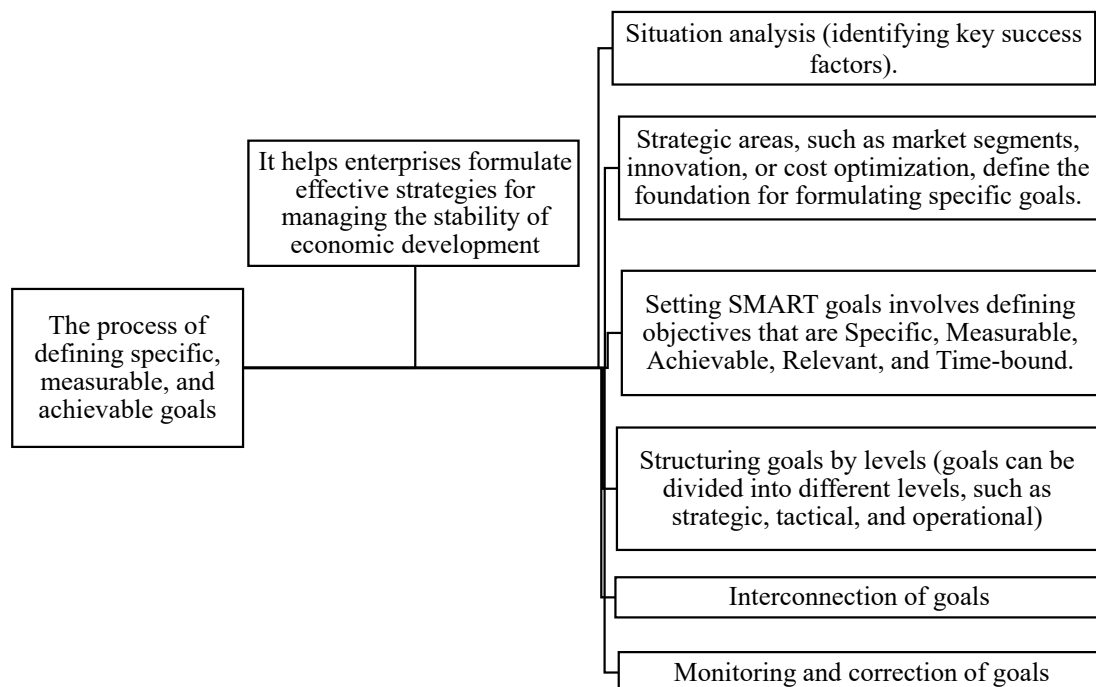


Figure 3. Components of the stage of goal-setting in the strategies for managing the stability (or sustainability) of economic development

Source: formed based on [3–4; 7]

of specific plans, resource allocation, and defining responsibilities. This comprehensive approach allows enterprises to effectively plan, implement, and control their economic development. The systematic monitoring of the implementation of strategies for managing the stability (or sustainability) of economic development focuses on the following components: establishing key performance indicators (reflecting the achievement of strategic goals); regular measurement and analysis of KPIs to assess results; monitoring financial indicators (such as profit, turnover, liquidity, and others); analyzing deviations from financial forecasts and plans. This comprehensive approach (Figure 4) allows the enterprise to effectively monitor and evaluate the implementation of strategies for managing the stability (or sustainability) of economic development.

Adapting economic development to changes in wartime conditions focuses on the following components:

- the situation analysis;
- the formulation of adaptation strategies.

This integrated approach allows the enterprise to survive and thrive in wartime conditions, creating conditions for stable economic development.

The target elements that strategic management concepts for the stability (or sustainability) of economic development of enterprises in wartime conditions in Ukraine should focus on include:

1. Flexible production (which creates the ability to quickly change production volumes and assortments according to changes in demand and market conditions);
2. Flexible cost management (which provides the ability to effectively respond to changes in the production and financial environment by adjusting cost items);
3. Pursuit of product and market diversification (which creates opportunities to adjust the product range, changing risk distribution and dependence on a specific market segment [1]);

4. Diversification of supply sources (which creates opportunities to adjust the sources of raw materials or components and the vulnerability of the enterprise to possible supply issues and supply chain risks [2]);

5. Real-time reserves and resource allocation (which ensures the readiness of the enterprise for unforeseen circumstances [1]).

The effectiveness of strategic management for the stability (or sustainability) of economic development of enterprises, particularly those target elements, in the conditions of war in Ukraine largely depends on the quality of its information support (in fact, it is a key aspect that ensures the justification of strategic decisions and their adequate adaptability to changes in the business environment [1]). The most important elements of information support include:

1. Financial data and indicators. Detailed information on the enterprise's financial condition, including income, expenses, profit, debts, and other financial indicators. A sufficient amount of such data enables effective management of financial resources and the making of well-founded decisions.

1. Production data and indicators. Detailed information about the state of the production system, production processes, including production volumes, production costs, supply chain, and inventory management. A sufficient amount of such data enables effective production management, maintains flexibility, and ensures the stability of production processes.

2. Market data and indicators. Detailed information about strengths and weaknesses, opportunities, and threats, helping identify strategic directions for market development.

3. Other elements of information provision. It may include information relevant to the management system, including practices for developing new products, marketing strategies, and market research. Detailed information on the effective use of experience and best practices helps the enterprise develop

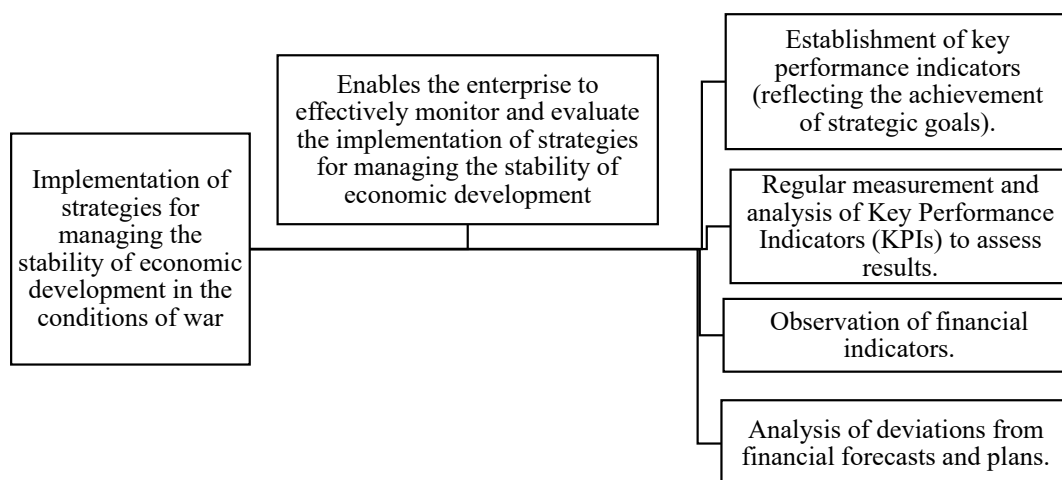


Figure 4. Components of the stage of monitoring the implementation of strategies for managing the stability (or sustainability) of economic development

Source: formed based on [6–7]

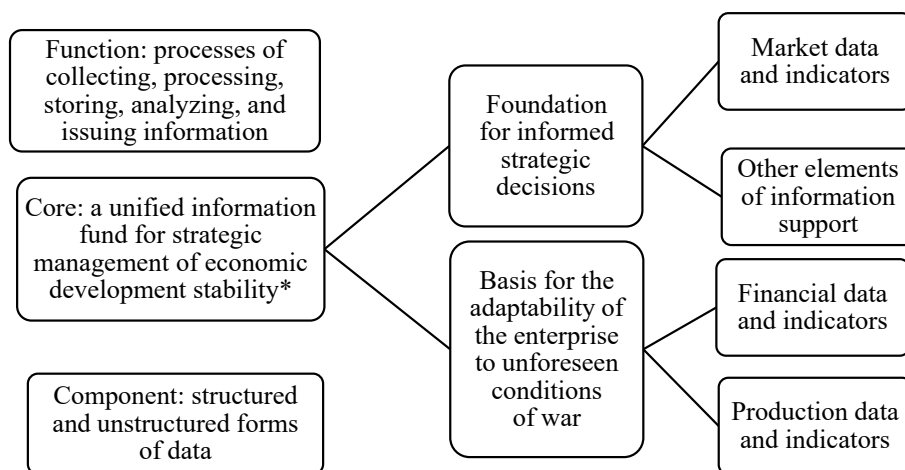


Figure 5. Information support for strategic management of economic development stability (or sustainability) of enterprises

Source: formed based on [3–5]

Note: * ensures systematization and standardization of indicators and documents, formation of tools for formalized data description for strategic management.

and adapt strategies to ensure stability in times of war and instability.

Noting that the elements of information provision ensure the creation of a unified information base for strategic management of economic development stability (or sustainability), which provides systematization and standardization of indicators and documents, forming means of formalized data description for strategic management (Figure 5).

The data of the unified information fund create the basis for well-founded strategic decisions and adaptability of the enterprise to unpredictable wartime conditions. This is determined by the following aspects [5]:

1. Collected and systematized data allow the management of the enterprise to get a complete picture of all aspects of its activities.

2. The unified information fund consolidates all data related to finance, production, markets, supply, risks, and other aspects of enterprise activities. It creates a single source of reliable information, which is the starting point for all strategic analyses.

3. The information fund can be designed to be updated in real-time. It allows for monitoring strategies and reacting promptly to any environment changes.

Conclusions from these problems and prospects for further research in this area. It has been proven that the concept of strategic management of the stability (or sustainability) of economic development of enterprises should be defined as a systematic approach to enterprise management aimed at achieving stability and successful operation in conditions of uncertainty and changes caused by the war of the RF against Ukraine and new approaches to competition. The specified feature has allowed for the following conclusions:

1. The key aspects of the concept of strategic management of the stability of economic development of

enterprises in the conditions of war in Ukraine include the following stages: analysis of the environment or a systematic process of collecting, evaluating, and interpreting information about the enterprise's surroundings, formulation of strategies (goal setting), planning and implementation of the economic development of the enterprise, systematic monitoring of the execution of stability management strategies, and adaptation of economic development to changes in wartime conditions.

2. The target elements that the concepts of strategic management for the stability (or sustainability) of economic development of enterprises in the conditions of war in Ukraine should focus on include: structures of strategic management for the stability of economic development of enterprises in the conditions of war in Ukraine are: flexible production; flexible cost management; a tendency towards diversification of types of production and markets; diversification of supply sources; real-time reservation of stocks and resources.

3. The effectiveness of strategic management for the stability (or sustainability) of economic development of enterprises (particularly these target elements) in the conditions of war in Ukraine largely depends on the quality of its information support (in fact, it is a key aspect ensuring the rationale of strategic decisions and their adequate adaptability to changes in the business environment).

The practical application of the proposed approaches to shaping the conceptual framework of strategic management for the stability (or sustainability) of the economic development of enterprises will allow management to adapt to new realities and respond promptly and adequately to changes in the internal and external environment.

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Анотація. Метою статті є визначення загальних засад формування концепції стратегічного управління стабільністю економічного розвитку підприємств та її інформаційного забезпечення в умовах війни в Україні. **Методика дослідження.** Досягнення поставленої у статті мети було досягнуто за допомогою таких методів дослідження: логічного узагальнення та наукової абстракції, структурного аналізу, та методу групування. **Результати.** Пропонується створення такої концептуальної схеми стратегічного управління стабільністю економічного розвитку підприємств, зміст якої являє собою унікальну, гнучку та адаптовану структуру, цільовими елементами якої є: гнучке виробництво (що формує можливість змінювати обсяги та асортимент виробництва відповідно до змін в попиті та умовах ринку); гнучке управління витратами (що формує можливість ефективно реагувати на зміни у виробничому та фінансовому середовищі, коригуючи статті витрат); прагнення до диверсифікації видів продукції та ринків збуту (що формують можливості коригування асортименту продукції, змінюючи розподіл ризиків та залежність від певного сегмента ринку); диверсифікація джерел постачання (що формує можливості коригування джерел постачання сировини чи компонентів та вразливості підприємства до можливих проблем з постачанням та ризиків ланцюга постачання); резервування запасів та ресурсів в режимі реального часу (що забезпечує готовність підприємства до непередбачених обставин). Доведено, що ефективність концепції стратегічного управління стабільністю економічного розвитку підприємств, зокрема його цільових елементів, в умовах війни в Україні значною мірою залежить від якості її інформаційного забезпечення. Останнє виступає ключовим аспектом, що гарантує обґрунтованість стратегічних рішень та їх адаптивність до змін у бізнес-середовищі. **Практична значущість результатів дослідження.** Використання на практиці запропонованих підходів до формування концептуальної схеми стратегічного управління стабільністю економічного розвитку підприємства дозволить менеджменту адаптуватися до нових реалій та оперативно та адекватно реагувати на зміни у внутрішньому та зовнішньому середовищі.

Ключові слова: стабільність (або стійкість), інформаційне забезпечення, цільові елементи, структурний аналіз, стратегічні рішення.