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SOCIO-ECONOMIC DEVELOPMENT OF ENTERPRISES IN A PERMANENT CRISIS

Purpose. To study the impact of the crisis on the socio-economic development (SED) of the enterprise and directions of work for the implementation of effective crisis management. To develop a systematic approach to the formation of SED strategy.

Methodology. The research required the use of general and special methods of cognition: induction and deduction to substantiate the topic, the purpose of the study and to find unresolved aspects of the problem; content analysis for literature review; system analysis to establish the fact that the main approach to crisis management permanent is monitoring of the crisis; systematic approach to the formation of the SED-strategy of the enterprise as an instrument of ensuring effective crisis management of the enterprise; convergence from the abstract to the concrete to determine the objectives and directions of application of this strategy; induction and deduction to develop the principles of the complex structure of the SED and prove that SED conception is a result of integration of economic, social and ecological components.

Findings. It has been established that the impact of the crisis is not permanent. The degree of impact depends on available resources, financial stability and management flexibility. The principles of the complex structure of SED have been developed. It is stated that the concept of SED is the result of the integration of economic, social and environmental components. The directions of realization of the SED of the enterprise on social and economic components have been formulated. The main approach of crisis management is determined – permanent monitoring of indicators and signs of crisis, its relevant assessment and dynamic response to the effects of the crisis. It is established that the cumulative effect of increasing deviations of indicators from their constant level might be the main sign of the crisis.

Originality. A systematic approach to the formation of the SED strategy of the enterprise as a tool to ensure effective crisis management has been developed. The main tasks of this strategy are defined. The directions of work of managers for realization of effective anti-crisis management were formulated.

Practical value. Approaches to neutralizing the effects of the crisis and ensuring the SED of the enterprise have been developed.

Keywords: *permanent crisis, socio-economic development, development strategy, anti-crisis management*

Introduction. In the conditions of permanent crisis of national economy the main task of enterprise management is reliable real-time assessment of negative impact of external factors, formation of reliable forecast of expected negative impacts of crisis, economic and political situation in the country, anticipation of possible intervals of fluctuations of socio-economic, production, financial and other indicators of the enterprise under the influence of these factors and the development of effective management tools to combat the crisis

The permanent nature of the crisis leads to the depletion of all types of enterprise resources; complicates the renewal of outdated equipment, the introduction of new technologies; reduces competitive advantages at the world market; restricts the expansion of markets; contributes to reducing the profitability of all activities; deterioration of the financial condition of the enterprise, which in general leads to a decrease in the efficiency of production and marketing and the level of profitability of the enterprise.

This determines a special level of requirements for crisis management of enterprises, the need for management to determine the probability of certain manifestations of the crisis beforehand, prevention of crisis factors, forecasting the effects of the crisis, and the formation of tools to neutralize the effects of the crisis.

All these requirements necessitate a level of crisis management that can ensure sustainable socio-economic development of the enterprise with significant changes in external

and internal environment, and will form the prerequisites for effective operation of enterprises in the long and short terms.

Literature review. Hout [1] examines the permanent crisis in the implementation of sustainable development and the need not to overcome the consequences but the causes of the crisis. The article [2] analyzes the financial and economic and socio-economic development of the country during the permanent economic crisis. The results of the study on the impact of the crisis on the activities of micro, small and medium enterprises are given in [3].

Research [4] analyzes the impact of institutional, economic and socio-economic determinants of enterprise activity for developed and developing countries. A two-stage empirical approach was used for the analysis, with a preliminary analysis and application of a regression model.

The paper [5] analyzes the conceptual and empirical links between economic growth, factors influencing it, institutions and enterprises. The article [6] considers the use of anti-crisis management tools of the enterprise in a crisis.

In the article [7] scenarios of behavior in the conditions of economic crisis and, under these conditions, preservation of a proper level of financial results of the activity are considered using the example of the operating enterprise. The study used the analysis of time series.

The study [8] substantiates the approaches to crisis management and provides practical recommendations for enterprise management in a crisis.

The article [9] analyzes the main trends in the impact of the crisis on small and medium enterprises, identifies the main

trends and prospects for the development of enterprises that have suffered losses due to the crisis.

The study [10] proposed the formation of a mechanism of crisis management of the enterprise using the tools of "economy of minimal contact".

In the article [11], the peculiarities of anti-crisis management of the Ukrainian enterprise are studied and the directions of its improvement are offered.

In [12], the typical signs of the crisis state of the enterprise are determined and the tools of formation of anti-crisis stability of the enterprises are proposed on their basis.

The authors [13] study the peculiarities of the formation of anti-crisis programs of enterprises as a tool of crisis management. The article [14] identifies the key tasks of crisis management, formulates the conditions for the effectiveness of crisis management measures.

In [15], the dichotomous analysis of management of changes in activity of the enterprise under crisis influence of the environment is used.

Article [16] is devoted to the peculiarities of crisis management for machine-building enterprises. A method for determining the impact of the crisis on the enterprise is proposed.

The study [17] identified the theoretical and methodological basis for assessing the effectiveness of crisis management of energy security of industrial enterprises.

In the article [18], approaches to crisis management of the mining enterprise are offered on the basis of the analysis of crisis communication and models of anti-crisis management.

The article [19, 20] is devoted to the development of a set of models to identify the effects of the crisis for crisis management of the enterprise.

Unsolved aspects of the problem. Analytical review of the scientific literature on the identified issues showed that despite the detailed study on various aspects of socio-economic development of enterprises in crisis conditions, researchers failed to develop a systematic approach to the formation of socio-economic development strategy. Also the effects of the crisis on the socio-economic development of the enterprise and the areas of management of the enterprise for the implementation of effective crisis management, development of principles of a comprehensive structure of socio-economic development are not sufficiently studied.

The purpose of the article is to study the impact of the crisis on the socio-economic development of the enterprise and directions of work for the implementation of effective crisis management, to develop a systematic approach to the formation of socio-economic development strategy.

Methods. Scientific research, the results of which are presented in the article, required the use of general and special methods of cognition.

The method of induction and deduction was used to substantiate the topic, the purpose of the study and to find unresolved aspects of the problem.

The method of content analysis was used to review the literature.

The method of system analysis was used to establish the fact that the main approach to crisis management is permanent monitoring of crisis manifestations, its relevant assessment and dynamic response to crisis effects, and determination of the main crisis - cumulative effect of increasing deviations of indicators from their constant level.

A systematic approach is used to form a strategy for socio-economic development of the enterprise as a tool to ensure effective crisis management of the enterprise.

The method of convergence from the abstract to the concrete was used to determine the tasks and directions of application of this strategy.

The method of induction and deduction is used to develop the principles of complex structure of socio-economic development and prove that the concept of socio-economic development is the result of integrating economic,

social and environmental components into a single integrated system.

Results. In the period after the restoration of independence, the country has gone through a difficult stage of market transformation of the economy, the gradual process of integration into the global economy, and the transformation of approaches to socio-economic development of the enterprise. These transformations have led to a state of permanent crisis in the socio-economic sphere.

The impact of this crisis is not of a sustainable, uniform character. Long periods of significant crisis impact on business have been interrupted by short periods of economic growth. For different companies, the degree and period of negative impact of the crisis depends on available resources, financial stability and management flexibility.

It is highly professional and highly effective management that can use the crisis not as a threat, but as a potential opportunity to renew production and bring the company to a new level of socio-economic development. In general, the permanent crisis causes harsh conditions for enterprises, especially in the industrial sphere.

Specific manifestations of the crisis are: tougher investment conditions; requirements for reducing the payback period of investments; significant fluctuations in the level of solvency of the population, which causes significant changes in demand for goods; deteriorating conditions for business activity; significant exchange rate fluctuations; closure of markets, which leads to a decrease in sales; instability of the regulatory framework for enterprises; significant tax burden; significant interest rates on loans, and others.

The use of a systematic approach to ensure the socio-economic development of the enterprise in a permanent crisis necessitates a comprehensive structure of crisis management.

To do this, a holistic management system must meet the following principles:

- timely detection of the effects of crisis situations and phenomena;
- ensuring real-time response to the effects of crisis situations;
- relevant assessment of the level of negative impact of the crisis on the enterprise;
- effective use of available capacity to prevent and neutralize the effects of the crisis.

Socio-economic development of the enterprise meets all the signs of a systemic phenomenon. It is a spontaneous or controlled process. This process is influenced by factors of internal systemic nature. But the changes themselves occur as a result of the interaction of the socio-economic system of the enterprise with external factors.

The very concept of socio-economic development is the result of the integration of three main components: economic, social and environmental. The economic component is based on the theory of the maximum flow of total income of Hicks-Lindal for the preservation of total capital. The social component is aimed at ensuring the stability of social and cultural conditions of the employee.

Economic and social components of interaction create new requirements for the enterprise, in particular, ensuring the Sustainable Development Goals.

Within the enterprise, this is embodied in the paradigm of guaranteed employment and increasing the well-being of employees, social guarantees, the formation of a favorable socio-psychological climate among the staff, and improving the level of social protection.

Crisis phenomena may limit the possibility of simultaneous implementation of economic and social components and, in particular, force management to deal primarily with technical and economic problems. In this case, the company as a single socio-economic system hinders the development of social components, which leads to the formation of risks for the company. This primarily concerns the motivation of employees to work effectively.

Neglecting the importance of the social component leads to the devaluation not only of social, but also of human and intellectual capital. As a result, this leads to a decrease in the competitiveness of the enterprise.

Directions of socio-economic development of the enterprise in accordance with these subsystems are:

1. For the economic component:

- stabilization of the economic situation and economic growth;

- ensuring the quantitative development of the enterprise as an economic system, which is characterized by relevant indicators: increase in production and sales; expanding the market share that the company has mastered; growth of income level, the amount of capital of the enterprise;

- ensuring the quality development of the enterprise as an economic system which is characterized by structural changes associated with the transition to another technological level, another, innovative level in management, which leads, in particular, to updating the range to improve product/service quality;

- formation of preconditions for increasing the competitiveness of the enterprise.

2. For the social component:

- improvement of organizational communications and socio-psychological relations in the staff of the enterprise;

- creation of comfortable conditions of work and its proper stimulation;

- formation of corporate culture;

- promoting the qualification growth of employees.

In our opinion, competitiveness is a certain integral indicator of the unity of social and economic components in the activity of an enterprise. The formation of the appropriate level of competitiveness of the enterprise is impossible without the proper motivation of its staff. On the other hand, there is a reverse synergistic effect of the impact of increasing competitiveness – increasing sales – creating the conditions for improving the welfare of workers.

For macroeconomics, an integral characteristic of the social orientation of development is a positive trend in the redistribution of value added to social needs.

The share of wages in gross domestic product may be an indicator of this. According to our estimates, this indicator for the economy of Ukraine in 2020 was ~28.8 %, in 2021 ~29.7 % (Table 1), in the EU countries the same indicator was up to 55 %. For 2022, the growth of this indicator was projected for the economy of Ukraine to the level of ~29.91 %, but this was prevented by a full-scale invasion of Russian troops into Ukraine.

Table 1

Indicators of socio-economic development of Ukraine

No.	Indicator	Years	
		2020	2021
1	Nominal GDP, UAH billion	4,194.1	4,808.5
2	Real GDP, interest on the previous year	96.0	104.1
3	Industrial production index, % to the previous year	95.5	102.6
4	Consumer price index, average compared to the previous year, %	102.7	108.8
5	Industrial producer price index: average compared to the previous year, %	98.4	123.5
6	Profit of profitable enterprises, billion UAH	855.3	1,051.8
7	Fund for remuneration of employees and financial support of servicemen, UAH billion	1,208.0	1,428.8
8	Labor productivity, % to the previous year	100.0	102.8

Ukrainian enterprises in particular and the economy as a whole before the acquisition of the bifurcation point – the beginning of a large-scale war with Russia with some stabilization of the impact of the crisis showed significant adaptability to crisis conditions. Indicators of socio-economic development of Ukraine for 2020–2021 are characterized by growth (Table 1).

This is also confirmed by the results of a comparative analysis of the structure of GDP by categories of income in % of GDP. The comparison was made for Ukraine and European neighbors: Hungary, Lithuania, Latvia and the Czech Republic. The income structure of these countries is quite close (Table 2).

At the same time, according to the main indicators over a longer period of time, the country indicated a certain level of sensitivity to the significant effects of the crisis, in particular, fluctuations in socio-economic indicators associated with the COVID-19 pandemic.

This is evidenced, for example, by the relative (year to year) decline in the country's GDP and the average monthly wage adjusted for the consumer price index (Fig. 1).

The impact of the permanent crisis in recent years has led to Ukraine ranking 130th in the world in terms of economic freedom. This has led to a decrease in the ability of enterprises to implement socio-economic development.

At present, the permanent crisis in Ukraine has become catastrophic. Enterprises in export industries are either destroyed (Azovstal, metallurgy) or blocked as agricultural enterprises due to the blockade of ports. Even export-oriented enterprises – service providers have been shut down, for example, in the information sector, as the customers can hardly hope for reliable performance of contracts by, for example, entrepreneurs in Kharkiv, which is bombed by the Russian army.

This leads to significant shortcomings in the budgets of all levels, including the state budget. Therefore, the government is considering increasing the tax burden on businesses.

This, in turn, will lead to a decrease in business activity and excessive influence of external factors on the activities of

Table 2

Structure of GDP by income categories, % to GDP

No.	Country	Remuneration of employees	Taxes excluding subsidies on production and imports	Mixed income
1	Ukraine	43.8	14.3	41.9
2	Hungary	42.0	15.7	42.3
3	Lithuania	49.2	8.0	42.8
4	Latvia	52.3	11.7	36.0
5	Czech Republic	46.0	7.9	46.1

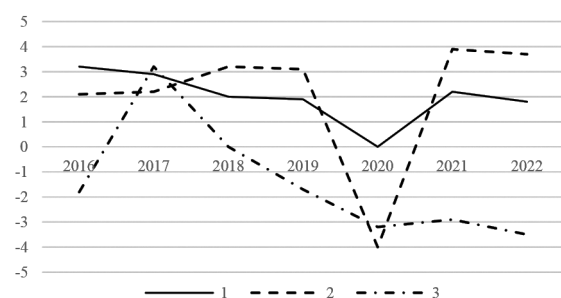


Fig. 1. Relative changes:

1 – labor productivity; 2 – GDP; 3 – average monthly wages, adjusted for the consumer price index; % year to year *. * data for 2022 are calculated as forecast, before the war

enterprises, which will be a multiplier of reduced opportunities for socio-economic development.

Under the conditions of excessive influence of external crisis factors, the stabilization of the internal environment becomes an important activity of the enterprise management. To do this, it is necessary to form a strategy for enterprise development.

This strategy should ensure:

- proper qualification of staff;
- resource security of the production cycle;
- appropriate level of labor productivity;
- effective management of accounts payable and receivable;
- modern organization of logistics, sales, marketing, etc.

The main task in forming the strategy of socio-economic development of the enterprise is not to ensure a sustainable socio-economic status in the long run, but a dynamic development management. That is, it is not a static problem that should be considered, but a dynamic one.

The purpose of crisis management to maintain the balance of the enterprise can be considered at an extremely severe level of crisis effects.

One of the tools for the effective implementation of some of the above tasks is to create appropriate working conditions, achieving not only economic but also social goals of enterprise development.

For the effective formation of the strategy of socio-economic development of the enterprise we have developed a systematic approach to its implementation (Fig. 2).

This approach, in particular, includes: a step-by-step algorithm to create the appropriate level of efficiency to ensure socio-economic development of the enterprise (takes the right side in Fig. 2) and operational constraints of crisis management are shown on the left.

The implementation of the strategy must be based on real circumstances for each company. And these circumstances, despite certain common features for the industry or location for each of the enterprises, are individual. First of all, this nature is due to the individual impact of these operational constraints of crisis management for each of the enterprises.

The strategy should lead to the neutralization of the main threats to production activities and challenges to sustainable socio-economic development of the enterprise.

To do this, the management of the enterprise must provide:

1. Formation of a multi-layered and multifaceted risk management system.

2. Proper organization of providing managers of all levels with necessary, timely and relevant information.

3. Appropriate level of staffing and resource provision of the subsystem of strategic planning and analysis as the main element of crisis management.

4. Formation of incentives for self-organization of units.

5. Formation of decentralized cloud facilities for mutual support of departments and services of the enterprise.

6. Increasing organizational flexibility and adaptability to crisis conditions of divisions and services of the enterprise.

7. Reduction of information distance (in the amount of information provided) between managers responsible for decision-making.

Thus, the formation of the strategy of socio-economic development of the enterprise should be ensured by effective anti-crisis management.

Anti-crisis management should be based on:

- a system of principles, methods, models of strategic planning and analysis;
- methods for forecasting and monitoring the effects of the crisis, identifying key factors of the crisis and its risks;
- wide application of the latest information technologies for the organization of mutual support of departments and services;
- ensuring the coordination of individual management and production processes to implement a set of measures to neutralize the negative effects of the crisis and ensure sustainable socio-economic development of the enterprise.

The main approach in the implementation of crisis management is the permanent monitoring and analysis of crisis indicators and its signs, relevant assessment of the level of threat to the enterprise; response to these indicators and signs in real time.

Delayed or erroneous management response to the crisis may even lead to the closure of the enterprise.

One of the main signs of the crisis may not be the numerical values of individual indicators of the enterprise, but the cumulative effect of increasing deviations of indicators from their steady level with adapting to changing external and internal conditions during the past crisis, breaking the usual trend of these indicators.

Conclusions. It is established that the impact of the permanent crisis is not of a sustainable or uniform character - long periods of significant impact of the crisis were interrupted by short periods of economic growth.

It is stated that the degree and period of negative impact of the crisis depends on available resources, financial stability and flexibility of management for different enterprises.

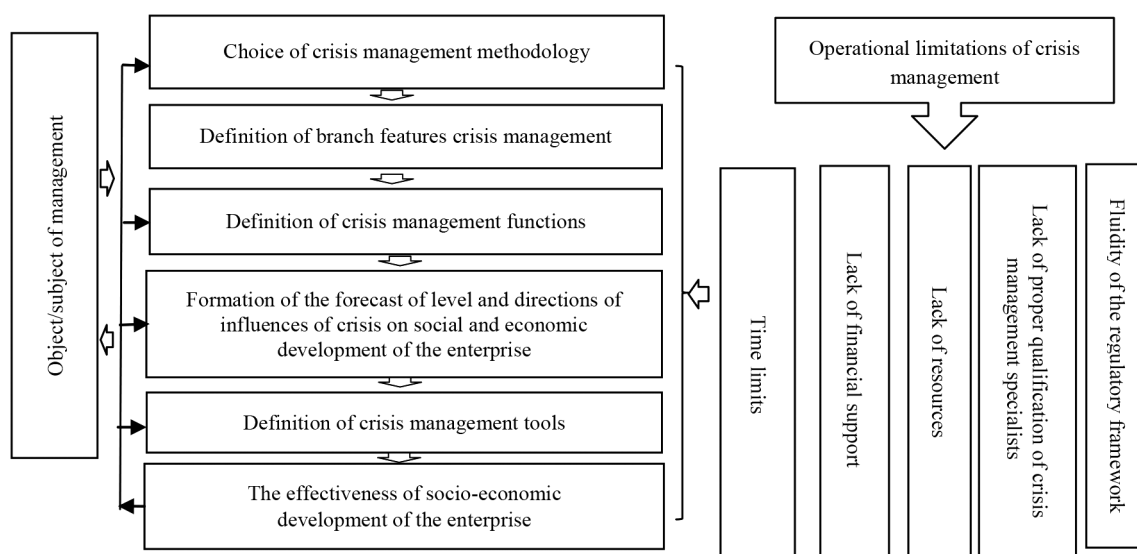


Fig. 2. System approach to the formation of the strategy of socio-economic development of the enterprise

It is established that the socio-economic development of the enterprise meets all the characteristics of the systemic phenomenon, so it is proposed to use a systematic approach to ensure socio-economic development of the enterprise in a permanent crisis, which, in turn, necessitates a comprehensive structure of crisis management. The principles of this complex structure are developed. It is stated that the structure of crisis management should ensure the integrity of the enterprise management system.

It is stated that the concept of socio-economic development is the result of the integration of three main components: economic, social and environmental.

The directions of social and economic development of the enterprise on social and economic subsystems are formulated.

It is indicated that competitiveness may be the integrated indicator of the unity of social and economic components of the enterprise, but in macroeconomic terms, a positive trend in redistribution of value added to social needs is proposed to be considered as an integral characteristic of the social orientation of development. The share of wages in gross domestic product is proposed to be considered as one of the possible indicators of this.

The structure of GDP by categories of income in % of GDP for the EU and Ukraine is analyzed. The influence of the crisis on relative changes in labor productivity, GDP and average monthly wages, adjusted for the consumer price index, is studied.

A systematic approach to the formation of the strategy of socio-economic development of the enterprise as a tool to ensure effective crisis management of the enterprise has been developed. The main tasks of this strategy are defined. The strategy of socio-economic development should lead to the neutralization of the main threats to production activities and challenges to sustainable socio-economic development of the enterprise. The directions of work of the managerial level for realization of effective anti-crisis management are formulated.

It is indicated that the main approach in the implementation of crisis management is permanent monitoring and analysis of crisis indicators and signs, relevant assessment of the level of threat to the company and dynamic response to these indicators and signs.

It is established that one of the main signs of the impact of the crisis may be not only the value of indicators of the enterprise, but the cumulative effect of increasing deviations of indicators from their constant level.

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Соціально-економічний розвиток підприємств в умовах перманентної кризи

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Мета. Дослідити вплив кризи на соціально-економічний розвиток (СоцЕкР) підприємства й напрями роботи для реалізації ефективного антикризового менеджменту. Розробити системний підхід до формування СоцЕкР.

Методика. Дослідження потребувало застосування загальних і спеціальних методів пізнання, зокрема: індукції й дедукції для обґрунтування теми, мети дослідження та знаходження невирішених аспектів проблеми;

контент-аналізу для огляду літератури; системного аналізу для встановлення, що основний підхід антикризового управління — перманентний моніторинг проявів кризи; системного підходу для формування стратегії СоцЕкР підприємства як інструменту забезпечення ефективного кризового менеджменту підприємства; сходження від абстрактного до конкретного для визначення задач і напрямів застосування цієї стратегії; індукції й дедукції для розробки принципів комплексної структури СоцЕкР і доведення, що концепція СоцЕкР — результат інтеграції економічної, соціальної та екологічної компонент.

Результати. Встановлено, що вплив кризи не є сталим. Ступінь впливу залежить від наявних ресурсів, фінансової стійкості та гнучкості управління. Розроблені принципи комплексної структури СоцЕкР. Указано, що концепція СоцЕкР — результат інтеграції економічної, соціальної та екологічної компонент. Сформульовані напрями реалізації СоцЕкР підприємства за соціальною та економічною компонентами. Визначено основний під-

хід антикризового управління — перманентний моніторинг індикаторів і ознак кризи, її релевантна оцінка й динамічне реагування на впливи кризи. Установлено, що основною ознакою впливу кризи може бути кумулятивний ефект збільшення відхилень індикаторів від їх сталого рівня.

Наукова новизна. Розроблено системний підхід формування стратегії СоцЕкР підприємства як інструменту забезпечення ефективного кризового менеджменту. Визначені головні задачі цієї стратегії. Сформульовані напрями роботи управлінців для реалізації ефективного антикризового менеджменту.

Практична значимість. Розроблені підходи для нейтралізації впливів кризи й забезпечення СоцЕкР підприємства.

Ключові слова: *перманентна криза, соціально-економічний розвиток, стратегія розвитку, антикризове управління*

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