

# THEORETICAL AND APPLIED ASPECTS OF ECONOMIC PROCESSES IN UKRAINE AND IN THE WORLD ECONOMY

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## VECTORS OF IMPROVING THE MANAGEMENT OF BUSINESS ENTITIES IN THE SYSTEM OF CONJUNCTURE CHANGES CAUSED BY UKRAINE'S ENTERING TO THE EU IN THE POST-WAR PERIOD (SPECIAL ASPECTS OF FUNCTIONING ADAPTATION OF THE UNITED TERRITORIAL COMMUNITIES (UTC) ENTERPRISES WITHIN THE FRAMEWORK OF THE PARADIGM SHIFT OF THE EUROPEAN MARKET DEVELOPMENT)

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balance of interests

The article discloses the process of transformation of the national economy to European standards and traditions under conditions of the war and post-war periods of the development of Ukrainian society, periodic conjuncture changes. The role and place in various transformations of social activity management, including a scientific one in the framework of administrative and territorial reform, has been determined. The impact of market factors on the formation of post-war European standpoints of Ukraine, taking into account the current reforms under the conditions of united territorial communities has been studied. Processes and methods of management in the system of conjuncture changes, which are caused by extreme military circumstances, have been considered. An analysis of the drivers with the help of which economic entities (enterprises) are managed depending on the level of their possession of important resources, was carried out. The necessity of changing the framework of market development, national, marketing and scientific traditions formed in the Soviet and post-totalitarian periods and reorienting them to the conjuncture shifts of the European model has been established. The importance of defining long-term goals and stagewise improvement of the of business entities (enterprises) management, developing strategies for their achievement and transferring them to European development vectors has been updated. The formation of an organizational and economic mechanism for achieving the established goal with the most effective results is proposed. According to the chosen concept of improving the activities of economic entities (UTC enterprises), it is advisable to consider the expansion of adaptive capabilities and adaptive potential. This can be achieved by implementing a system for monitoring sales markets, material and technical supply, financial and credit and investment sectors, markets for technical and technological innovations, macroeconomic processes and the functioning of the foreign exchange market. It is also important to take into account social and political changes in foreign markets and the possibility of changes in monitoring areas in accordance with the response to market conjuncture.

**ВЕКТОРИ УДОСКОНАЛЕННЯ УПРАВЛІННЯ СУБ'ЄКТАМИ ГОСПОДАРЮВАННЯ  
В СИСТЕМІ КОН'ЮНКТУРНИХ ЗМІН ОБУМОВЛЕНИХ ВСТУПОМ УКРАЇНИ  
ДО ЄС, У ПОВОЄННИЙ ПЕРІОД (ОСОБЛИВОСТІ АДАПТАЦІЇ ФУНКЦІОНУВАННЯ  
ПІДПРИЄМСТВ ОБ'ЄДНАНИХ ТЕРИТОРІАЛЬНИХ ГРОМАД (ОТГ),  
В КОНТЕКСТІ ЗМІН ПАРАДИГМИ РОЗВИТКУ ЄВРОПЕЙСЬКОГО РИНКУ)**

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**Ключові слова:**

кон'юнктура ринку,  
кон'юнктурні зміни,  
національні традиції, наука,  
Європейський Союз,  
об'єднана громада,  
адміністративно-територіальна  
реформа, підприємство, мотив,  
парадигма, баланс інтересів

У статті розкрито процес трансформації національної економіки до Європейських стандартів і традицій, в умовах воєнного і повоєнного періодів розвитку українського суспільства, періодичних кон'юнктурних змін. Визначено роль і місце у цих перетвореннях різних форм управління суспільною діяльністю в т. ч. і науковою у контексті адміністративно-територіальної реформи. Вивчено вплив ринкових чинників на формування повоєнних Європейських позицій України з урахуванням діючих реформ, в умовах об'єднаних територіальних громад. Розглянуто процеси і методи управління в системі кон'юнктурних змін, які обумовлені екстремальними, воєнним обставинами. Здійснений аналіз мотивів, якими керуються суб'єкти господарювання (підприємства) залежно від рівня їх володіння важливими ресурсами. Встановлено необхідність зміни парадигми розвитку ринку, національних, маркетингових і наукових традицій сформованих ще у радянський та посттоталітарний періоди і переорієнтування їх на кон'юнктурні зміни Європейського взірця. Актуалізована важливість визначення перспективних цілей та поетапного удосконалення управління суб'єктами господарювання (підприємствами), розробки стратегій їх досягнення і переведення на європейські вектори розвитку. Запропоновано формування організаційно-економічного механізму досягнення встановленої мети при максимально ефективних результатах. Згідно з обраною концепцією удосконалення діяльності суб'єктів господарювання (підприємств ОТГ), доцільно розглядати розширення адаптивних можливостей та адаптивного потенціалу. Це можна досягти шляхом впровадження системи моніторингу ринків збуту, матеріально-технічного постачання, фінансово-кредитних та інвестиційних секторів, ринків технічних та технологічних інновацій, макроекономічних процесів та функціонування валютного ринку. Також важливим є врахування соціально-політичних змін на зарубіжних ринках і можливість змін напрямків моніторингу відповідно до реакції на ринкову кон'юнктуру.

**Target setting**

In modern military environment, the management of target markets becomes one of its most important areas for domestic business entities (enterprises). Against the background of war and post-war arguments regarding the decisive role of target markets management as a key mechanism of policy formation of an adequate response to the development of the market conjuncture of the European model existing economic entities (enterprises) at the current stage of development determines the urgency of its problems step-by-step scientifically based improvement.

Experience of managing target markets has proven that the methodological apparatus as a tool for adequate response to the market conjuncture should include a number of key components of the step-by-step implementation of an effective economic policy in this area, including:

– identifying the impact of target market management tools on achieving the goals of Ukraine's entering the EU, their effectiveness, ability to change priorities and consumer behavior;

– formation of a perfect management mechanism, its main advantages, tools and levers of influence on its implementation. It is commonly known that any target market management tool performs at least one of three tasks: changes the customer's perception encouraging him or her to buy more; offers temporary monetary incentives encouraging him or her once again to buy more; or makes the brand more accessible, making people interested in buying more.

Inadequate management of target markets in the war-crisis period, as well as irrational changes in the management system, negatively affect the market position of not only

business entities in general but also a specific enterprise under conditions of united territorial communities. Basically, these and other circumstances determine the relevance and timeliness of the researched topic.

Along with the relevance of the effectiveness of target markets management in the war and post-war periods, the management of the rational use of resources is the dominant factor of success regardless of the market conjuncture. It is the available experience in this area that determines the need for literature route on the topic researched.

### Analysis of recent research and publications

Numerous scientific papers of both domestic and foreign economists are devoted to the study of the enterprise economic activity management, including: I. Ansoff, H. Armstrong, H. Asseliu, J.R. Berman, H.J. Bolt, V. Wong, D. Day, P. Drucker, R. Kerin, J. Lamben, T. Levitt, D. Newman, L. Roger, W. Rudelius, D. Sonders, A. Strickland, S. Hartley, A. Chandler, et al.

Significant results in the chosen field of research were also achieved by well-known Ukrainian scientists, among whom we should single out: B. Andrushkiv, I. Bagrova, N. Briukhovetska, M. Voinarenko, A. Voichak, V. Gerasymchuk, V. Gumeniuk, O. Denisyuk, Y. Zavadskyi, S. Iliashenko, E. Krykavskyi, L. Ligonenko, V. Minin, V. Nyzhnyka, O. Orlov, P. Pererva, T. Reshitilova, H. Savina, S. Saliha, A. Semenov, V. Stadnik, N. Khrushch, A. Chukhno who investigated the problems of the efficiency of economic activity, management, marketing, finance, accounting, and sales of products of industrial enterprises [10].

At the same time, despite the positive scientific results obtained so far, the issue of determining the vectors and stages of improving the management of economic entities in the system of economic changes caused by the entering of Ukraine to the EU in the post-war period, the disclosure of the peculiarities of the adaptation of the functioning of enterprises under the conditions of the united territorial communities, in the framework of administrative-territorial reform in accordance with the paradigm shift of European market development, fell out of the eyeshot of the scientists mentioned.

The above problems of economic activity are the basis for the transition of business entities and industrial enterprises of united territorial communities to management based on models and mechanisms of adaptation to conjuncture changes of the target markets of the European model. This justifies the definition of the goal and tasks of our research.

### Purpose and objectives of research

The purpose of the article is to develop theoretical foundations and practical recommendations for the step-by-step adaptation of the management of economic entities economic activities (enterprises of united territorial communities) to the conjuncture changes of the target markets of the European model.

To achieve the chosen purpose, it is necessary to solve the following tasks in stages:

- clarify the conceptual apparatus, analyze the features of the modern paradigm of management of enterprises production and economic activities, determine

the place of market-oriented policies in them, including European model;

- determine management approaches to the adaptation of business entities and enterprises to European market trends;

- track the key trends and features of the modern stage of development of strategic business zones of enterprises, their ability to adapt to economic changes;

- investigate the key factors, cause-and-effect relationships and consistency of ensuring the efficiency of enterprises in the target markets;

- propose a criterion-management basis for the implementation of the policy of adapting the economic activity of business entities, enterprises of united territorial communities to the conditions of the target markets of the European model and a model of the management mechanism in the system of conjuncture changes based on the provisions of adaptation and the application of interaction tools with the institutional system.

The preparation and organization of comprehensive step-by-step measures in this area will definitely allow them to be carried out effectively and facilitate their implementation in practical terms.

### Statement of basic research materials

Definitely, taking into consideration the contemplation of Ukraine's entering the EU and NATO, in the post-war period, the problem of improving the management of adaptation processes in the economic activity of the UTC enterprises in the system of conjuncture changes caused by these circumstances is particularly relevant and timely.

**For reference:** *Conjuncture* – comes from Latin «*conjunctura*», «*conjungo*», which mean «link, connect», defines the situation that developed at a certain moment in time in various spheres of social life.

It is commonly known that this term, most often used to characterize the development indicators of certain processes observed in the economy and in our modern (military) environment, can be used in political science, sociology, philosophy, psychology and other fields. Depending on the scale of the processes and areas covered, the conjuncture can be formed in relation to a specific market, a set of markets, an individual state or a group of countries (EU), as well as at the global level. In the last case (military), they talk about such a concept as the world conjuncture (world market conjuncture, etc.), which is not only relevant, but also very timely and actual in respect of the economy.

According to our ideas, the economic conjuncture is a set of conditions in which the process of industrial social reproduction takes place, especially during the periods of war and post-war events. This phenomenal state is determined by the unstable level and pace of economic development, as well as the distribution of resources, exchange and consumption, as well as the created proportions of production.

The main influence on the economic conjuncture is exerted by the market conjuncture, which reflects the conditions of activity of economic entities and characterizes the state of the market at a certain time,

in particular the European market. In other words, the economic conjuncture of the market reflects the state and movement of demand and supply, which affect factors of production, business activity of economic agents, price level, volume of sales, interest rates and exchange rate. For another thing, it reflects the impact of events in the spheres of social reproduction, such as manufacture, resource provision, exchange, distribution and consumption on enterprises, territorial communities, regions and the state as a whole, as well as other key indicators of socio-economic development.

Knowing the method of using this information will help to effectively implement the strategic task of adapting the functioning of enterprises in the changed conditions of united territorial communities, which takes place in the framework of administrative-territorial reform and corresponds to the new paradigm of the development of the European market.

In the example given, we can point to the labor market conjuncture, which has changed significantly due to the war. Currently, about 8 million Ukrainians have gone abroad, many of them are already working abroad. The rest of the population moved from the war zone to safer regions. In other words, the conjuncture is formed under the influence of supply and demand for labor.

Depending on changes in these factors, three types of labor market conjuncture can be distinguished: labor shortage, full employment (balance between demand and supply) and unemployment (labor surplus). The main indicators of the labor market conjuncture include data qualitatively and quantitatively describing the current ratio of supply and demand on the market. These indicators are formed under the influence of factors that determine the supply conjuncture (demographic, level of education, system of professional training, socio-economic, etc.) and factors that affect the dynamics and structure of labor demand (availability of natural resources, development of production, changes in ownership, financial and credit, and investment policy of the state, etc.).

The purpose of studying the conjuncture of such a market is to determine the degree of influence of the activities of economic agents on the state of the labor market and to develop a list of necessary measures to achieve a balance of demand and supply on it. With that said, the analysis of the market situation, in this case, is one of the key methods of workforce management, by the way, not only in the labor market. These circumstances determine the vector nature of the research arrangement and the stage-by-stage approach in sequence and time.

Under our conditions, the change in the conjuncture is determined primarily by the nature and level of general development. Meanwhile, under the conditions of the united territories, it is affected not only by such factors as the seasonal nature of production and consumption of a number of goods, but also by the degree of destruction of infrastructure by war, migration processes, etc. It is understood that it is necessary to distinguish favorable and unfavorable market conditions. The first one is observed under the conditions of intensive economic growth, price and financial stability and economic upswing; the second

one – under the conditions of development in the economy of crisis, war recession and extremely low business activity.

The conducted sociological researches (surveys) confirmed not only the relevance and timeliness of the subject of the scientific paper, but also served as a basis for formulating the goal and tasks of the research, created the basis for its scientific novelty and practical significance and the definition of vectors and stages of enterprises functioning adaptation under the conditions of united territorial communities, in the framework of administrative and territorial reform, in accordance with the paradigm shift of the European market development.

**The first stage** of the transformational trend of scientific research, should traditionally involve clarification of the conceptual framework to the best of our belief. The study of the theoretical foundations of the business entities (enterprises) management under the conditions of war and the determination of the peculiarities of the formation of organizational and economic mechanisms for their adaptation to the market conjuncture of the EU in the post-war period under the conditions of united territorial communities in the context of administrative and territorial reform in accordance with variability of the situation.

The process of adaptation should involve the disclosure of the theoretical foundations of the market conditions formation during the wartime. Consider the interpretations of the use of possible approaches to the management of production and economic activities of economic entities (enterprises of united territorial communities) during the post-war period.

Determination of scientific approaches to formation and their application in the process of adaptation of enterprise subsystems to European market trends using the appropriate methodical apparatus for analyzing the effectiveness of enterprise management in the system of conjuncture changes in target markets.

**The second stage** is an analytical one and it should traditionally involve the analysis of the features of the business entities (UTC enterprises) adaptation to the development of European model markets.

Based on the analysis of statistical data, it is advisable to study the dynamics and development trends and the structure of the target markets of business entities (enterprises of the OTG) under wartime conditions.

To carry out monitoring and instrumental provision of the economic activity management of a market-oriented enterprise in accordance with the European market conjuncture.

To ensure the identification of reserves of effective management of the enterprise economic activity in the system of conjuncture changes of the target markets for the long term.

**At the third stage** of the scientific study of the problem, it is advantageous to provide for the determination of trends (vectors) for improving the mechanisms of managing the economic activity of the enterprise in the system of conjuncture changes of the European markets.

Hereunder, it is advisable to provide for the definition of system-forming tasks, principles and approaches in ensuring the effective adaptation of the enterprise to the

conditions of the EU target markets, of business entities and enterprises of the OTG, respectively. To propose organizational and economic mechanisms of influence and key factors of ensuring effective work on the target markets of the European model and scientific principles of improving integrated management – management of enterprise subsystems under the conditions of the state, region and territorial associations.

#### **Scientific, methodological novelty and practical significance of the results obtained**

It consists in the powerful capabilities for using the available proposals in the development and construction of a situation-oriented organizational economic mechanism of an adaptive type on the basis of innovative methods of the interaction of industrial enterprises with the institutions of the European market and integration into the mechanisms of the functioning of strategic zones of economic entities including UTC enterprises.

It is appropriate to propose the development of mechanisms for managing the economic activity of the enterprise in the system of conjuncture changes of the target European markets, which solves the current managerial and economic problem of adaptation to the factors of the functioning of strategic economic zones with flexible adjustment of economic systems and diversification of provision sources.

In accordance with the conditions and circumstances, to improve the scientific approach regarding the influence of the functioning of the national economy after considering the results of applying the economic mechanism of enterprises within the framework of macroeconomic policy, currency regulation and increasing the openness of the country to international markets, which would ensure a clear understanding of the cyclical nature of the development of the market environment of the enterprise and key macroeconomic and political factors for the efficiency of an enterprise operation through the reserves of economic activity effective management in the system of conjuncture changes of the target European markets.

Interpretation of the place of business entities and industrial enterprises of the UTC in the system of economic coordinates, as well as approaches to the impact of the economic conjuncture on economic effects, financial condition, operational activity efficiency, production potential, and the ability to integrate into the European mechanisms of the strategic economic zones functioning;

The systematization of the criterion base for making managerial decisions regarding trends for improving the efficiency of the functioning of enterprises under wartime conditions of dynamic changes in the market conjuncture, as distinct from existing approaches, guarantees a reduction in the risks of uncertainty and losses from non-rational managerial decisions.

As described, the practical significance of the results obtained in the research process lies in the broad possibilities of using theoretical and applied recommendations for the stage-by-stage approach to the formation of mechanisms for managing the economic activity of economic entities and enterprises of the UTC adapted to the cyclical changes

of the target European markets. In particular, the defined list of recommended measures to improve the economic mechanism in terms of the application of tools will contribute to adaptation to the market conjuncture, as well as the formation of a resource base for the transformation of the economic mechanisms available at national enterprises into mechanisms of the European economic-oriented type.

#### **Conclusions**

Consequently, the evolution of business entities (UTC enterprises) management, marketing concepts, taking into account the development of markets, under the conditions of Ukraine entering the EU, acquire a new meaning. The socio-economic situation contributes to the implementation of their expansion forecasts from purely marketing ones, which interpret the behavior of consumers and establishing contact and interaction between them, to the concepts of integrating subsystems and the economic mechanism of the enterprise into the economic system of strategic economic zones and the European market as a whole.

It is commonly known that, the conjuncture influence of the market on economic results even under peaceful conditions goes beyond marketing and sales systems and through the sale of products, goods, works, services determines the volume and structure of financial flows, the threshold of profitability and profit, liquidity and paying capacity of the enterprise, payback investments and successful implementation of investment programs, operating efficiency and ability to reproduce fixed assets, etc. Conjuncture changes of the war and post-war periods provoke progression in: production and economic potential, profitability threshold, volumes of unrealized reserves, turnover of financial resources, investment attractiveness, profitability and production capacities, general structural changes in costs, financial resources, etc. The ability to adapt to the conjuncture of the European target markets is determined by the accuracy of the formalization of the problem of their management, where the relative comparative advantages of the existing economic systems are most evident. Inadequate management of target markets during the war period, as well as irrational changes in the management system in the post-war period negatively affect the market position of business entities and enterprises of the UTC.

The management system, the ability to respond to conjuncture changes, monitor them and adapt to them, are determined by the tendentious nature of the development under the conditions of a market economy with the preservation of many features that characterize the consequences of the influence of a directive economy in relation to managerial experience, low production efficiency, high material and energy dependence, energy intensity, lack of a resource base for reforming the economic mechanism, innovative restoration of the production base, formation of means and tools for interaction with European market institutions.

The surveyed business entities (enterprises of the UTC) demonstrated an increase in economic activity, which became possible due to favorable trends in the market conjuncture created by European partners. However,

the main reason is that enterprises lack a full-fledged mechanism of operation and adaptation to the target European markets.

The lack of an adequate response mechanism to changes in the market conjuncture was a consequence of the lack of sufficient experience to understand the problem, on the one hand, and insufficient resource base, on the other. Under negative scenarios, unfavorable conditions occur both in the sales market and in the financial sector, and enterprises are unable to attract resources for the implementation of economic measures. Under a positive scenario, dependence on external sources of financing increases and enterprises often go beyond the critical values of financial stability. That is, under both scenarios, the market conjuncture exerts pressure on the financial stability of economic entities.

On the basis of the chosen concept of improving the operation of economic entities (UTC enterprises), it is expedient to increase adaptive capabilities and adaptive potential based on the implementation of a system for monitoring sales markets, material and technical supply, financial and credit and investment sectors, markets for technical and technological innovations, macroeconomic processes and the functioning of the foreign exchange

market, as well as socio-political changes in foreign markets, with the possibility of changes in monitoring areas, as a respond to market conjuncture.

Pursuant to the circumstances mentioned, it makes sense to form a mechanism for their adaptation to the market conjuncture of the European model, which involves primary reorganization, adjustment of management measures, functions of divisions and services, instructions, duties of officials, creation of necessary divisions and services, and is based on the principles of reasonableness rationalization of the management system, comprehensiveness, added action, purposefulness, scientific character, systematicity, interdependence, centralization and decentralization of management, unity of leadership, motivation, rational selection and placement of personnel, consideration of economic laws, resource provision rationalization, innovation, transformation of economic and management systems, diversification, convergence.

The effectiveness of the implementation of such a mechanism is considered as a flexible, adaptive economic mechanism of the enterprise, which ensures high economic results under the current European market conjuncture and its changes.

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