

ПІДПРИЄМНИЦТВО ТА ТОРГІВЛЯ

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MANAGEMENT OF ECONOMIC SUSTAINABILITY OF THE ENTERPRISE: PRINCIPLES, STAGES, APPROACHES, STRATEGIES

The subject of this study is the development of an effective management system for the economic sustainability of the enterprise, which takes into account modern challenges and peculiarities of business functioning. The work uses the methods of system analysis, comparison, generalization, and modeling to study the principles, tasks, and approaches to managing economic sustainability, as well as identifying the main requirements for an effective sustainability management system. The results of the study indicate the need to integrate the principles of adaptive management and the use of functional, situational, system and process approaches. The practical significance of the results lies in the creation of a universal mechanism for the formation of an economic stability management system capable of ensuring the dynamic balance of the enterprise and increasing its competitiveness in conditions of an unstable environment.

Keywords: economic sustainability, economic sustainability management, the process of ensuring sustainability, principles of sustainability management, approaches to sustainability management, requirements for the sustainability management system.

JEL Classification: D50

Problem statement. Modern enterprises operate in a complex and dynamic economic environment, which requires adaptability and effective management to ensure their competitiveness. Constant changes in the internal and external environments, including economic instability, technological innovations and social transformations, necessitate the development of new approaches to managing the economic sustainability of enterprises. Existing management models often do not meet the requirements of the times, as they are characterized by insufficient adaptability, coherence and lack of a holistic strategic approach. These shortcomings make it impossible for enterprises to respond effectively to modern challenges, which endangers their long-term functioning and development. The formation of an effective system for managing the economic sustainability of enterprises, which will correspond to the fundamental principles of sustainability management, is a key task for improving the efficiency of enterprises in modern conditions.

Analysis of recent research and publications. The issues of the economic essence, types, strategies for ensuring the economic stability of enterprises, development of methods for its assessment and approaches to management were considered in the works of many leading scientists, including: O. Arefieva, S. Birbirenko,

T. Vlasenko, O. Gerega, D. Horodianska, N. Hryhorska, Yu. Zhadanova, A. Ivakhnenko, V. Kamaev, S. Kozlovskiy, O. Kolodizev, I. Kononova, V. Kopyonkina, O. Kotsyuba, Yu. Krasnoshchokova, S. Krolenko, G. Mazur, O. Matushkevskha, N. Mokrukha, G. Mohonko, I. Murashko, T. Murenko, S. Piletska, O. Rudich, M. Savchenko, N. Sarai, I. Sitak, O. Sokil, S. Tkachenko, B. Torokhtii, S. Yakovenko, O. Yastremska and others. However, the issue of the step-by-step formation of an integrated approach to managing economic sustainability in the enterprise management system, which would encompass the advantages of functional, situational, system and process approaches, remains insufficiently resolved. The development of universal tools for assessing and ensuring sustainability, which would take into account the industry specifics of enterprises, also requires further research. Thus, improving the methodology of managing the economic sustainability of enterprises remains an urgent task that has important theoretical and practical significance.

Formulating the purposes of the article. The purpose of the article is to study and systematize the theoretical principles of managing the economic sustainability of the enterprise and, based on them, to develop a consistent mechanism for the formation of the management system of the economic sustainability of the enterprise.



Presentation of the main research material. The difficulty of managing an enterprise, as an open economic system, lies primarily in the permanence and continuity of this process. This means that there is no definite algorithm of actions, following which the owner of the business unit reaches the last equilibrium, stable state, after which his main work becomes “harvesting” (profit). In reality, after achieving economic sustainability, the enterprise, and, in particular, its managers, face new challenges and threats that arise in the business environment.

Therefore, economic sustainability is not a permanent state, but a dynamic process that continues as long as the business entity conducts its business activities. Quite often, economists use as an example a tightrope walker,

who can maintain balance only while moving, and as soon as he stops, he will fall. A similar situation occurs in the management of the organization. It is impossible to achieve balance and equilibrium – you can only balance, equilibrate. In turn, the concept of economic stability describes the ability of a separate subject of economic activity to “balance” against various factors.

The above state of affairs actualizes the issue of forming a management system for economic sustainability of the enterprise, which should be based on certain principles (Table 1).

The economic sustainability management system of the enterprise must not only comply with the above principles, but also fulfill the tasks, in particular [2; 5]:

Table 1 – Principles of the economic sustainability management system of the enterprise

Principle	Essence
Comprehensive planning	It consists in the need for a comprehensive assessment of the impact of planning a management decision on the functioning of the enterprise and the level of each of its components of economic sustainability (financial, production, raw materials, personnel, etc.).
Effectiveness	It involves evaluating the degree of effectiveness of maintaining a certain level of the company's activity indicators and ensuring the optimal ratio between the use of resources and the obtained effect.
Combination of strategic and tactical goals	It is based on the fact that in the long term, achieving economic stability is not an end in itself, but rather a tool for transition to a new, more stable state. However, the tactical goal is to maintain the current equilibrium state above a certain level.
Realism	It requires from the indicators of the assessment of the sustainability of the enterprise a real reflection of the essence and influence of the determined processes on the activity of the enterprise.
Consistency	It involves targeting the implementation of the main goal of all elements of the economic sustainability management system and their specification through a system of functional goals.
Adaptability	It consists in the ability to ensure a quick and with minimal losses reaction to changes in both the external and internal environment by adapting or neutralizing the impact of negative consequences.
Controllability	It requires constant monitoring of the process of implementation of specified changes and decisions.
Systematicity	Presupposes an understanding of the economic sustainability of the enterprise as a set of interconnected elements of a single system.
Integrity	It requires considering economic stability as a whole and at the same time – as one of the subsystems in the system of the enterprise's functioning.
Structuredness	It involves the analysis of the elements and interrelationships of the system of economic sustainability within the organizational structure of the enterprise.
Dynamism	It consists in the need to ensure economic stability in constantly changing market conditions throughout the entire period of operation of the enterprise.
Proportionality	It requires determining the specific weight of the impact of each individual element of the economic sustainability system when calculating the level of economic sustainability of the enterprise.
Variability of solutions (alternativeness)	Indicates the existence of a large number of different options for achieving the goal, the need to evaluate and choose the best alternatives from this set, and the final choice of the optimal solution.
Transparency	It guarantees consideration of the interests and provides for the notification of the goals and objectives of all participants, which ensure the implementation of the management process.
Information security	Presupposes the presence of a single information space.
Integration	It consists in the simultaneous functioning of the entire set of components of the economic stability of the enterprise.
Scientific validity	It consists in compliance of applied practices with fundamental economic provisions, laws and regularities; involves the use of modern and most relevant tools and methodological approaches in the process of managing the economic sustainability of the enterprise.
Self-organization	It consists in the ability of the economic sustainability management system to independently reduce negative deviations.
Continuity	It involves constant monitoring, evaluation and control of all processes taking place in the organization.
Anticipatory reflection	It consists in building forecasts regarding the probability of occurrence of certain events, as well as determining the state of the system to which these events can lead, based on adverse/crisis phenomena that were previously neutralized.
Balancedness	It involves the calculation of the potential impact of each alternative on the indicator of not only economic development, but also social development.
Positive development	It requires the development and implementation of a strategic action plan, the main goal of which is to achieve the company's defined, controlled, positive dynamics of growth of indicator values.

Source: compiled by the authors based on [1–5]

- to provide constant analysis of the financial state and economic potential of the enterprise;
- to assess the degree of dependence of the enterprise on factors affecting the external environment;
- predict in advance the potential causes of a possible loss of stability;
- to ensure the enterprise's ability to resist the action of destabilizing factors of external and internal environment;
- identify effective tools and develop a mechanism for leveling threats and supporting sustainable operation of the enterprise;
- monitor threats to the economic stability of the enterprise;
- to ensure constant improvement of tools, mechanism and ways of ensuring the economic stability of the enterprise.

Kopyonkina V. D. [6] considers one of the main tasks of ensuring the economic stability of the enterprise to be

«detection of the entire spectrum of threats», appealing to the conditions of economic destabilization in which Ukraine is. And although the article in which this opinion is recorded was printed more than eight years ago, in the current period of martial law, the stated statement is more relevant than ever. With the beginning of the full-scale invasion, domestic companies suffered and are suffering destruction, bankruptcy, unprofitability, lack of electricity, logistical problems, relocation, shortage of qualified personnel, etc. A large number of industrial enterprises felt the need to form a management system for economic stability.

Management of the economic stability of the enterprise is a cyclical process, which, in view of the above-mentioned tasks of the economic stability management system, can be divided into five main stages (Fig. 1).

One of the principles of the economic sustainability management system of the enterprise is efficiency, the achievement of which depends on several aspects:

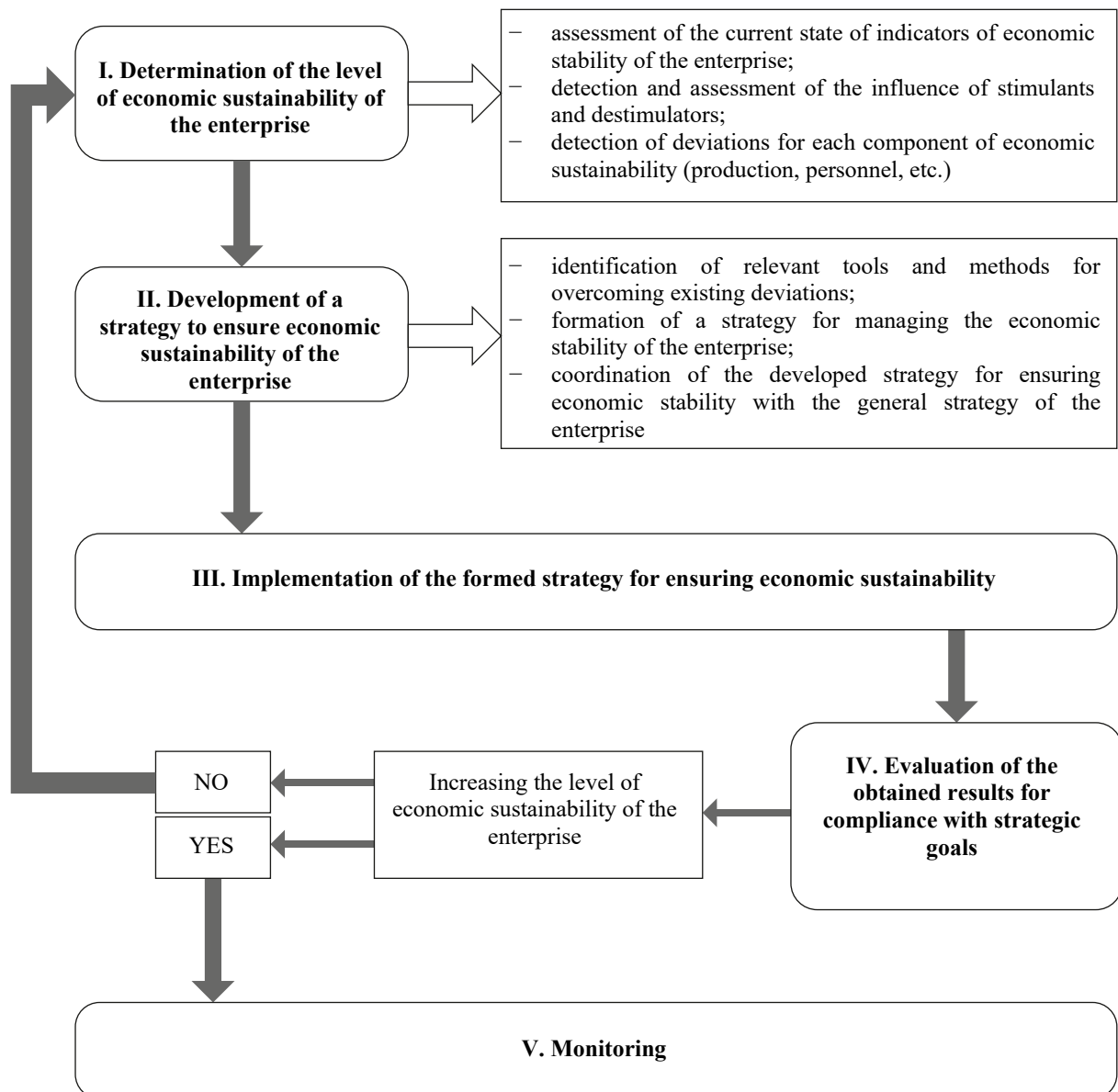


Figure 1 – The sequence of stages of the process of ensuring the economic sustainability of the enterprise

Source: compiled by the authors

- organization of management of economic sustainability at the enterprise;
- the quality of the implementation of measures for the management of economic stability;
- conformity of tools, methods and means of managing the economic sustainability of the enterprise.

Studies of economic literature make it possible to reach conclusions about the existence of four main approaches to the management of economic sustainability: functional, systemic, situational and process (Table 2).

A critical analysis and assessment of the strengths and weaknesses of the specified methodological approaches

Table 2 – Methodical approaches to the management of the economic stability of the enterprise

The name of the approach	Essence	Advantages	Disadvantages
Functional approach	Management of the economic sustainability of the enterprise is considered as a set of interrelated functions of management (planning, organization, motivation, control). These functions are the basis for the organization of management processes and the creation of management structures that ensure the efficient operation of the enterprise. The functional approach divides management into separate functional areas, each of which has its own responsibility.	Ensures the creation of organizational and economic conditions that contribute to the efficient operation of the enterprise through the performance of management functions. Allows for a clear distribution of management tasks between departments, which facilitates coordination and control of the performance of functions. Ensures continuity of overall management functions and allows management to focus on strategic goals.	Limiting the use of only basic management functions may not be sufficient for enterprises that are in the process of constant development. Conflicts for resources between functional units can lead to inefficient work. Lack of uniform performance indicators for evaluating the work of units. Using only internal management functions without sufficient attention to external factors can limit the adaptability of the enterprise.
System approach	Considers the enterprise as a complex system where all elements are interconnected. Economic sustainability is achieved by optimizing the relationships between system elements and building stable structural connections between them. The main goal is to ensure the consistency of interaction between all components of the system. The laws of the system are used: the law of composition (alignment of goals), the law of proportionality (the correspondence of parts to the whole), the law of the least (the stability of the system depends on the stability of the weakest link), the law of ontogenesis (the system goes through the stages of the life cycle), the law of synergy (the integrity of the system is greater than the sum of its parts) etc.	It guarantees a comprehensive understanding of the company's problems through the integration of all system elements. Allows a deeper analysis of both internal and external factors affecting economic stability. The ability to achieve high adaptability through the integration of the laws of the system approach. Contributes to the harmonization of the enterprise's goals and their subordination to the general purpose.	Difficulty in implementation due to the need for constant analysis of each element of the system and their interaction. Requires a significant amount of information to maintain element consistency. Requires a high level of integration, which can be difficult in large or multidisciplinary enterprises.
Situational approach	Management is focused on analyzing specific situations and adapting management decisions to changing conditions. Decentralization of management is key to this approach, allowing for rapid response to changes in the external and internal environment. Decision-making depends on the analysis of the existing situation, and not only on predetermined plans. It is important to take into account potential threats and deviations from the planned course, which can put the stability of the enterprise at risk.	High flexibility in decision-making allows you to quickly adapt to changes and ensure the stability of the enterprise in conditions of instability. Decentralization of management functions stimulates the creative activity of employees and allows to use available resources as effectively as possible. Increases the ability of the enterprise to respond to crises or potential risks.	Dependence on the accuracy of situation analysis. If the analysis is incomplete or incorrect, the decisions made may not be effective. The lack of a long-term management strategy can lead to frequent changes in the direction of activity, which can create chaos. Risk of loss of control due to excessive decentralization.
Process approach	Management of the economic sustainability of the enterprise is considered as a set of interrelated processes. The main focus is not on individual functions, but on processes that lead to the achievement of strategic and operational goals. Each process is a series of continuous actions aimed at achieving a certain result. Processes are optimized to ensure maximum efficiency and sustainability of the enterprise. This approach allows you to focus management on final results and create transparent schemes for the implementation of management tasks.	It allows measuring the efficiency of processes in terms of added value, which allows you to control and optimize resources. Contributes to the integration of management tasks and helps to build a transparent management system. Increases the efficiency of horizontal connections in the enterprise, reduces functional barriers and improves the exchange of information between departments. Ensures continuity of processes aimed at achieving final goals.	Implementation of the process approach requires significant changes in the structure of the organization and management processes. Can be difficult to implement for large or complex enterprises. It is necessary to clearly define priority business processes to ensure economic sustainability, which can be a difficult task in practice.

Source: compiled by the authors based on [3; 7; 8]

to managing the economic sustainability of enterprises indicates the expediency of selecting an integrated system-adaptive approach based on the advantages of the considered approaches [3]. Its main goal is to harmonize the elements of the system of economic sustainability of the enterprise with the simultaneous use of the principles of adaptive management. Using the latter makes it possible to quickly respond to changes, making the approach flexible and more effective. In general, the combination of two or more approaches has become an integral aspect of modern management science.

In addition, S. V. Kozlovsky and G. F. Mazur [9] describe an integration approach that considers economic sustainability as a set of economic systems at the micro, meso, and macro levels. This approach involves the study of economic processes in view of modern economic systems consisting of several levels: the state, regions, industries, enterprises. Modern economic systems can be characterized as multi-level, multi-factorial and open, which is manifested in their integrity, predictability, purposefulness and ability to self-organize.

Despite significant changes in the operating conditions of domestic enterprises, the lion's share of them remain quite inert and not ready to quickly respond to challenges arising in the external environment. This paradox can be explained by the natural desire to maintain system stability, which actually prevents companies from being adaptive. A significant part of business entities have an unclear system of powers and responsibilities and an overburdened management that mostly performs operational rather than strategic tasks. Often, changes in organizational structures are of a purely formal nature and are not related to the satisfaction of real economic needs.

To solve these problems, it is proposed [3] to implement system solutions in approaches to managing the economic sustainability of enterprises. They should contain a strategic vision and maximum adaptation to new socio-economic conditions. In practice, the quality of the micro-level economic system is determined not so much by its elements, but by their balance. Being under the influence of constant changes, it is necessary to adjust not only the composition of the system, but also the processes of its activity. In other words, the change in the company's goals must be supported and accompanied by changes in the organizational structure, business processes, in particular technical equipment and technologies, the number, involvement and qualification of personnel, their motivation system, etc.

In addition to the internal processes of the enterprise, an effective economic sustainability management system should also take into account its interaction with the external business environment. It is important to focus on achieving dynamic balance. In addition to the above, it is worth abandoning hierarchical structures in favor of flexible modular systems, which will allow for faster management decisions.

Based on the described beliefs, it is advisable to single out the key requirements for an effective management system of the economic sustainability of the enterprise, among them [3]:

- an important prerequisite for the successful functioning of the enterprise is not only its internal capabilities, but also the ability to adapt to changes in the external environment;

- enterprises should use market control mechanisms and focus on both internal production processes and market needs;

- combining systemic and situational approaches to management will preserve the integrity and stability of the subject of economic activity, at the same time provide the ability to respond flexibly to external changes;

- the key resource of any industrial enterprise is human capital, therefore the issues of creating conditions for high involvement, retention, motivation, continuous development and training are extremely important;

- it is necessary to move from strictly hierarchical structures to more flexible ones based on a combination of permanent and temporary elements (project teams);

- the management system must be sufficiently complex and at the same time flexible to meet changing internal and external environments;

- the parameters of management efficiency assessment should correspond to the goals of the enterprise depending on the stage of the life cycle in which it is.

Summarizing, it is worth noting that the management system of the economic sustainability of an industrial enterprise must be dynamic and adaptive, in order to ensure continuous sustainable development and achieve the strategic goals of the organization, despite the destructive influence of changing factors of the business environment.

Having considered methodical approaches to managing the level of economic sustainability of the enterprise, it is worth focusing attention on building a strategy, the observance of which will help maintain sustainability in the long term. Abey Francis [10; 11] identifies 7 stability strategies, which are the basis for successful adaptation of the enterprise to the dynamic conditions of the external environment (Table 3). They allow companies to avoid excessive risks, without significant changes, when the market or economic situation is not conducive to active development. In addition to the above, following a sustainability strategy will allow the company to maintain its current position and achieve moderate and stable growth, which is extremely important in times of uncertainty.

A stability strategy allows the enterprise to ensure stability and preserve capital in times of uncertainty or limited opportunities for growth. At the same time, the stability strategy acts as a platform for further balanced development when more favorable market conditions appear.

An important aspect when choosing a stability strategy is time management, which consists in the fact that the company's management must determine when it is better to use available resources and when to prepare for changes in market conditions. Therefore, a stability strategy does not necessarily indicate a lack of strategic vision or a reluctance to develop, it is often a reasoned choice that allows the company to maintain market positions and financial stability, and also provides an opportunity for careful planning of future steps.

The choice of a stability strategy depends on specific market conditions, the company's resources and its long-term goals. Some strategies are suitable for small businesses seeking to avoid large risks, while others can be used by large companies to consolidate before further development. It is important that enterprises flexibly approach the choice of strategy, constantly evaluating external conditions and internal opportunities.

Table 3 – Strategies for ensuring the sustainability of enterprises

The name of the strategy	The economic essence of the strategy
Holding Strategy	The maintenance strategy involves maintaining the current level of development and maintaining market share. It can be appropriate in two cases: either after a period of rapid growth, when it is necessary to consolidate the achieved results before further development, or in case of high market uncertainty.
Stable Growth	Avoids major changes and focuses on improving existing products and services. The strategy is focused on slow, incremental growth through increased market penetration and product range expansion, which avoids the risks associated with rapid scaling.
Harvesting Strategy	Involves maximizing short-term profits through cost cutting and/or price increases. A business may sacrifice market share to increase profits. It is used when the main goal is to quickly obtain financial resources for future investments.
Profit or Endgame Strategy	Consists of using obsolete assets/technology for profit in secondary markets (e.g. spare parts). It is used by companies that, before the final transition to new technologies, find an opportunity to make money on outdated technologies or products. The critical question is, «Can we make more money using these assets or selling them?» The answer to this question changes over time.
No change strategy	If there are no significant opportunities or threats in the external environment, or if the organization has no new strengths and weaknesses, or if there are no new competitors or threats of substitutes, the enterprise continues to function according to established processes without taking new measures.
Pause/Process with caution strategy	Used after a period of rapid growth or before further big moves to sense market reaction. Allows a company to consolidate its resources and assess changes in the external environment before moving forward with major initiatives or expansion strategies.
Profit strategy	A profitability strategy aims to support current earnings by reducing investment and spending in the short term. It is used in conditions of instability, when the management seeks to temporarily avoid large expenses, but at the same time maintain the profitability of the enterprise.

Source: compiled by the authors based on [10; 11]

Thus, the strategy of stability becomes an integral part of the economic stability management system of the enterprise, which includes, firstly, the desire for development, and secondly, the understanding of the importance of preserving what has been achieved to ensure long-term success.

Conclusions. The problem of ensuring the economic stability of the enterprise becomes especially urgent in the conditions of the modern dynamic economic environment, which is characterized by a high level of uncertainty and numerous risks. The main factors complicating the management of economic sustainability are rapid changes in external conditions, the impact of globalization processes, and ever-increasing competitive pressure. Under

such conditions, ensuring the economic stability of the enterprise requires the integration of systemic, situational, functional and process approaches, as well as taking into account the industry specificities of enterprises.

The proposed mechanism for the formation of the economic stability management system involves a comprehensive analysis of factors affecting the enterprise's activity, the formation of an adaptive strategy and the consistent implementation of management decisions, taking into account both internal and external risks. Ensuring compliance of the system with management principles will allow to achieve an increase in competitiveness, efficiency of resource use and sustainable development of the enterprise even in conditions of instability.

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УПРАВЛІННЯ ЕКОНОМІЧНОЮ СТІЙКІСТЮ ПІДПРИЄМСТВА: ПРИНЦИПИ, ЕТАПИ, ПІДХОДИ, СТРАТЕГІЇ

У статті досліджено проблематику управління економічною стійкістю підприємства в умовах сучасних викликів нестабільного економічного середовища. Актуальність теми обумовлена необхідністю забезпечення адаптивності, гнучкості та стійкості підприємств до змін, що сприяє їх довгостроковому розвитку та конкурентоспроможності. Економічна стійкість підприємства є одним із визначальних чинників його довгострокового успіху в умовах нестабільного ринкового середовища. Забезпечення стійкого функціонування підприємств вимагає комплексного підходу до управління, що враховує взаємодію внутрішніх і зовнішніх факторів впливу. Економічна стійкість розглядається як динамічний процес, що включає постійний аналіз, моніторинг та вдосконалення управлінських підходів, спрямованих на підтримання балансу між внутрішніми ресурсами та зовнішніми викликами. Методологічну основу дослідження склали системний аналіз, моделювання та узагальнення, що забезпечило комплексний підхід до розробки механізму формування системи управління економічною стійкістю. Особливу увагу приділено виділенню принципів і завдань, які має виконувати система управління економічною стійкістю підприємства. Проведено порівняння існуючих підходів до управління економічною стійкістю, зокрема функціонального, ситуаційного, системного та процесного. Запропоновано поетапний механізм формування системи управління економічною стійкістю підприємства, що базується на системно-адаптивному підході. Послідовність етапів системи управління включають аналіз поточного стану, ідентифікацію ризиків, вибір оптимальної стратегії, її реалізацію та подальший моніторинг результатів. Практична цінність статті полягає у розробці універсального практичного підходу, здатного забезпечувати динамічну рівновагу та стійкий розвиток підприємств в умовах нестабільності. Запропонований механізм сприяє ефективнішому використанню ресурсів, зниженню впливу ризиків та досягненню стратегічних цілей. Висновки роботи мають практичне значення для впровадження як на вітчизняних, так і на міжнародних підприємствах, що функціонують у складних ринкових умовах.

Ключові слова: економічна стійкість, управління економічною стійкістю, процес забезпечення стійкості, принципи управління стійкістю, підходи до управління стійкістю, вимоги до системи управління стійкістю.