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**ЭКОНОМИЧЕСКИЙ
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СОДЕРЖАНИЕ

СЕКЦИЯ 1.
ЭКОНОМИКА И МЕНЕДЖМЕНТ

BUGUNOV Damian IMAGINEA PERSONALITĂȚII MANAGERULUI ÎN ACTIVITATEA ORGANIZAȚIEI	10
DEREVIANKO Sofiia ABORDĂRI METODOLOGICE PENTRU EVALUAREA EFICACITĂȚII MECANISMULUI DE DEZVOLTARE DURABILĂ A UNEI ÎNTREPRINZĂRI	14
FLIOSTER Roman FORMAREA UNUI SISTEM DE MANAGEMENT AL PERSONALULUI LA ÎNTREPRINZĂREA MUNICIPALĂ A CONSILIULUI ORĂȘENESC IZMAIL DIN REGIUNEA ODESA, DISTRICTUL IZMAIL «CENTRUL DE AGREMENT «PALATUL SPORTURILOR IZMAIL»	18
GOROPCEANU Sorina IMPLICAREA FEMEILOR ÎN GESTIONAREA FINANCIARĂ A AFACERILOR DIN REPUBLICA MOLDOVA	24
KULIA Karyna ABORDĂRI CONTEMPORANE PRIVIND MOTIVAREA ȘI STIMULAREA ANGAJAȚILOR	29
MARCHENKO Anastasiia MANAGEMENTUL PERSONALULUI CA INSTRUMENT PENTRU ASIGURAREA DEZVOLTĂRII ECONOMICE A ÎNTREPRINDERII ÎN CONDIȚIILE INSTABILITĂȚII PIETEI SERVICIILOR (STUDIU DE CAZ: SRL ÎA „NIBULON”)	35
PERVOI Oleksandr ABORDĂRI PRIVIND FORMAREA SISTEMULUI DE MANAGEMENT AL OBIECTIVELOR ÎN ÎNTREPRINDERE	39
TABAKAROVA Valentyna ANALIZA COMERȚULUI ELECTRONIC (E-COMMERCE) ȘI A TRANSFORMĂRIILOR COMPORTAMENTULUI CONSUMATORILOR ÎN UCRAINA	45
ALEKSEENKO Kateryna SOCIO-ECONOMIC CONSEQUENCES OF INTERNATIONAL LABOR MIGRATION	51
BESEDA Marin, AKSONOV Mark ARTIFICIAL INTELLIGENCE IN ENTERPRISE MANAGEMENT: ECONOMIC FEASIBILITY AND RISKS	56
BILINSKA Anastasia, SOBKO Anna THE IMPACT OF HOSPITALITY ON SUSTAINABLE DEVELOPMENT OF TOURISM	60
BOCHEVAR Iryna SYSTEMIC APPROACH TO BUILDING ADAPTIVE PERSONNEL MANAGEMENT TOOLS IN THE CONTEXT OF STRATEGIC CHANGES	64
BRITIKOVA Albina, TOVARKOVA Daria EMOTIONAL MARKETING - HOW BRANDS SELL FEELINGS, NOT PRODUCTS	69
BUYVOL Olha CONFLICT MANAGEMENT IN SMALL AND MEDIUM-SIZED BUSINESSES: ECONOMIC ASPECTS	74

BUZIYAN Ivan IMPROVING COMMUNICATION PROCESSES IN ORGANIZATIONAL MANAGEMENT	78
DEMINSKY Kirill, ARTYUKHIN Rodion INVESTMENT AND INNOVATION ACTIVITY AS A DRIVER OF ECONOMIC DEVELOPMENT	82
DOHAIEVA Anna, ANTONIUK Anatolii MANAGEMENT OF ENTERPRISE COMPETITIVENESS THROUGH THE PRISM OF SUSTAINABLE DEVELOPMENT	85
HAVRYLIUK Yevhen INTEGRATED BUSINESS PROCESSES AS THE BASIS FOR DEVELOPING A RISK MANAGEMENT SYSTEM	89
HLUSHCHEVSKYI Arkadii, DIEVIN Vitalii CREATION OF A COMPREHENSIVE MODEL OF THE MANAGEMENT SYSTEM OF IT-SECTOR ENTERPRISES BASED ON ISO STANDARDS.	93
ILIKCHIEVA Sofiia ASSESSMENT OF THE ECONOMIC IMPACT OF GREEN INVESTMENTS AND ESG FINANCING ON GLOBAL ECONOMIC PROCESSES	98
KIOR Oleh SUSTAINABLE DEVELOPMENT OF UKRAINE'S ECONOMY THROUGH THE MODERNIZATION OF RAILWAY TRANSPORT MANAGEMENT	102
KIOSYA Roman THE ROLE OF VISUALIZATION IN STUDYING ECONOMICS AND MANAGEMENT: WORKING WITH TABLES AND FIGURES	104
KOFOVA Svitlana DIRECTIONS FOR IMPROVING OPERATIONS MANAGEMENT IN THE CONTEXT OF ENSURING SUSTAINABLE DEVELOPMENT OF THE ORGANIZATION	107
KONOPATSKA Yelyzaveta, POPRIAHA Anhelina GLOBAL COMPETITION AND STRATEGY OF INTERNATIONAL CORPORATIONS	110
KOTLUBAI Mykhailo PUBLIC ADMINISTRATION OF TOURISM IN THE ODESA REGION IN THE CONTEXT OF TRANSFORMATIONS	115
KOVALCHUK Polina MOTIVATION AS A MANAGEMENT FUNCTION	120
KRAVCHENIA Maryna, DARAKCHI Eduard DEVELOPMENT OF A COMPANY'S FINANCIAL STRATEGY TAKING INTO ACCOUNT THE REQUIREMENTS OF THE "GREEN" ECONOMY AND ESG APPROACHES	125
LYTVYN Oleksandr RISK MANAGEMENT DURING THE IMPLEMENTATION AND USE OF AN ELECTRONIC DOCUMENT MANAGEMENT SYSTEM AT AN ENTERPRISE	131
MAKSIMICHEVA Irina PROBLEMS AND WAYS TO IMPROVE STRATEGIC MANAGEMENT OF INTERNATIONAL BUSINESS IN THE BANKING SECTOR	137

MAKSYMCHUK Kateryna, TSVIATKOVA Anastasiia METHODOLOGICAL PROJECT MANAGEMENT TOOLS BY STAGES OF THE LIFE CYCLE	142
MANOLOVA Kateryna THE USE OF ARTIFICIAL INTELLIGENCE IN ENTERPRISE MANAGEMENT	150
MAXIMOVA Violetta, SHPYCHKA Alina PROSPECTS FOR GLAMPING TOURISM DEVELOPMENT IN RURAL AREAS OF UKRAINE	155
MYTSNYK Mariia ENVIRONMENTAL-ECONOMIC MECHANISM OF BALANCED LAND USE	159
NEDIALKOVA Yelyzaveta FORMATION OF AN EFFECTIVE CONTROL SYSTEM IN AN ENTERPRISE	163
NEFODOVA Anastasiia, FEDUNIV Solomiia BUILDING SUSTAINABLE COMPETITIVENESS IN THE PERISHABLE GOODS SUPPLY CHAIN THROUGH FINANCIAL EFFICIENCY LOGISTICS OPTIMIZATION AND QUALITY MANAGEMENT IMPROVEMENT	165
SARKISIAN Karyna, SULTAN Olena THE PROSPECTS FOR PROMOTING LOCAL PRODUCTS IN GASTRONOMIC TOURISM	169
SEREBRIANSKA Vira FUNDRAISING FOR SOCIAL PROJECTS IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT: THE ROLE AND PROSPECTS OF CROWDFUNDING	172
SHCHERBYNA Daria UNIT ECONOMICS AS A TOOL FOR ASSESSING THE EFFECTIVENESS OF BUSINESS MODELS IN DIGITAL AND TECHNOLOGY ENTERPRISES	177
TSOPA Marianna, REZNICHENKO Nadia CROWDFUNDING AS A TOOL FOR STARTUP FINANCING: A MANAGERIAL APPROACH	182
TYMOFIEIEV Danylo MODERN APPROACHES TO IMPROVING THE MECHANISMS OF RECRUITING AND SELECTING PERSONNEL IN A MARKET ECONOMY	187
UMEROVA Kateryna CHANGE MANAGEMENT AT PJSC «KHMELNYTSKA MASLOSIRBAZA» THROUGH THE DEVELOPMENT OF ITS STAFF	190
VAZHGOVSKYI Iegor FORMATION OF THE CONCEPT OF ENSURING THE MANAGEMENT OF THE ECONOMIC SECURITY OF THE ENTERPRISE ON AN INNOVATIVE BASIS	195
ZAITSEVA Margarita, BARALEYCHUK Avdiy THE SYNERGY BETWEEN MARKETING AND LOGISTICS AS A FACTOR OF COMPETITIVE ADVANTAGE	199
ZATORSKA Renata FEATURES OF STRATEGIC MANAGEMENT OF INDUSTRIAL ENTERPRISES IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT	202

АНАНЬЕВА Диана МОТИВАЦИЯ УПРАВЛЕНЧЕСКОГО ТРУДА МЯСОПЕРЕРАБАТЫВАЮЩЕГО ПРЕДПРИЯТИЯ	206
БЕЛЯЕВА Ника ЦИФРОВИЗАЦИЯ АГРАРНОГО БИЗНЕСА: ЭКОНОМИЧЕСКАЯ ЭФФЕКТИВНОСТЬ И УПРАВЛЕНЧЕСКИЕ ВЫЗОВЫ	212
ВОЛКОВА Дарья ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ СЕБЕСТОИМОСТИ МОЛОКА В СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЯХ МОГИЛЁВСКОЙ ОБЛАСТИ	215
ВОРОБЬЕВ Даниил СТРАТЕГИИ АНТИКРИЗИСНОГО УПРАВЛЕНИЯ ПРЕДПРИЯТИЕМ В УСЛОВИЯХ ГЛОБАЛЬНОГО ЭКОНОМИЧЕСКОГО СПАДА	220
ГУЦУ Антон СОВЕРШЕНСТВОВАНИЕ ПРОЦЕССА РЕСУРСОБЕРЕЖЕНИЯ НА ОСНОВЕ УПРАВЛЕНИЯ ЗАТРАТАМИ ПО ЦЕНТРАМ ОТВЕТСТВЕННОСТИ	222
ДУДОГЛО Николай СИСТЕМА ОБРАЗОВАНИЯ КАК ФАКТОР ФОРМИРОВАНИЯ ЧЕЛОВЕЧЕСКОГО КАПИТАЛА В РЕСПУБЛИКЕ МОЛДОВА	226
ЕРМАКОВА Вероника УПРАВЛЕНИЕ РИСКАМИ В АГРОХОЛДИНГЕ: ОТ ПОГОДНЫХ УСЛОВИЙ К КОЛЕБАНИЯМ МИРОВЫХ ЦЕН	232
ЕСМАН Анастасия АНАЛИЗ ЭФФЕКТИВНОСТИ ОРГАНИЗАЦИОННОЙ СТРУКТУРЫ УПРАВЛЕНИЯ В СЕЛЬСКОХОЗЯЙСТВЕННОМ ПРЕДПРИЯТИИ НА ПРИМЕРЕ КСУП «КОМСОМОЛЬСК»	235
ЕСМАН Анастасия СОВЕРШЕНСТВОВАНИЕ УПРАВЛЕНИЯ КАЧЕСТВОМ ПРОДУКЦИИ И ЭФФЕКТИВНОСТЬЮ ТРУДА В МОЛОЧНОМ СКОТОВОДСТВЕ НА ПРИМЕРЕ КСУП «КОМСОМОЛЬСК»	239
ЖАКЕЕВА Анель МЕТОДЫ АНАЛИЗА ЭКОНОМИЧЕСКОГО ПОТЕНЦИАЛА ПРЕДПРИЯТИЯ	243
ЖИЗНЕВСКАЯ Александра СОВРЕМЕННЫЕ ТЕХНОЛОГИИ МЕЖДУНАРОДНОГО МЕНЕДЖМЕНТА	246
ЗЕНОВ Максим ФОРМИРОВАНИЕ РЕЗЕРВА КАДРОВ, КАК СТРАТЕГИЧЕСКАЯ ЗАДАЧА ОРГАНИЗАЦИИ	249
ИЗОФАТОВА Полина ЦИФРОВАЯ ТРАНСФОРМАЦИЯ БИЗНЕС-ПРОЦЕССОВ: ВЫЗОВЫ И УПРАВЛЕНЧЕСКИЕ РЕШЕНИЯ ДЛЯ ПОВЫШЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ	254
КАРКЛИНЬ Ольга ЭКОНОМИКО-МАТЕМАТИЧЕСКОЕ МОДЕЛИРОВАНИЕ ПРОГРАММЫ РАЗВИТИЯ МОЛОЧНОГО СКОТОВОДСТВА СЕЛЬСКОХОЗЯЙСТВЕННОГО ПРЕДПРИЯТИЯ	257

КЛИМЮК Карина ВЛИЯНИЕ САНКЦИЙ НА ЭКОНОМИКУ И СТРАТЕГИИ МЕНЕДЖМЕНТА КОМПАНИЙ: ВЫЗОВЫ И НОВЫЕ ВОЗМОЖНОСТИ	263
КЛИМЮК Карина ИННОВАЦИОННО-ТЕХНОЛОГИЧЕСКАЯ СРЕДА МНОГОНАЦИОНАЛЬНОГО ПРЕДПРИЯТИЯ И УПРАВЛЕНИЕ ОБЪЕКТАМИ ИНТЕЛЛЕКТУАЛЬНОЙ СОБСТВЕННОСТИ	265
КОРОЛЕВА Анастасия, ГРИГОРУК Андрей ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ СЕБЕСТОИМОСТИ ЗЕРНОВЫХ КУЛЬТУР В СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЯХ МОГИЛЕВСКОЙ ОБЛАСТИ	267
КРЮКОВА Анастасия МОТИВАЦИЯ УПРАВЛЕНЧЕСКОГО ТРУДА	272
КУРБАТОВ Денис КОНКУРЕНТОСПОСОБНОСТЬ ПЕРСОНАЛА СУБЪЕКТОВ АГРОБИЗНЕСА: ОЦЕНКА И ФОРМИРОВАНИЕ СТРАТЕГИИ ЕЕ ПОВЫШЕНИЯ	274
МАРТЮШЕВА Е. В. ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ ФОРМИРОВАНИЯ СЕБЕСТОИМОСТИ РАПСА В СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЯХ МОГИЛЕВСКОЙ ОБЛАСТИ	279
МУРЗАГУЛОВА Аманда, ДУЙСЕКЕНОВ Руслан РЕГИОНАЛЬНАЯ ЭКОНОМИКА В РЕСПУБЛИКЕ КАЗАХСТАН	283
НОВИКОВА Яна БЕЛОРУССКИЙ РЫНОК ТРУДА В УСЛОВИЯХ ЦИФРОВИЗАЦИИ: ОЦЕНКА ПОТЕНЦИАЛА И РИСКА	287
ПЕЙОГЛО Алина ОЦЕНКА СОСТОЯНИЯ МАЛОГО И СРЕДНЕГО БИЗНЕСА В МОЛДОВЕ И НАПРАВЛЕНИЯ ЕГО РАЗВИТИЯ	291
ПРИМБЕТОВА Анастасия СОВРЕМЕННОЕ СОСТОЯНИЕ И ПРОБЛЕМЫ ЦИФРОВИЗАЦИИ ЭКОНОМИКИ КАЗАХСТАНА	295
ПУХОВ Виктор ОЦЕНКА КАЧЕСТВА ФИНАНСОВЫХ ПОКАЗАТЕЛЕЙ НА ПРИМЕРЕ НЕФТЕГАЗОВОЙ ОТРАСЛИ РОССИИ	300
САРАМОТИНА Анастасия ЭКОНОМИЧЕСКИЙ РОСТ И ЭКОНОМИЧЕСКОЕ РАЗВИТИЕ	304
СУХОЧЕВ Дмитрий, ФИЛИНА Екатерина ВЗАИМОДЕЙСТВИЕ МЕНЕДЖМЕНТА И ПОЛИТИКИ: АСПЕКТЫ СОВРЕМЕННОГО МИРА	306
ТРУШИНА Карина ТРАНСФОРМАЦИОННАЯ ЦИФРОВАЯ ЭКОНОМИКА: БЕЛОРУССКИЙ ОПЫТ	311
ТУЛЕГЕНОВ Даниал ТЕНДЕНЦИИ СОВРЕМЕННОГО РАЗВИТИЯ МАЛОГО И СРЕДНЕГО ПРЕДПРИНИМАТЕЛЬСТВА В КАЗАХСТАНЕ	313

УРУМ Эрик

АНАЛИЗ СОСТОЯНИЯ ЦИФРОВИЗАЦИИ В РЕСПУБЛИКЕ МОЛДОВА И
НАПРАВЛЕНИЯ ЕЁ РАЗВИТИЯ

319

ЧЕРНЯВСКАЯ Наталья

УПРАВЛЕНИЕ КАЧЕСТВОМ ТРУДА В ОТРАСЛИ ЖИВОТНОВОДСТВА
РЕСПУБЛИКИ БЕЛАРУСЬ: СОВРЕМЕННЫЕ ВЫЗОВЫ И ПЕРСПЕКТИВЫ

324

ШПАКОВСКАЯ Виктория

УПРАВЛЕНИЕ ЧЕЛОВЕЧЕСКИМ КАПИТАЛОМ КАК ФАКТОР ПОВЫШЕНИЯ
КОНКУРЕНТОСПОСОБНОСТИ СОВРЕМЕННОГО ПРЕДПРИЯТИЯ

328

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IMAGINEA PERSONALITĂȚII MANAGERULUI ÎN ACTIVITATEA ORGANIZAȚIEI

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Cercetătorii subliniază că eficiența managerului influențează în mare măsură performanța întreprinderii. Calitățile personale ale managerului, abilitățile sale de conducător și lider joacă un rol direct în activitatea sa profesională, pot ajuta sau, dimpotrivă, pot împiedica managerul să ia decizii manageriale eficiente. De aceea, în prezent, studiul personalității managerului și influența acesteia asupra succesului profesional reprezintă o componentă importantă a științei managementului.

În prezent, cerințele față de manager sunt din ce în ce mai mari. Pe lângă abilitățile profesionale, acesta trebuie să-și dezvolte inteligența emoțională, leadershipul, creativitatea, flexibilitatea gândirii și rapiditatea în luarea deciziilor într-un mediu în continuă schimbare. Acest lucru subliniază actualitatea și necesitatea efectuării de cercetări în acest domeniu.

Studiul activ al personalității managerului a început în anii 1970 – perioada revoluției în management, care a contribuit la dezvoltarea metodelor manageriale.

În teoria managementului se disting două poziții în ceea ce privește personalitatea liderului: personală și tehnologică. Conform poziției personale, rolul și funcțiile liderului impun cerințe specifice personalității. Poziția personală subliniază necesitatea ca liderul să dezvolte anumite calități.

În ceea ce privește abordările tehnologice din teoria managementului, acestea au o viziune simplificată asupra conceptului de personalitate.

Stilurile de management sunt una dintre realizările conceptelor de management orientate către personalitate.

Personalitatea liderului se manifestă în stilurile de leadership pe care le adoptă.

Stilul de leadership este un sistem unic de anumite tehnici, metode și principii de management al unui grup de oameni, utilizate de o persoană care este lider formal sau informal.

Liderul formal este un manager care ocupă o anumită funcție de conducere, iar liderul informal este o persoană care, cu ajutorul calităților și abilităților sale personale, poate uni angajații în jurul său pentru a atinge anumite obiective.

În funcție de criteriul participării angajaților la management, se disting următoarele stiluri: autoritar și democratic.

Stilul autoritar este o formă de manifestare centralizată a voinței autoritare a liderului formal. Stilul se caracterizează printr-o centralizare ridicată a puterii, dominarea autorității unice și decizii voinice și dure. Există mai multe variante ale acestui stil.

Stilul dictatorial: angajații sunt obligați să urmeze ordine stricte date de o singură persoană.

Stilul autocratic: șeful controlează strict acțiunile subordonaților; printre avantaje se numără instrucțiunile clare care duc la creșterea eficienței; concentrarea pe rezultate.

Stilul birocratic: autoritatea managerului este determinată de poziția sa formală de lider. Totul este subordonat unui sistem de reguli și instrucțiuni.

Stilul patriarhal (managerul are autoritatea „capului familiei”, angajații se supun pe baza unei încrederi nelimitate).

Stilul prietenos (binevoitor): autoritatea managerului depinde de calitățile sale personale pozitive, în care angajații au încredere.

Stilul democratic (cooperativ, solidar, colegial sau participativ). Are și variante.

1) stilul comunicativ (angajații pot să-și exprime opiniile, dar trebuie să respecte în final instrucțiunile);

2) stilul consultativ (managerul ia decizii numai pe baza informațiilor detaliate și după discutarea lor în comun, angajații execută deciziile la elaborarea cărora au participat);

3) stilul de management către o decizie comună (managerul stabilește problemele și limitările, angajații iau singuri decizii cu privire la acțiunile ulterioare, managerul își rezervă dreptul de veto);

4) stilul autonom (angajații decid singuri, dar controlul și responsabilitatea rămân în sarcina managerului).

Se distinge, de asemenea, stilul liberal (nominal) de management – acesta este stilul în care managerul acordă subordonaților libertate aproape totală în alegerea sarcinilor și controlul asupra acestora.

Un manager liberal nu influențează aproape deloc viața colectivului. În comunicarea cu subordonații, managerii liberali sunt politicoși, neconflictuali, neexigenți față de subordonați.

Avantajul acestui stil poate fi considerat faptul că o echipă profesională bine pregătită este capabilă să elaboreze și să execute o sarcină fără intervenția șefului. În acest caz, angajații au posibilitatea de a elabora și pune în practică diverse idei.

Printre dezavantaje se numără faptul că, fără o conducere clară, echipa își pierde motivația și începe să lucreze în mod fragmentat. Unii consideră că acest stil reprezintă o pierdere a conducerii. Astfel de lideri pur și simplu nu sunt capabili să ia niciun fel de decizie și transferă responsabilitatea asupra altora. Cu astfel de lideri, angajații își pierd interesul față de activitatea organizației, iar aceasta intră în declin [1].

Se poate vorbi despre eficiența unui lider în următoarele cazuri:

1) atingerea obiectivelor organizaționale;

2) atingerea unui nivel ridicat de implicare și înțelegere a acestor obiective de către grupul de angajați;

3) atingerea unui nivel ridicat de satisfacție a membrilor grupului.

Conform Reddin (1970), există trei tipuri de eficiență:

1) eficiența vizibilă – situația în care pare că managerul își îndeplinește eficient sarcinile, dar în realitate nu este așa;

2) eficiența personală – situația în care managerul își atinge obiectivele personale, care nu au nimic în comun cu obiectivele organizației;

3) eficiența de lider – situația în care liderul își inspiră adepții să atingă obiectivele grupului.

După cum se știe, psihologia managementului își propune să determine:

- 1) ce calități trebuie să aibă o persoană pentru a ocupa o poziție de conducere;
- 2) în ce măsură aceste calități sunt înnăscute și în ce măsură sunt dobândite (formate în timpul studiilor și al acumulării de experiență);
- 3) cum să găsești aceste calități și să le formezi;
- 4) cum vor interacționa calitățile liderului cu calitățile altor oameni.

Printre calitățile și competențele importante pentru un manager se numără: intuiția psihologică (adică abilitatea de a înțelege proprietățile psihice și starea personalității); tactul psihologic (abilitatea de a găsi forma necesară de comunicare); comunicabilitatea (abilitatea de a menține contactele); calități de lider: capacitatea de a-și asuma responsabilitatea, de a înțelege și apăra interesele oamenilor, capacitatea de a influența informal persoanele din jur; capacitatea de a alege în mod competent stilul de management, de a motiva eficient și abilitatea de a organiza pregătirea și luarea deciziilor; abilitatea de a stabili obiective – necesară pentru planificare; energie, inițiativă, hotărâre și perseverență în atingerea obiectivelor; calități morale (de exemplu, unitate între cuvânt și faptă, onestitate, corectitudine, grijă față de personal).

Criticul abordărilor personale R. Stogdil a identificat 10 calități manageriale principale: dominanță, încredere în sine, stabilitate emoțională, rezistență la stres, creativitate, dorința de realizări, spirit întreprinzător, responsabilitate, fiabilitate în îndeplinirea sarcinilor, independență și sociabilitate.

Diferiți cercetători pot identifica diferite calități intrinseci unui manager. Dar ele au întotdeauna ceva în comun.

În imaginea personalității managerului, leadershipul ocupă un loc aparte. După cum subliniază prof. Markina I. A.: „Managerii eficienți trebuie să fie și lideri buni, deoarece conceptele de leadership și management sunt asociate cu diferite caracteristici care asigură diferite aspecte ale punctelor forte ale organizației” [2]. Interacțiunea managerului cu subordonații se bazează pe autoritatea funcțională. La rândul său, liderul are o anumită influență socială asupra grupului, care nu este format din subordonați, ci din adepții liderului [2]. Idealul este combinarea calităților de lider și manager într-o singură persoană, care ocupă o funcție de conducere, după cum subliniază cercetătorul: „... o astfel de persoană dispune de instrumente și posibilități de influență mai bogate, de abordări mai flexibile, inclusiv individuale...” [2].

„Liderul este o persoană care vede clar scopul și mijloacele de atingere a acestuia și poate motiva pe ceilalți, convingându-i de valoarea scopurilor sale...” [3, c. 33].

„După cum observă Zharik E. A., sarcina principală a liderului este de a susține și întări entuziasmul în timpul punerii în aplicare a planului de acțiune și de a aprofunda relațiile prin discuții regulate cu subordonații, despre schimbările care au loc în organizație și despre modul în care aceștia pot rezolva problemele care apar sau pot utiliza oportunitățile” [3, c. 33].

Analizând calitățile unui lider, se pot evidenția următoarele calități personale: responsabilitate, echilibru, amabilitate, prudență, autocritică, creativitate și carismă [3, p. 34].

Se poate afirma că, în zilele noastre, dezvoltarea calităților de lider este de o importanță crucială pentru un manager. Aceasta permite îmbunătățirea calităților manageriale, adaptarea la schimbările constante, rămânând în același timp un mentor inspirat pentru echipa sa.

Un lider se caracterizează, de asemenea, prin profesionalism ridicat, perfecționare continuă, dezvoltare personală, abilitatea de a-și aplica cunoștințele în practică. După cum spune fostul director general al renumitei corporații americane General Electric, Jack Welch: „Înainte de a deveni lider, este important să te perfecționezi pe tine însuși. Atunci vei avea o influență fructuoasă asupra subordonaților tăi” [4].

Printre calitățile sociale ale unui lider trebuie menționate rezistența la stres, abilitatea de a crea o atmosferă de lucru favorabilă în colectiv, cooperarea individualizată cu toți membrii echipei, capacitatea de a rezolva conflictele [3, p. 34].

Una dintre trăsăturile importante ale unui manager de succes este carisma. Prin carismă „se înțelege un set de anumite calități și trăsături ale personalității umane, care permit să atragi, să fascinezi, să unești în jurul tău și să inspiri alte persoane” [5]. O persoană carismatică are următoarele trăsături: optimism, încredere în sine, hotărâre excepțională, abilități oratorice ridicate, nivel ridicat de empatie [5].

După cum subliniază I. V. Zhalinska: „Calitățile personale ale unui lider sunt cele mai stabile caracteristici care au o influență decisivă asupra activității manageriale” [6, p. 149]. De aceea, este importantă întrebarea cum să dezvoltăm calitățile personale. Există diferite teorii în acest sens.

Una dintre teoriile care stau la baza dezvoltării calităților personale ale managerului este teoria leadershipului emoțional (sau leadershipul bazat pe inteligența emoțională). Popularizatorul acestei teorii este psihologul Daniel Goleman, a cărui monografie „Inteligența emoțională” (1995) a devenit un bestseller. În opinia sa, inteligența emoțională contribuie la succesul în viață și poate avea o importanță chiar mai mare decât IQ-ul.

Inteligența emoțională (EQ) este capacitatea unei persoane de a-și înțelege propriile emoții și emoțiile altor persoane. Conform lui D. Goleman, inteligența emoțională are următoarele componente: conștiința de sine, autocontrolul, empatia și un nivel ridicat de competență comunicativă și abilități de influențare constructivă asupra celorlalți [6, p. 151].

„O persoană cu un EQ ridicat dă dovadă de inițiativă, găsește soluții în situații dificile și rezolvă problemele în mod constructiv. O caracteristică a inteligenței emoționale bine dezvoltate este bunătatea. O persoană cu un EQ ridicat este plăcută în comunicare, încearcă să evite situațiile conflictuale, este autonomă și independentă și își evaluează în mod realist abilitățile [6, p. 151]”.

„Dezvoltarea inteligenței emoționale este o muncă foarte complexă. Dar tocmai această muncă dă rezultate extraordinare, tocmai ea sporește eficiența personală, eficiența muncii liderului și a echipei sale” [6, c. 151].

O componentă importantă a personalității unui lider este imaginea sa morală. Când în organizație liderul este o persoană cu calități și valori spirituale înalte, acest lucru creează o imagine favorabilă pentru organizație și contribuie la o atmosferă prietenoasă în mediul intern al organizației.

Este plăcut să lucrezi într-o echipă în care liderul dă dovadă de prietenie, respect față de angajați, cultură și tact.

Onestitatea este foarte apreciată – reputația unei persoane care respectă întotdeauna normele etice. Dreptatea, modestia, autocritica, capacitatea de a-și recunoaște greșelile, de a nu permite standarde duble, de a fi imparțial, altruist, profesionist – toate acestea alcătuiesc imaginea unui lider demn și autoritar.

Este important de menționat că liderul este un exemplu pentru subordonații săi. Când liderul dă dovadă de responsabilitate, devotament și loialitate față de cauza sa, el îi inspiră pe angajați să îi urmeze exemplul. Astfel, fiecare membru al echipei simte că este valoros și important pentru cauza comună. Acest lucru ajută foarte mult organizația în drumul său spre succes.

Astfel, personalitatea managerului este un factor important în activitatea organizației. Eficiența muncii angajaților și succesul organizației în ansamblu depind în mare măsură de acțiunile sale.

Profesionalismul, valorile și calitățile morale, inteligența emoțională, abilitățile de lider, carisma – toate acestea alcătuiesc imaginea personalității managerului.

Managerul modern trebuie să combine în sine trăsăturile unui lider, organizator și psiholog. Capacitatea sa de a înțelege oamenii, de a-i inspira, de a lua decizii ponderate, de a acționa în condiții de mediu în schimbare rapidă determină nu numai succesul personal, ci și succesul organizației în ansamblu.

După cum subliniază oamenii de știință, dezvoltarea calităților personale ale managerului, formarea unui nivel ridicat de inteligență emoțională, responsabilitate și capacitate de auto-dezvoltare sunt condiții necesare pentru o gestionare eficientă în lumea modernă. Toate acestea asigură dezvoltarea durabilă a organizației și bunăstarea angajaților săi.

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**ABORDĂRI METODOLOGICE PENTRU EVALUAREA EFICACITĂȚII
MECANISMULUI DE DEZVOLTARE DURABILĂ A UNEI ÎNȚREPRINZĂRI**

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Dezvoltarea durabilă a entităților comerciale în contextul proceselor de integrare europeană este un factor determinant în stabilitatea, competitivitatea și succesul lor pe termen lung pe scena internațională.

Evaluarea eficacității mecanismului de dezvoltare durabilă a unei întreprinderi este un proces complex care permite identificarea nivelului de implementare a obiectivelor pe termen lung, a capacității de adaptare la schimbările din mediul extern și de a oferi avantaje competitive.

Metodologia de evaluare a eficacității mecanismului de dezvoltare durabilă implică utilizarea diverselor abordări și instrumente analitice care oferă un studiu aprofundat al stării actuale a întreprinderii și al perspectivelor sale strategice.

Procesul de evaluare a eficacității mecanismului de dezvoltare durabilă a unei întreprinderi se desfășoară în mai multe etape (Fig. 1).

Prima etapă implică formarea obiectivelor și criteriilor de evaluare, în special, definirea direcțiilor strategice de dezvoltare a întreprinderii (inovație, diversificare, expansiune internațională etc.) și selectarea indicatorilor cheie de performanță care permit o evaluare cuprinzătoare a stării și dinamicii dezvoltării.

A doua etapă implică analiza mediului intern al întreprinderii, care include o evaluare a structurii organizaționale, a situației financiare, a sistemului de marketing, a activităților operaționale, a resurselor umane, a inovațiilor și tehnologiilor. Printre metodele comune de analiză se numără

analiza SWOT, benchmarking-ul și analiza lanțului valoric. Rezultatele obținute permit identificarea avantajelor competitive, a zonelor problematice și formarea domeniilor de îmbunătățire a eficienței.

În a treia etapă, se efectuează analiza mediului extern al întreprinderii, ceea ce permite un răspuns prompt la provocări, adaptarea strategiei și transformarea riscurilor în noi oportunități. Principalele grupuri de factori externi de mediu includ factori economici, politici, de piață, tehnologici, internaționali și sociali. Metodele comune de analiză a mediului extern sunt PEST/PESTLE, analiza STEP, analiza scenariilor, analiza tendințelor pieței etc.

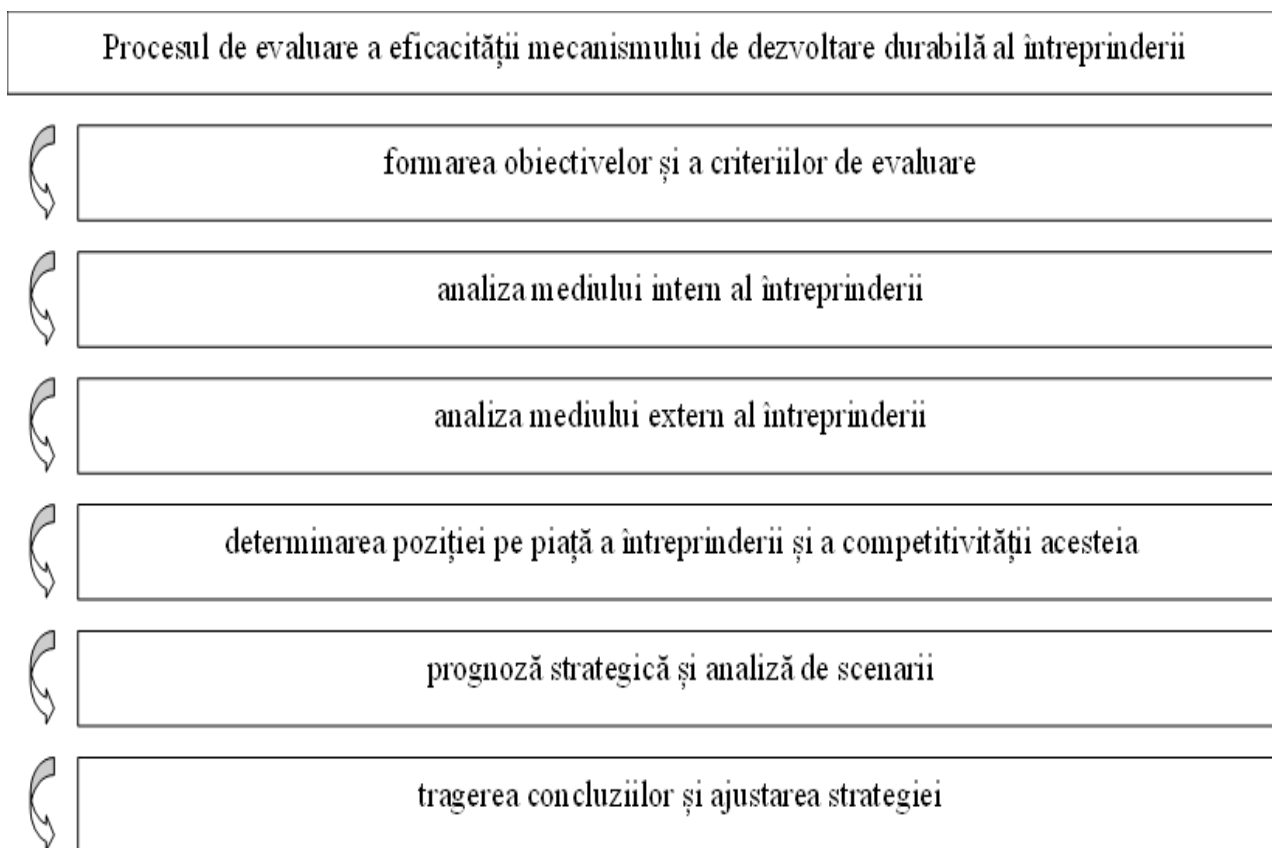


Fig. 1. Etapele procesului de evaluare a eficacității mecanismului de dezvoltare durabilă a întreprinderii

Sursa: elaborat de autori

A patra etapă implică determinarea poziției pe piață a întreprinderii și a competitivității acesteia, ceea ce permite formarea unei strategii eficiente pentru obținerea avantajelor, asigurarea stabilității într-un mediu dinamic și adaptarea la schimbări.

A cincea etapă include prognoza strategică și analiza scenariilor. Modelarea scenariilor posibile, ținând cont de riscuri și incertitudine, permite flexibilitatea și adaptabilitatea deciziilor strategice.

În a șasea etapă, se trag concluzii și se ajustează strategia, se elaborează recomandări pentru îmbunătățirea mecanismului dezvoltării durabile, iar planurile strategice sunt rafinate în conformitate cu rezultatele analizei.

În condițiile economice moderne, evaluarea eficacității mecanismului de dezvoltare durabilă a unei întreprinderi devine deosebit de relevantă, deoarece permite determinarea nivelului de echilibru al componentelor economice, sociale și de mediu ale activităților sale. Oamenii de știință oferă diverse abordări de evaluare, fiecare având propria bază metodologică, instrumente și domeniu de aplicare. Generalizarea principalelor abordări permite formarea unei idei sistematice asupra posibilităților de utilizare a acestora în practica managementului strategic. Tabelul 1 prezintă o caracteristică comparativă a abordărilor moderne de evaluare a eficacității mecanismului de dezvoltare durabilă a unei întreprinderi.

Tabelul 1. Caracteristica comparativă a abordărilor moderne de evaluare a eficacității mecanismului de dezvoltare durabilă a unei întreprinderi

Abordare	Esența abordării	Avantaje	Dezavantaje
Parametric [1]	Abordarea parametrică implică formalizarea dezvoltării durabile printr-un sistem de parametri cantitativi care acoperă componentele economice, sociale și de mediu. Fiecare parametru are o formulă, o unitate de măsură și o valoare prag clar definite, ceea ce permite analiza comparativă între întreprinderi sau în dinamică.	- structurare clară; - posibilitatea de a compara companii	dependență ridicată de acuratețea datelor
Index [2]	Sistematizarea indicatorilor dezvoltării durabile cu formarea unui indice integral	-versatilitate; -comodate în monitorizarea dinamică	este posibil să nu ia în considerare specificul industriei
Strategic-analitic [3, 4]	Această abordare consideră dezvoltarea durabilă ca un concept strategic integrat în sistemul de management al întreprinderii. Evaluarea se realizează printr-o analiză a implementării obiectivelor pe termen lung, a respectării principiilor sustenabilității, a adaptabilității la provocările externe și a eficacității deciziilor manageriale. Include o analiză a strategiilor, politicilor, culturii corporative. Se utilizează analize SWOT, PEST, GAP, matrice de materialitate. Se evaluează nu doar rezultatul, ci și procesul de management.	- luarea în considerare a contextului strategic; - orientarea viitoare	- complexitatea formalizării; - cerințe ridicate pentru resurse analitice
Abordarea ESG [5]	Bazat pe o evaluare a trei domenii cheie: mediu (E), social (S) și guvernanta (G). Permite companiilor să integreze principiile sustenabilității în strategia, operațiunile și raportarea lor. Scopul principal este de a identifica riscurile și oportunitățile care afectează sustenabilitatea pe termen lung a afacerii și impactul acesteia asupra societății și mediului.	-respectarea standardelor internaționale; -atractivitatea investițiilor	-complexitate ridicată a implementării; -nevoie de resurse suplimentare

Sursa: elaborat de autori pe baza datelor din [1-5]

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Având în vedere varietatea abordărilor științifice de evaluare a dezvoltării durabile a unei întreprinderi, este recomandabil să se ia în considerare indicatori specifici care permit o evaluare cuprinzătoare a componentelor economice, sociale și de mediu ale activităților sale. Tabelul 2 oferă o descriere generalizată a principalilor indicatori utilizați pentru evaluarea unei întreprinderi durabile.

Tabelul 2. Caracteristici ale principalilor indicatori ai dezvoltării durabile

Domeniul de calcul	Indicatori cheie	Formula de calcul	Numire
Dezvoltare economică	Rentabilitatea activităților	$R_d = \frac{\text{ЧП}}{B} \cdot 100$, unde ЧП – profitul net al întreprinderii; B – cheltuielile întreprinderii	Determină eficiența utilizării resurselor
	Coeficientul de autonomie	$K_{\phi c} = \frac{BK}{\Pi}$, unde BK – capitalul propriu al întreprinderii; Π – pasivele întreprinderii	Evaluează capacitatea întreprinderii de a-și finanța independent activitățile
	Productivitatea muncii	$\Pi n = \frac{\text{ЧД}}{\Pi_c}$, unde ЧД – venitul net; Π_c – numărul mediu de angajați	Reflectă eficiența personalului
	Rotația activelor	$K_{o\phi} = \frac{\text{ЧД}}{A_c}$, unde ЧД – venitul net, A_c – valoarea medie anuală a activelor	Arată rata de rotație a resurselor
Dezvoltare socială	Indicele de satisfacție al angajaților	Determinat printr-un chestionar	Reflectă climatul intern și motivația
	Ponderea cheltuielilor pentru programe sociale	$B_c = \frac{BC}{B}$, unde BC – cheltuieli pentru programe sociale; B – cheltuielile totale ale întreprinderii.	Evaluează responsabilitatea socială
	Ponderea angajaților cu studii superioare	$\Pi_s = \frac{\Pi B}{\Pi_c}$, unde ΠB – numărul de angajați cu studii superioare; Π_s – numărul total de angajați	Determină nivelul de educație al personalului
Dezvoltare ecologică	Ponderea cheltuielilor pentru măsuri de mediu	$B_e = \frac{BE}{B}$, unde BE – costurile pentru măsurile de mediu; B – costurile totale ale întreprinderii	Arată nivelul de responsabilitate față de mediu
	Ponderea costurilor de eliminare a deșeurilor	$B_y = \frac{BY}{B}$, unde BY – costurile de eliminare a deșeurilor, B – costurile totale ale întreprinderii	Reflectă cultura de mediu a companiei
	Disponibilitatea certificării de mediu	ISO 14001 sau politici interne (exprimate cu da sau nu)	Confirmă o abordare sistematică a managementului impactului asupra mediului

Sursa: elaborat de autori

Sistematizarea indicatorilor cheie ai dezvoltării durabile a unei întreprinderi pe componente economice, sociale și de mediu permite o evaluare cuprinzătoare a eficacității funcționării acesteia. Indicatorii prezentați sunt disponibili pentru calcul pe baza raportării financiare și manageriale, ceea ce asigură aplicabilitatea practică a metodologiei. Utilizarea lor contribuie la identificarea punctelor forte și a punctelor slabe ale întreprinderii, la formarea unor decizii manageriale solide și la integrarea principiilor sustenabilității în planificarea strategică.

Astfel, evaluarea eficacității mecanismului de dezvoltare durabilă a unei întreprinderi este un instrument important al managementului strategic, care permite determinarea nivelului de echilibru al componentelor economice, sociale și de mediu ale activităților sale. În condițiile moderne ale provocărilor globale, ale creșterii responsabilității față de mediu și ale sensibilității sociale a afacerilor, capacitatea unei întreprinderi de a se dezvolta durabil este considerată un factor cheie al competitivității și stabilității sale pe termen lung.

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FORMAREA UNUI SISTEM DE MANAGEMENT AL PERSONALULUI LA ÎNTEPRINZĂREA MUNICIPALĂ A CONSILIULUI ORĂȘENESC IZMAIL DIN REGIUNEA ODESA, DISTRICTUL IZMAIL «CENTRUL DE AGREMENT «PALATUL SPORTURILOR IZMAIL»

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Formarea unui sistem de management al personalului la întreprinderi se datorează rolului cheie al capitalului uman în atingerea obiectivelor strategice ale oricărei organizații. În condiții de concurență crescândă și schimbări rapide pe piața muncii, un sistem eficient de management al personalului devine un factor decisiv pentru succes.

O politică de personal insuficient dezvoltată poate duce la fluctuația de personal, reducerea productivității muncii, probleme de atragere și retenție a angajaților talentați. Lipsa unor criterii clare

pentru selecția, evaluarea, motivarea și dezvoltarea personalului afectează negativ eficiența generală a întreprinderii.

Formarea unui sistem modern de management al resurselor umane permite optimizarea utilizării resurselor de muncă, creșterea motivației și implicării angajaților, îmbunătățirea culturii organizaționale și asigurarea dezvoltării durabile a întreprinderii. Aceasta contribuie la îmbunătățirea calității produselor sau serviciilor, la creșterea competitivității și la atingerea obiectivelor strategice.

Cercetarea și implementarea unor abordări eficiente în managementul resurselor umane este deosebit de importantă pentru întreprinderile care aspiră la poziția de lider în industria lor și își realizează valoarea angajaților lor ca un atu cheie. Prin urmare, tema formării unui sistem de management al resurselor umane rămâne relevantă și are o semnificație practică importantă pentru întreprinderile moderne.

Managementul resurselor umane implică, de asemenea, crearea unui mediu de lucru pozitiv. Aceasta include asigurarea unor condiții de muncă confortabile, menținerea unui echilibru sănătos între viața profesională și cea personală și promovarea unei culturi corporative pozitive. Organizațiile cărora le pasă de angajații lor tind să aibă niveluri mai ridicate de satisfacție și loialitate.

Tendențele moderne în managementul resurselor umane includ, de asemenea, utilizarea inteligenței artificiale și a analizei datelor. Acest lucru permite profesioniștilor din domeniul resurselor umane să ia decizii mai informate cu privire la angajarea, dezvoltarea și păstrarea talentelor. De exemplu, analiza datelor poate ajuta la identificarea factorilor care afectează fluctuația de personal și la dezvoltarea de strategii pentru reducerea acesteia.

Managementul resurselor umane implică, de asemenea, formarea și dezvoltarea continuă a profesioniștilor în resurse umane. Aceștia trebuie să fie conștienți de cele mai recente tendințe și metode, precum și să aibă abilități de gândire strategică și management al schimbării. Profesioniștii moderni în resurse umane nu sunt doar administratori, ci parteneri strategici de afaceri.

Managementul resurselor umane este un factor cheie în succesul oricărei organizații. Acesta permite nu numai atragerea și reținerea talentelor, ci și crearea unui avantaj competitiv pe piață. Organizațiile care investesc în angajații lor au de obicei niveluri mai ridicate de productivitate, inovație și profitabilitate [1].

Succesul oricărei întreprinderi depinde în mare măsură de un sistem eficient de management al personalului. Astăzi, când concurența pe piață este în creștere, managerii sunt din ce în ce mai conștienți de faptul că resursele umane sunt factorul cheie în atingerea competitivității și a dezvoltării durabile. Managementul personalului este un proces complex și sistemic care ocupă un loc important în structura generală a managementului întreprinderii. Prin urmare, este necesară continuarea cercetărilor în acest domeniu pentru a găsi metode noi și eficiente de management al personalului pentru aplicarea lor practică [2].

Sistemul de management al personalului este alcătuit din mai multe componente importante. În primul rând, este vorba de management - acesta este cel care organizează, controlează și motivează angajații pentru a atinge obiectivele stabilite. În al doilea rând, angajații înșiși sunt obiectul influenței manageriale. În al treilea rând, un rol important îl joacă metodele și instrumentele cu care personalul este influențat și se fac modificări în activitățile acestuia. Și, în final, al patrulea element este feedback-ul, care permite evaluarea eficienței acțiunilor manageriale. În plus, sistemul de management al personalului acoperă procese precum planificarea nevoilor de personal, recrutarea și selectarea angajaților, adaptarea acestora, instruirea și dezvoltarea carierei [3]. Propunem să analizăm mai detaliat principalele elemente ale sistemului de management al personalului (a se vedea Tabelul 1).

Aspect practic al aplicării utilizării indicatorului de performanță ca KPI. De exemplu, să luăm în considerare stabilirea unui KPI pentru angajații organizației «Palatul Sporturilor Izmail», în special antrenorii (instructorii) de înot. Așadar, un antrenor senior, un antrenor și un antrenor secund au diferiți indicatori KPI. Acest indicator ia în considerare: numărul de copii, numărul de zile lucrătoare, numărul de ore lucrate, deținerea cunoștințelor necesare, precum și psihologia și diversele încărcături de antrenament, o abordare individuală a copiilor.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Înainte de a începe calculele, este demn de remarcat faptul că organizația «Palatul Sporturilor Izmail» este o întreprindere municipală și nu își stabilește un obiectiv de a face bani. Prețurile sunt accesibile pentru majoritatea oamenilor și există posibilitatea de a alege un antrenor pe baza obiectivelor pe care părinții le stabilesc pentru copilul lor. Să facem calcule și comparații între antrenorii de înot în ceea ce privește numărul de elevi implicați și câștigurile din venitul total al organizației în luna martie și să tragem concluzii.

Tabelul 1. Principalele elemente ale sistemului de management al personalului

Element	Scurtă descriere
Metodologia managementului resurselor umane	Este un set de principii, metode și instrumente utilizate pentru a gestiona eficient resursele umane într-o organizație. Acesta stabilește cum să se planifice corect munca personalului, să se organizeze activitățile acestora, să se motiveze angajații și să se monitorizeze rezultatele muncii lor.
Politica de resurse umane	Aceasta este strategia de resurse umane a unei companii care definește principalele abordări pentru angajarea, dezvoltarea și retenția angajaților. Reflectă valorile fundamentale ale organizației și vizează maximizarea potențialului resurselor umane.
Implicarea personalului	Este procesul de găsim și atragere a candidaților care îndeplinesc cerințele posturilor vacante dintr-o companie. Implică utilizarea diverselor metode și canale pentru a găsi și a atrage specialiști calificați.
Evaluarea personalului	Este procesul de evaluare a performanței angajaților și de determinare a potențialului lor de dezvoltare profesională ulterioară. Acest lucru vă permite să înțelegeți punctele forte și punctele slabe ale angajaților, precum și să identificați ce cunoștințe sau abilități le lipsesc pentru dezvoltare.
Plasarea și motivarea personalului:	Este procesul de repartizare a angajaților în poziții care corespund cel mai bine cunoștințelor, abilităților și experienței lor, creând condițiile pentru o productivitate maximă și dezvoltând un sistem de motivare care încurajează angajații să obțină rezultate înalte.
Instruirea personalului	Este procesul de îmbunătățire a cunoștințelor, abilităților și competențelor profesionale ale angajaților, necesare pentru îndeplinirea cu calitate a atribuțiilor lor. Scopul său este de a crește productivitatea muncii, de a îmbunătăți rezultatele muncii și de a ajuta angajații să se adapteze mai rapid la schimbare.

Creat și sistematizat din surse: [1,6]

Așadar, să calculăm KPI-ul fiecărui antrenor pentru luna martie:

Indicele KPI=((Fact-Base)/(Norm-Base))*100%

Unde Baza este rezultatul minim al eficienței lucrătorului

Suma tuturor ponderilor KPI este 1 sau 100%.

Primul antrenor, Takatly V.F., maestru în atletism, candidat la titlul de maestru în sport în înot, specialist certificat. Indicator KPI=((100000-60000)/(70000-60000))*100%=400

Câștiguri reale – 100.000 UAH.

Rezultat minim – 60.000 UAH.

Normă de câștig – 70.000 UAH.

Al doilea antrenor, Vykhodets O.M., a urmat cursuri de reabilitare spinală în piscină, este antrenor certificat.

Indicator KPI=((66000-50000)/(55000-50000))*100%=320

Câștiguri reale – 100.000 UAH.

Rezultat minim – 60.000 UAH.

Normă de câștig – 70.000 UAH.

Al treilea antrenor, fost student al lui Takatla V.F., a urmat cursuri de înot sportiv, specialist certificat.

Indicator cheie de performanță (KPI)=((50000-40000)/(45000-40000))*100%=200

Toți antrenorii au depășit planul pentru luna martie, ceea ce indică eficiența ridicată a fiecărui angajat de la Palatul Sporturilor din Izmail, în ciuda fluctuației mari de personal.

Aspect practic pentru Instituția Municipală a Consiliului Orășenesc Izmail din Regiunea Odesa, Districtul Izmail «Centrul de Agreement «Palatul Sporturilor Izmail»»: în cadrul «Centrului de Agreement «Palatul Sporturilor Izmail» s-a observat o creștere a fluctuației de personal în rândul instructorilor secțiilor sportive în ultimul an. Pentru a identifica cauzele acestei probleme, a fost realizat un sondaj anonim în rândul instructorilor. Rezultatele au arătat că o parte semnificativă a celor chestionați nu au fost mulțumiți de nivelul salariilor în comparație cu instituțiile similare din regiune, precum și de lipsa unui sistem clar de bonusuri pentru realizările studenților. În plus, unii instructori au subliniat cantitatea insuficientă de echipamente sportive moderne și lipsa oportunităților de perfecționare în detrimentul instituției.

Pentru a înțelege mai bine situația, au fost realizate interviuri individuale cu șefii de secție și cu unii instructori care demisionaseră. Liderii au confirmat problema finanțării insuficiente pentru creșterile salariale și modernizarea echipamentelor. Interviurile la ieșire din funcție cu instructorii concediați au confirmat, de asemenea, importanța acestor factori, unii dintre aceștia remarcând lipsa unei comunicări clare cu administrația în ceea ce privește planurile de dezvoltare ale instituției și rolul lor în acest proces.

Pe baza datelor obținute, au fost identificate mai multe deficiențe cheie în sistemul de management al personalului:

- nivelul inadecvat al remunerației instructorilor în comparație cu piața, ceea ce duce la fluctuația acestora;
- lipsa unui sistem transparent și eficient de motivare și stimulare, în special bonusuri pentru performanță;
- investiții insuficiente în dezvoltarea personalului, și anume lipsa oportunităților de formare și perfecționare profesională din detrimentul instituției;
- probleme în comunicarea internă dintre administrație și personalul instructor cu privire la aspectele strategice ale dezvoltării instituției.

Identificarea acestor probleme a permis administrației «Centrului de Agreement «Palatul Sporturilor din Izmail» să elaboreze un plan de acțiune pentru eliminarea acestora, inclusiv revizuirea sistemului de remunerare, elaborarea unui regulament privind bonusurile, căutarea de oportunități pentru organizarea formării instructorilor și îmbunătățirea canalelor de comunicare internă [4].

Următorul aspect practic privind fluctuația personalului în rândul personalului de curățenie din cadrul Instituției Municipale a Consiliului Orășenesc Izmail din Regiunea Odesa, Districtul Izmail «Centrul de Agreement «Palatul Sporturilor Izmail»»: în ultimele șase luni, s-a observat o creștere semnificativă a fluctuației personalului în rândul personalului de curățenie în cadrul «Centrului de Agreement «Palatul Sporturilor Izmail». O analiză a statisticilor de personal a arătat că aproximativ 50% dintre angajații din această categorie au plecat. Au fost luate o serie de măsuri pentru a clarifica motivele acestei fluctuații ridicate.

În primul rând, a fost realizat un sondaj anonim în rândul personalului de curățenie care încă lucrează la unitate. Rezultatele sondajului au relevat mai multe probleme cheie: salarii mici, care nu corespund intensității și condițiilor de muncă (munca în ture diferite, inclusiv în weekenduri, necesitatea utilizării substanțelor chimice), lipsa furnizării adecvate de produse și echipamente de curățenie de înaltă calitate, precum și atenția insuficientă din partea administrației la nevoile și condițiile lor de muncă (lipsa unei toalete, program incomod).

În al doilea rând, au fost realizate interviuri individuale de ieșire cu personalul de curățenie care își părăsise locul de muncă. Majoritatea dintre aceștia au invocat salariile mici și lipsa perspectivelor de creștere a acestora drept principalul motiv al concedierii. Unii au menționat, de asemenea, munca dificilă din punct de vedere fizic și sprijinul insuficient din partea conducerii.

Pe baza informațiilor primite, au fost identificate următoarele deficiențe în sistemul de management al personalului pentru categoria personalului de curățenie:

- nivel inadecvat al remunerației, care nu ia în considerare specificul și condițiile de muncă;
- asigurarea insuficientă a resurselor necesare (detergenți de înaltă calitate, inventar, condiții confortabile pentru odihnă);

- atenție insuficientă acordată nevoilor și condițiilor de muncă ale acestei categorii de personal din partea administrației;
- lipsa oportunităților de dezvoltare profesională sau de creștere a carierei, ceea ce poate afecta și motivația și dorința de a rămâne în organizație.

Identificarea acestor probleme a permis administrației «Centrului de Agreement «Palatul Sporturilor din Izmail» să realizeze necesitatea revizuirii condițiilor de muncă și a sistemului de plată pentru personalul de curățenie, să îmbunătățească suportul material și tehnic și să stabilească o comunicare mai eficientă cu această categorie importantă de personal pentru a reduce fluctuația de personal și a asigura nivelul adecvat de curățenie și ordine în instituție [5].

Salariile mari reprezintă un factor motivațional prioritar pentru angajații de toate grupele de vârstă. Cu toate acestea, trebuie reținut că motivația materială are o perioadă de valabilitate limitată și nu poate asigura loialitatea pe termen lung și productivitatea ridicată. Deși câștigurile decente pot preveni concedierea, acestea nu stimulează întotdeauna angajații la o muncă intensivă, eficientă și creativă. Dacă motivația se bazează exclusiv pe bani, un angajat își poate schimba cu ușurință locul de muncă, ghidat doar de beneficiile financiare. Având în vedere tendințele actuale în managementul strategic al personalului în afacerile globale, este evidentă urgența reformării sistemului relevant la întreprinderile autohtone. «Palatul Sporturilor Izmail» trebuie să îmbunătățească abordările de lucru cu personalul prin adaptarea dezvoltărilor științifice străine avansate și a experienței practice de succes. Strategia de management al personalului ar trebui să prevadă o reevaluare radicală a rolului resurselor umane în dezvoltarea unei întreprinderi moderne. Un obstacol semnificativ pe această cale este lipsa resurselor financiare pentru dezvoltarea personalului, chiar dacă managementul înțelege necesitatea unor astfel de schimbări [3].

Cercetările ulterioare privind formarea strategiei de management al resurselor umane în cadrul Palatului Sportiv Izmail ar trebui să ia în considerare situația politică și economică din țară și să se concentreze pe următoarele domenii cheie:

- asigurarea consecvenței strategiei de management al resurselor umane cu strategia generală de afaceri a întreprinderii;
- implementarea principiilor meritocrației în procesele de angajare, selecție și promovare a personalului, bazate pe calități profesionale și de afaceri;
- dezvoltarea unor sisteme de instruire, mentorat și rotație extrem de eficiente, transparente și ușor de înțeles pentru angajați, precum și crearea unei rezerve de personal;
- crearea unei atmosfere de încredere în cadrul echipei;
- susținerea bunăstării financiare și emoționale a angajaților printr-un sistem eficient de motivare;
- dezvoltarea și implementarea unor sisteme eficiente de evaluare a angajaților pe baza rezultatelor muncii și a potențialului lor de dezvoltare, precum și crearea unor scale de valori;
- conștientizarea importanței strategice și a rolului cheie al talentelor în atingerea obiectivelor întreprinderii;
- implementarea unor standarde globale înalte în domeniul securității, sănătății, limbii, legislației și reglementărilor, obiceiurilor și etichetei locale [5].

Implementarea cu succes a schimbărilor strategice necesare la diferite niveluri de management, inclusiv la nivelul unei întreprinderi separate, depinde direct de o strategie eficientă de management al resurselor umane. Cercetările suplimentare în domeniile propuse vor contribui la atragerea celor mai buni candidați, la creșterea eficacității managementului strategic al resurselor umane și la consolidarea pozițiilor competitive ale întreprinderilor.

Introducerea modelelor străine de management al resurselor umane în cadrul Instituției Municipale a Consiliului Orășenesc Izmail din Regiunea Odesa, Districtul Izmail «Centrul de Agreement «Palatul Sporturilor Izmail» poate fi cheia creșterii eficienței și reducerii fluctuației de personal, ale cărei probleme au fost identificate anterior. Având în vedere fondurile bugetare limitate, copierea directă a modelelor occidentale poate fi imposibilă, dar adaptarea elementelor individuale este destul de realistă.

Având în vedere problema identificată a salariilor mici, în special în rândul personalului de curățenie și instructorilor, pot fi implementate parțial elemente ale modelului american, cum ar fi sistemul «Pay for Performance». Pentru instructori, aceasta poate include bonusuri pentru realizările studenților sau atragerea mai multor vizitatori la secții. Pentru personalul de curățenie, este posibilă stabilirea de bonusuri pentru munca de înaltă calitate și absența comentariilor. Modelul japonez, cu accentul pus pe colectivism și relații pe termen lung, poate contribui la reducerea fluctuației de personal. Introducerea elementelor de team-building, a activităților comune și crearea unui climat psihologic favorabil vor contribui la formarea unei echipe mai coezive. Practicarea instruirii la locul de muncă și a rotației personalului (de exemplu, între diferite secții sportive) poate crește calificările angajaților și implicarea acestora.

Elementele modelului german care implică participarea angajaților la management pot fi implementate prin crearea de grupuri de lucru pentru a discuta aspecte importante ale dezvoltării instituției sau prin introducerea unui sistem de colectare a sugestiilor de la personal. Atenția sporită acordată recalificării profesionale a angajaților, în special a instructorilor, prin organizarea de instruiți interne și externe, corespunde abordării germane.

Modelul francez, cu accentul pus pe informarea personalului, poate fi aplicat prin întâlniri regulate ale personalului, prin transmiterea de știri despre activitățile instituției și prin discuții deschise despre probleme strategice [6].

Având în vedere realitățile și mentalitatea ucraineană, cea mai acceptabilă ar putea fi o combinație de elemente ale diferitelor modele. Este important să se înceapă cu proiecte pilot mici, să se evalueze eficacitatea acestora și să se extindă treptat practicile de succes. Factorul cheie al succesului este deschiderea conducerii către schimbare, implicarea personalului în procesul de implementare a noilor abordări și monitorizarea constantă a rezultatelor. În ciuda constrângerilor financiare, chiar și pașii mici către îmbunătățirea sistemului de management al personalului pot avea un impact pozitiv semnificativ asupra activității «Centrului de Agrement «Palatul Sporturilor Izmail». Pentru a crește eficiența organizării muncii și a obține rezultate mai bune, se propune implicarea angajaților în procesul de stabilire a obiectivelor și de luare a deciziilor. Întrucât subordonații au o înțelegere profundă a specificului muncii lor, opiniile și sfaturile lor pot fi valoroase. În plus, deciziile la elaborarea cărora au participat angajații, de regulă, sunt luate de aceștia cu o responsabilitate mai mare, ceea ce contribuie la îmbunătățirea relațiilor în echipă și la creșterea eficienței managementului în general.

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IMPLICAREA FEMEILOR ÎN GESTIONAREA FINANCIARĂ A AFACERILOR DIN REPUBLICA MOLDOVA

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În contextul economic actual al Republicii Moldova, caracterizat prin provocări structurale și tranziția continuă către o economie de piață funcțională, rolul femeilor în sectorul de afaceri capătă o importanță tot mai mare. Deși femeile constituie o parte semnificativă a forței de muncă, implicarea lor în procesul decizional, în special în domeniul managementului financiar al afacerilor, rămâne relativ limitată. Cu toate acestea, studii internaționale și regionale au demonstrat că prezența femeilor în funcții de conducere, inclusiv în domeniul financiar, poate contribui semnificativ la creșterea performanței economice, promovarea unui management mai responsabil și la diversificarea strategiilor de dezvoltare a afacerilor. [1]

Deși în ultimele decenii au fost înregistrate progrese în ceea ce privește incluziunea femeilor în afaceri, în Republica Moldova persistă obstacole importante, precum stereotipurile de gen și accesul limitat la resurse financiare și rețele de afaceri. Aceste bariere restricționează nu doar potențialul femeilor, dar și dezvoltarea economică a întregii țări. Astfel, analiza rolului femeilor în gestionarea financiară a afacerilor devine o temă de actualitate, cu un impact direct asupra eficienței economice și a promovării unui mediu de afaceri echitabil și sustenabil.

Scopul principal al acestei cercetări este de a investiga implicarea femeilor în procesul de gestionare financiară a afacerilor din Republica Moldova, subliniind impactul acestora asupra performanței economice și dezvoltării sustenabile a afacerilor.

Prezenta cercetare își propune să analizeze impactul femeilor asupra managementului financiar al afacerilor, să identifice barierele cu care se confruntă și să exploreze oportunitățile de creștere a implicării lor în acest domeniu, contribuind astfel la dezvoltarea economică a țării. Prin abordarea acestor obiective, cercetarea își propune să contribuie la înțelegerea modului în care creșterea participării femeilor în domeniul financiar poate impulsiona o dezvoltare economică mai echilibrată și mai durabilă pentru Republica Moldova.

Antreprenoriatul feminin constituie o direcție strategică de dezvoltare a Republicii Moldova și este recunoscut drept o prioritate națională. Conform Obiectivului 1 al Strategiei Naționale de Dezvoltare „Moldova Europeană 2030”, statul își propune să sprijine în mod activ inițierea în antreprenariat a tinerilor și femeilor, precum și să încurajeze adoptarea inovațiilor relevante la scară largă.

În Republica Moldova, femeile constituie peste 50% din populația totală și circa 49% din populația economic activă a țării. Conform datelor Biroului Național de Statistică, datele oficiale arată că femeile reprezintă doar aproximativ o treime dintre antreprenorii activi în Republica Moldova. Figura de mai jos prezintă această situație în detaliu, evidențiind distribuția pe sexe a conducătorilor de întreprinderi. [2]

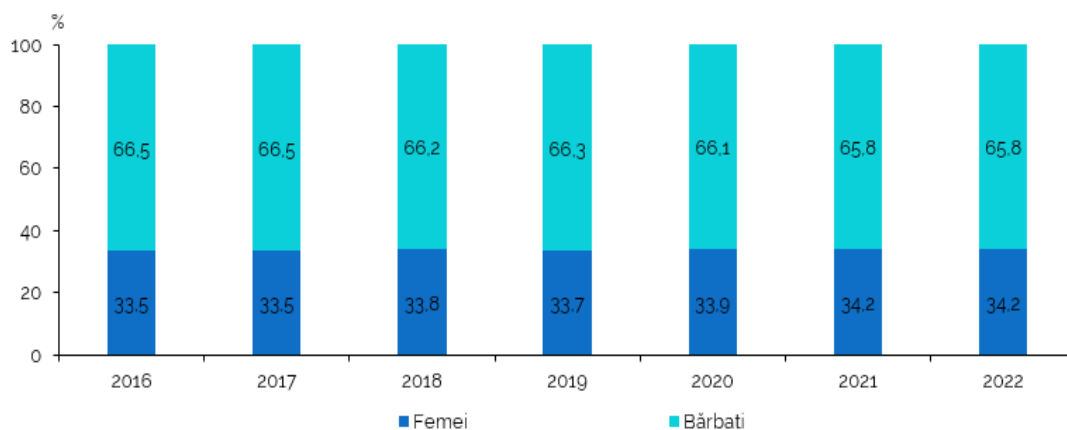


Figura 1. Pondere de conducători pe sexe în total întreprinderi active, în perioada 2016-2022

Sursa: preluat din sursa [2]

Pe parcursul anilor 2016-2022, conducerea întreprinderilor din Republica Moldova a fost predominant masculină, bărbații reprezentând în medie aproximativ 66% din totalul managerilor activi, în timp ce femeile au ocupat rolul de conducători în doar circa 34% din cazuri. Această distribuție a rămas relativ constantă pe toată perioada analizată, indicând o prezență semnificativ mai redusă a femeilor în poziții de management în mediul de afaceri.

Pe de altă parte, manifestul și comportamentul financiar feminin față de cel masculin diferă. Așadar, în ceea ce privește accesarea la finanțare bancară, datele evidențiază diferențe importante între femeile și bărbații antreprenori. Deși, per ansamblu, întreprinderile din Republica Moldova manifestă un interes mai redus față de credite comparativ cu media regională, femeile antreprenoare se remarcă printr-un grad mai mare de deschidere față de finanțarea externă și printr-o gestionare mai eficientă a riscurilor financiare.

Pentru a ilustra aceste diferențe și tendințe, în figura de mai jos sunt prezentate trei indicatori-cheie: *interesul pentru finanțare bancară, ponderea cererilor de credit respinse și percepția asupra accesului la finanțare ca o constrângere majoră.*

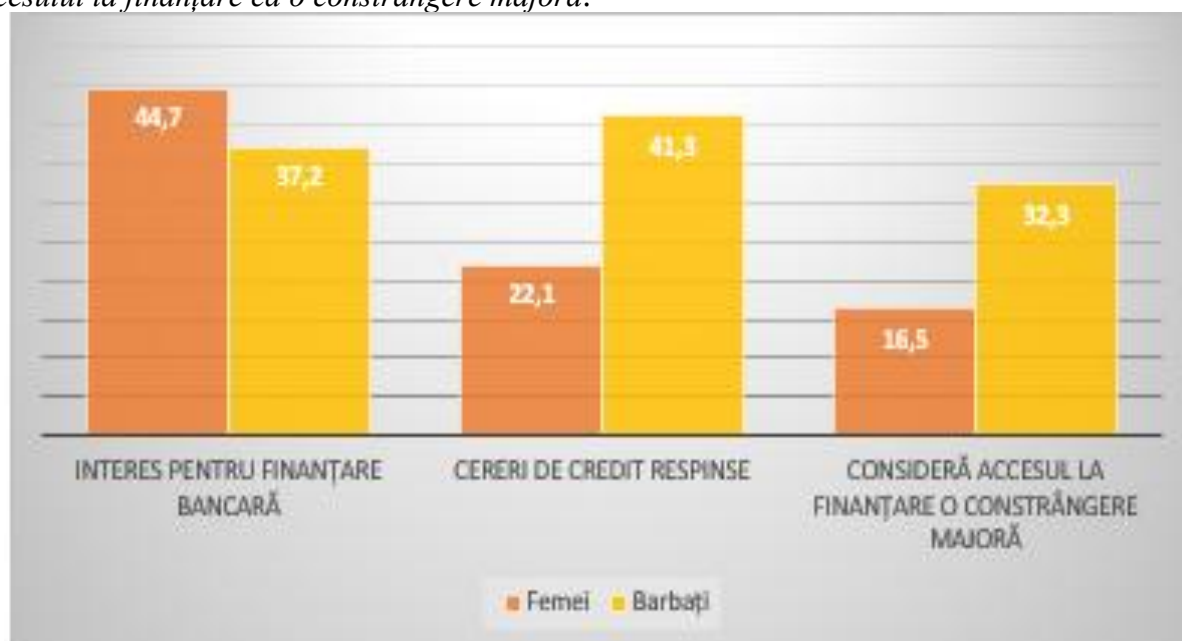


Figura 2. Accesul la finanțare și respingerea creditelor în funcție de gen în Republica Moldova

Sursa: elaborată de autor în baza sursei [3]

Aceste date sugerează că femeile antreprenoare sunt mai prudente, gestionează mai eficient resursele financiare și dezvoltă o relație mai stabilă cu instituțiile bancare, chiar dacă mediul general rămâne dificil pentru accesarea finanțării.

Studiile internaționale arată că femeile antreprenor adoptă adesea strategii financiare mai conservatoare, bazate pe planificare riguroasă și control atent al cheltuielilor, studiile de asemenea demonstrează că firmele care includ femei în poziții de conducere financiară înregistrează o profitabilitate medie cu 10–20% mai mare și adoptă practici mai sustenabile. [4]

În continuare, figura 3 sintetizează principalele caracteristici ale gestionării financiare practicate de femei, subliniind modul în care prudența financiară se combină cu transparența, planificarea riguroasă și implicarea echipei în procesul decizional.

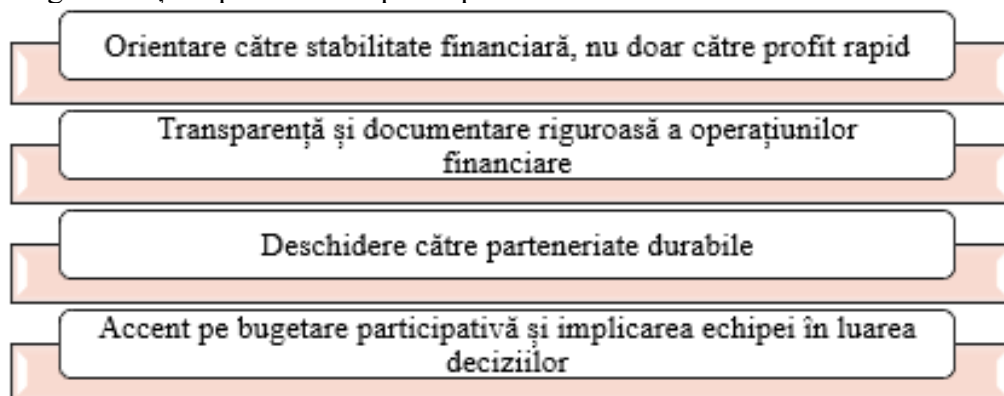


Figura 3. Caracteristici specifice gestionării financiare de către femei

Sursa: elaborată de autor

De asemenea, femeile antreprenor manifestă o atenție sporită față de investițiile în dezvoltarea capitalului uman (formare profesională, echipamente moderne), ceea ce contribuie la creșterea competitivității întreprinderilor.

Conform unui studiu, în lipsa unui capital inițial suficient, femeile inițiază mult mai des decât bărbații micro-afaceri cu 0–1 angajat. În rândul șomerelor și casnicelor, peste jumătate dintre afacerile fondate de femei au această dimensiune. Totuși, atunci când dispun de capital propriu, femeile sunt mai înclinate decât bărbații, să deschidă afaceri de dimensiuni mai mari. [3]

Femeile antreprenoare din Republica Moldova tind să se lanseze mai ușor în domenii precum comerțul cu amănuntul, serviciile hoteliere, restaurantele și alte servicii, care necesită investiții inițiale mai mici și oferă o mai mare flexibilitate. Aceste constatări sunt confirmate și de rezultatele sondajului din 2021, conform căruia sectoarele dominante ale femeilor antreprenoare sunt cele din domeniul serviciilor – educație, sănătate, divertisment etc. [3]

Pentru o imagine clară a distribuției femeilor antreprenoare pe sectoare, se poate utiliza următoarea figură:

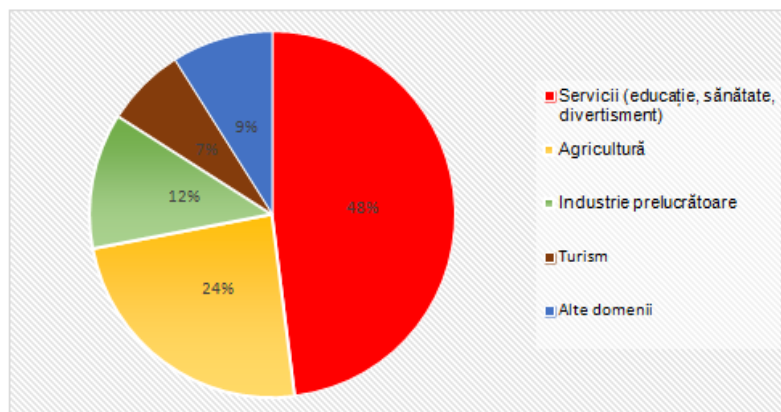


Figura 4. Distribuția femeilor antreprenoare pe domenii de activitate în Republica Moldova

Sursa: elaborată de autor în baza sursei [3]

Această orientare către domeniile serviciilor este în concordanță cu tendințele identificate și în alte studii, care arată că femeile preferă activități cu un grad mai redus de risc și cu investiții inițiale moderate, evitând domenii mai tehnice precum construcțiile, IT-ul sau transporturile.

Chiar dacă pornesc de la afaceri mai mici, femeile au o probabilitate mai mare de a dezvolta întreprinderi mijlocii și mari, depășindu-i pe bărbați la acest capitol (70% față de 68%). Ele reușesc, în general, să-și dezvolte mai rapid firmele și să creeze mai multe locuri de muncă.

Cu toate acestea, deși implicarea femeilor în gestionarea financiară este în continuă creștere, persistă obstacole semnificative care limitează pe deplin potențialul lor de implicare, așa cum este evidențiat în Figura 5:

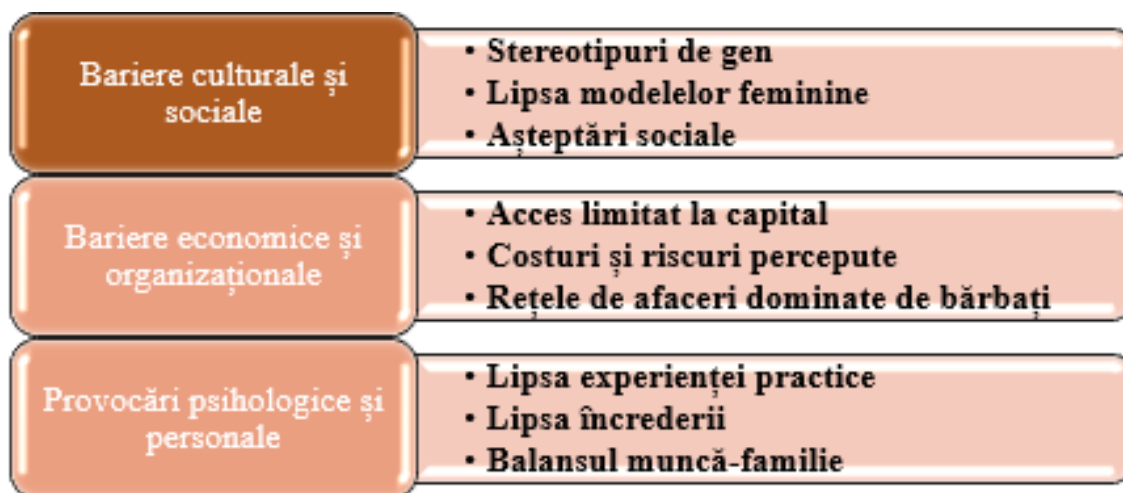


Figura 5. Principalele bariere și provocări în implicarea femeilor în gestionarea financiară a afacerilor

Sursa: elaborată de autor

În ansamblu, consolidarea implicării femeilor în gestionarea financiară a afacerilor impune adoptarea unei abordări integrate, care să includă politici publice adecvate, programe specializate de educație și mentorat, precum și inițiative menite să transforme percepțiile culturale referitoare la rolul femeilor în mediul de afaceri.

Totuși în ultimii ani, implicarea femeilor în gestionarea financiară a afacerilor din Republica Moldova beneficiază de o serie de oportunități și tendințe favorabile care pot contribui la depășirea barierelor existente

În primul rând, programele guvernamentale și inițiativele susținute de organizații internaționale, precum Organizația pentru Dezvoltarea Antreprenoriatului, Uniunea Europeană și UN Women, oferă un cadru instituțional de sprijin, materializat prin granturi, sesiuni de instruire specializată și programe de mentorat dedicate antreprenoriatului feminin. Aceste măsuri facilitează dezvoltarea competențelor financiare și managerial-administrative ale femeilor, sporind astfel capacitatea acestora de a accede și gestiona resursele financiare necesare dezvoltării afacerilor.

Potrivit *Raportului de evaluare a programului „Femei în afaceri” 2016–2022*, elaborat de Eugenia Ganea, programul a avut un rol major în susținerea și consolidarea antreprenoriatului feminin din Republica Moldova. [5]

Pe parcursul implementării, participantele au beneficiat de peste 3.200 de ore de mentorat, desfășurate de mentori instruiți de ODA (Organizația pentru Dezvoltarea Antreprenoriatului), care le-au ajutat să-și clarifice ideile de afaceri, să elaboreze planuri și bugete și să alinieze investițiile la obiectivele de creștere. Granturile acordate au oferit femeilor posibilitatea de a achiziționa echipamente, software și servicii, asigurând dezvoltarea și sustenabilitatea întreprinderilor. În total, 1.203 femei au fost instruite și 3.206 femei au beneficiat de mentorat.

În același context al promovării femeilor în antreprenoriat, zece femei antreprenoare au fost premiate cu vouchere în valoare totală de 500.000 de lei, oferite de Efes Moldova prin programul social *„Prieteneste pentru Femei”*. Câștigătoarele dezvoltă afaceri variate – de la educație și servicii

comunitare până la agricultură, gastronomie și producția de alimente sănătoase – contribuind activ la dezvoltarea comunităților locale. [6]

Prin aceste inițiative complementare, tot mai multe femei din Republica Moldova beneficiază de oportunități concrete de formare, finanțare și dezvoltare în mediul antreprenorial, devenind un factor activ al creșterii economice și al consolidării comunităților locale

Programele guvernamentale și internaționale care sprijină femeile antreprenor din Republica Moldova în dezvoltarea afacerilor, la momentul actual sunt: [7]

1. **Programul „Femei în Afaceri”** implementat de Organizația pentru Dezvoltarea Antreprenoriatului, care oferă granturi, instruire și consultanță pentru femeile care doresc să își dezvolte afacerea.
2. **Women’s Entrepreneurship Support Programme**, cofinanțat de Uniunea Europeană și Guvernul Republicii Moldova, care susține financiar și prin servicii de mentorat antreprenoriile femeilor din diverse sectoare economice.
3. **EU4Moldova: Local Communities**, care oferă sprijin financiar femeilor antreprenor din diverse raioane ale țării, contribuind la diversificarea activităților economice locale și la extinderea piețelor de desfacere.
4. **IFC – International Finance Corporation**, care facilitează accesul femeilor antreprenor la finanțare prin intermediul parteneriatelor cu bănci comerciale, sprijinind astfel dezvoltarea IMM-urilor conduse de femei.
5. **Programul „RE:Start – Export School for Women Entrepreneurs”**, susținut de UNDP Moldova, care oferă formare în export și dezvoltarea de competențe antreprenoriale pentru femeile care doresc să își extindă afacerea pe piețele internaționale.

În al doilea rând, procesul accelerat de digitalizare și adoptarea tehnologiilor financiare moderne (fintech) reprezintă un vector important în accesibilizarea și eficientizarea instrumentelor de contabilitate, planificare financiară și finanțare. Utilizarea platformelor digitale contribuie la reducerea barierelor tradiționale legate de accesul la servicii financiare, oferind femeilor antreprenoare posibilitatea de a-și gestiona afacerile într-un mod mai flexibil și performant.

Mai mult, dezvoltarea rețelelor de sprijin și crearea comunităților profesionale formate din femei antreprenor stimulează schimbul de experiență, consolidarea capitalului social și dezvoltarea abilităților de leadership financiar. Aceste rețele reprezintă un cadru esențial pentru mentorat, colaborare și susținere reciprocă, contribuind la creșterea încrederii și implicării active a femeilor în luarea deciziilor financiare.

Nu în ultimul rând, îmbunătățirea accesului la educație economică și financiară pentru femeile tinere se constituie într-un factor decisiv în formarea unei noi generații de lideri financiari de sex feminin. Sporirea nivelului de instruire în domenii economice asigură premisele unei implicări crescute și calitative în managementul financiar, favorizând astfel o participare mai largă și eficientă a femeilor în procesul decizional al afacerilor.

În concluzie putem menționa că participarea femeilor în gestionarea financiară și nu doar financiară, a afacerilor joacă un rol crucial în dezvoltarea economică și socială a Republicii Moldova. Femeile aduc perspective inovatoare și diversitate în luarea deciziilor financiare, ceea ce permite întreprinderilor să dezvolte produse și servicii mai adaptate cerințelor pieței și să își optimizeze performanța economică. Această abordare contribuie la o gestionare mai eficientă a resurselor și la capacitatea de a răspunde nevoilor variate ale consumatorilor.

Pe de altă parte, implicarea femeilor în afaceri sprijină crearea de locuri de muncă și stimulează economia locală, oferind oportunități profesionale și consolidând stabilitatea comunităților, în special în mediul rural. În același timp, femeile antreprenor reprezintă modele de succes care încurajează alte femei să participe activ la procesele de decizie economică și să dezvolte competențe financiare solide, promovând astfel un efect de multiplicare asupra societății.

Totodată, femeile tind să reinvestească o parte semnificativă din profituri în comunitate, susținând proiecte educaționale, sociale și de dezvoltare sustenabilă, ceea ce contribuie la consolidarea unei economii echitabile și la creșterea calității vieții la nivel local.

Totuși, pentru a valorifica pe deplin acest potențial, este necesar:

- extinderea accesului la instrumente de finanțare flexibile;
- consolidarea educației financiare;
- eliminarea barierelor culturale și sociale;
- promovarea modelelor de succes feminin în antreprenariat.

În cadrul cercetării, se constată că, sprijinirea activă a femeilor antreprenor va contribui nu doar la dezvoltarea mediului de afaceri, ci și la creșterea incluziunii sociale și economice.

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ABORDĂRI CONTEMPORANE PRIVIND MOTIVAREA ȘI STIMULAREA ANGAJAȚILOR

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Motivația reprezintă procesul de stimulare a angajaților în vederea desfășurării activității profesionale, având ca scop satisfacerea nevoilor acestora și atingerea obiectivelor organizaționale. Stimulentul este factorul care determină un anumit comportament și impulsionează acțiunea; el reflectă totodată interesul individului față de o anumită activitate. Stimularea muncii constituie un ansamblu de măsuri orientate spre satisfacerea unor nevoi specifice ale personalului.

Metodele de motivare a angajaților reprezintă o componentă esențială a culturii organizaționale. Scopul principal al acestor metode constă în implicarea angajaților cu competențe relevante în procesul de rezolvare comună a sarcinilor organizației. Sistemul de motivare al unei întreprinderi trebuie să respecte o serie de principii, printre care flexibilitatea, care presupune

capacitatea de adaptare rapidă la schimbările mediului intern și extern. De asemenea, este important ca sistemul să fie cuprinzător și să reflecte contribuția individuală a fiecărui angajat la obținerea rezultatelor finale ale organizației.

Alte principii semnificative includ corelarea motivației cu volumul, calitatea și relevanța muncii depuse, structurarea salariului și împărțirea acestuia în componente care să evidențieze aportul personal al fiecărui angajat la atingerea diferitelor obiective ale întreprinderii, precum și transparența și accesibilitatea sistemului motivational pentru toți angajații.

Există numeroase modalități de influențare a motivației individuale, iar numărul acestora continuă să crească. Este esențial de înțeles că metodele de asigurare a unui impact eficient asupra motivației nu sunt constante în timp. Mai mult, același factor care astăzi stimulează o persoană să lucreze eficient și productiv poate mâine să îi diminueze motivația. Acest aspect subliniază necesitatea analizării nevoilor fiecărei persoane, a convingerilor, dorințelor și priorităților sale, în vederea elaborării unor măsuri eficiente de influențare a comportamentului fiecărui angajat.

Tabelul 1. Metode de influențare a motivației angajaților și caracteristicile acestora

Aspect	Conținut / Caracteristică	Impact asupra motivației angajaților	Observații
Abordare individuală a motivației	Analizarea nevoilor, convingerilor, dorințelor și priorităților fiecărui angajat	Sporește interesul personal față de rezultatele activității	Factorii motivaționali se modifică în timp
Variabilitatea factorilor motivaționali	Ceea ce motivează astăzi poate să își piardă relevanța mâine	Necesită monitorizare și ajustare constantă a metodelor de motivare	Este necesară o reacție flexibilă la schimbări
Combinarea metodelor de motivare	Depinde de condițiile de activitate ale organizației	Permite atingerea unui efect optim	Include combinarea stimulentele materiale și nemateriale
Sistemul de recompense	Se bazează pe teoria nevoilor (obiective, aspirații, valori, comportament)	Consolidează încrederea în propriile forțe și stimulează productivitatea	Trebuie să fie transparent și echitabil
Motivația pozitivă	Utilizarea recompenselor, recunoașterii și sprijinului	Are un impact mai eficient asupra angajaților decât pedeapsa	Creează un climat psihologic pozitiv
Motivația negativă	Pedeapsă, critică, sancțiuni	Poate genera o creștere temporară a disciplinei, dar reduce inițiativa	Se aplică doar în cazuri excepționale

[elaborat de autor pe baza surselor: 1,2]

Aplicarea diferitelor metode de motivare sau combinarea acestora depinde de condițiile specifice în care activează organizația. Utilizarea sistemelor de recompense se bazează pe teoria nevoilor, conform căreia motivația este realizată prin obiective, aspirații, valori și comportament. Recompensele consolidează încrederea în sine, sporesc speranța de succes în îndeplinirea sarcinilor și cresc dorința de a lucra cu productivitate ridicată. Măsurile pozitive de motivare se dovedesc mai eficiente decât cele negative.

Motivarea prin constrângere poate avea efecte adverse asupra angajaților, deoarece se bazează pe control și sancțiuni, nu pe stimulare pozitivă. Aceasta poate conduce la diminuarea motivației și la neglijarea nevoilor și intereselor angajaților. Pentru un sistem de motivare eficient, este necesar un echilibru adecvat între recompense și sancțiuni. Totodată, este esențial să se țină cont de nevoile și

interesele individuale ale angajaților, pentru a stimula activitatea lor în conformitate cu caracteristicile personale și factorii lor motivaționali. Aplicarea măsurilor negative poate reduce activitatea angajatului, genera emoții negative și crea situații stresante, ceea ce, la rândul său, afectează satisfacția profesională.

Metodele economice de motivare sunt mai eficiente atunci când sunt combinate cu metode morale. Un exemplu este recunoașterea meritelor. Atunci când angajatul simte că munca sa este apreciată, nivelul de motivare și satisfacție crește semnificativ. Prin urmare, este important să se integreze metodele morale de stimulare în sistemul de motivare a personalului. Printre instrumentele motivației financiare se numără recompensele bănești și sancțiunile financiare.

Tabelul 2. Metode economice și morale de motivare a personalului

Tipul metodelor de motivare	Principalele instrumente	Caracteristica impactului	Rezultatul aplicării
Metode economice	Stimulente financiare, prime, adaosuri salariale, recompense materiale	Determină angajații să crească productivitatea și să îmbunătățească calitatea muncii	Creșterea eficienței activității și implicarea în rezultate
Sancțiuni economice	Amenzi, reducerea bonusurilor	Se aplică pentru disciplinarea angajaților și prevenirea încălcării disciplinei de muncă	Efect temporar, posibilă scădere a motivației interne
Metode morale	Recunoaștere, mulțumiri, laude, diplome, aprobări publice	Creează un climat psihologic pozitiv, sporesc stima de sine și loialitatea	Creșterea satisfacției în muncă și îmbunătățirea colaborării în echipă
Combinarea metodelor economice și morale	Recompense materiale + recunoașterea publică a realizărilor	Asigură un impact complex asupra angajatului — atât extern, cât și intern	Cel mai ridicat nivel de motivație și creștere stabilă a performanței

[elaborat de autor pe baza surselor: 2, 3]

Printre stimulente se pot evidenția primele, adaosurile salariale, bonusurile pentru depășirea obiectivelor, pachetul social, asigurările, facilitățile și alte recompense materiale. Fiecare companie are propriul sistem de sancțiuni, însă există și sancțiuni generale, cum ar fi penalitățile pentru întârziere sau pentru nerealizarea planului. Sancțiunile pot fi un instrument eficient de motivare, însă este recomandabil să fie combinate cu metode de recompensare materială. Principalul obiectiv al managerului este identificarea și menținerea echilibrului între recompense și sancțiuni pentru a asigura o motivare eficientă a personalului.

Unul dintre metodele morale de motivare constă în utilizarea laudei și a criticii. Lauda trebuie oferită pentru fiecare acțiune demnă a angajatului, care contribuie la atingerea obiectivelor organizației. Aceasta trebuie să fie concretă, dozată și acordată în mod regulat. Lauda nedreaptă sau insinceră poate demotiva angajatul. Criteriile obiective sporesc eficiența laudei. Critica reprezintă evaluarea activității angajaților individuali sau a colectivelor de muncă și poate avea un conținut negativ. Totuși, aceasta poate fi utilă dacă este constructivă și orientată spre stimularea acțiunilor, contribuind la eliminarea deficiențelor și îmbunătățirea performanței.

În procesul de management al personalului, este important să se țină cont nu doar de factorii materiali, ci și de cei nemateriali de motivare, deoarece aceștia determină adesea nivelul de implicare, responsabilitate și satisfacție al angajaților. Pe lângă motivarea directă și indirectă (Tabelul 3), un rol semnificativ îl au stimulentele sociale, psihologice, de carieră și educaționale. Acestea contribuie la formarea disponibilității interne a individului pentru muncă eficientă, favorizează crearea unui microclimat pozitiv în colectiv și stimulează dezvoltarea profesională.

Tabelul 3. Tipuri de stimulente suplimentare pentru motivarea angajaților

Tipul motivației	Esența / Caracteristica	Impactul asupra eficienței angajaților	Exemplu de manifestare
Motivația socială	Conștientizarea de către angajat a rolului său în colectiv, sentimentul responsabilității față de echipă	Contribuie la creșterea cooperării, sprijinului reciproc și reducerea conflictelor	Îndeplinirea sarcinilor cu calitate pentru a nu dezamăgi colegii
Motivația psihologică	Crearea unei atmosfere prietenoase și calde în colectiv	Sporește satisfacția profesională, reduce stresul și consolidează loialitatea față de companie	Sprijin reciproc și comunicare amicală între angajați
Motivația profesională (de carieră)	Dorința de a obține o poziție superioară, de a extinde responsabilitățile sau de a primi mai multă responsabilitate	Stimulează dezvoltarea profesională și ambiția pentru performanță	Programe de perfecționare profesională, planuri de carieră
Motivația educațională	Dorința de a dobândi cunoștințe și abilități noi	Îmbunătățește competențele personalului și calitatea executării sarcinilor	Cursuri, traininguri, participarea la seminarii și conferințe

Sursa: [4]

Astfel, stimulentele suplimentare de motivare exercită un impact complex asupra comportamentului și eficienței angajaților. Motivația socială, psihologică, profesională și educațională sunt interconectate și se amplifică reciproc. Combinarea acestora cu metodele materiale de stimulare permite crearea unui sistem de motivare echilibrat, care asigură productivitatea stabilă a muncii, dezvoltarea personalului și consolidarea culturii organizaționale.

Ținând cont de diversitatea metodelor de motivare a personalului, este important de subliniat că combinarea diferitelor metode de stimulare poate fi mai eficientă decât utilizarea unei singure metode. De exemplu, se pot îmbina stimulente financiare (precum primele) cu stimulente nemateriale (cum ar fi oportunități de dezvoltare profesională).

Pentru o motivare eficientă a angajaților, este esențial să se stimuleze fiecare realizare intermediară, nu doar finalizarea întregii sarcini, deoarece succesele semnificative sunt rare și dificil de obținut. Aceasta implică menținerea motivației pozitive prin intervale scurte de timp. În plus, este important să li se ofere angajaților încredere în propriile forțe, ceea ce răspunde nevoilor lor interne de autoafirmare.

Mentalitatea ucraineană se caracterizează printr-o orientare spre munca colectivă. În condițiile actuale, în care situația economică limitează posibilitatea oferirii unui salariu ridicat, o atenție deosebită trebuie acordată stimulării nemateriale a angajaților. Sistemul modern de motivare a personalului trebuie să fie nu doar eficient, ci și flexibil, capabil să se adapteze la nevoile angajaților și la obiectivele strategice ale organizației.

Unul dintre instrumentele importante pentru creșterea loialității, satisfacției și productivității angajaților îl reprezintă implementarea unui sistem de beneficii (Tabelul 4). Acesta nu doar oferă sprijin material personalului, ci și demonstrează grija angajatorului, contribuind la formarea unui imagine pozitivă a companiei ca angajator atractiv.

Tabelul 4. Sistem flexibil de beneficii ca instrument de motivare a personalului

Direcția măsurilor	Esența / Descrierea	Rezultatul așteptat	Impactul asupra angajaților
Recunoașterea valorii angajatului	Demonstrarea importanței fiecărui angajat pentru organizație	Creșterea sentimentului de apartenență la colectiv	Îmbunătățirea loialității și implicării în rezultate
Creșterea semnificației muncii	Crearea unor condiții în care activitatea are sens nu doar material, ci și social sau creativ	Dezvoltarea motivației intrinseci	Sporirea inițiativei și a abordării creative
Flexibilitate în organizarea muncii	Posibilitatea de muncă parțială la distanță, program flexibil, adaptarea condițiilor de lucru	Echilibru între viața profesională și cea personală	Reducerea nivelului de stres și creșterea productivității
Reduceri la produsele companiei	Oferirea angajaților a unor condiții speciale pentru achiziționarea produselor sau serviciilor	Stimularea consumului intern	Creșterea satisfacției și loialității
Credite pentru angajați	Acordarea de credite preferențiale pentru locuințe, autovehicule, echipamente etc.	Susținerea stabilității sociale a angajaților	Consolidarea încrederii în angajator și reducerea fluctuației de personal

Sursa: [4]

Implementarea unui sistem flexibil de beneficii reprezintă o metodă eficientă de consolidare a politicii de motivare a întreprinderii. Acesta nu doar îmbunătățește bunăstarea socială a angajaților, ci și creează condiții favorabile pentru dezvoltarea potențialului profesional, creșterea loialității față de organizație și stabilizarea personalului. O abordare complexă în configurarea pachetului de beneficii permite companiei să-și consolideze autoritatea și să-și sporească competitivitatea pe piața muncii.

În cadrul întreprinderilor ucrainene moderne, sistemul de motivare a angajaților rămâne un proces complex și multi-component. Rezultatele cercetărilor arată că managerii utilizează preponderent metode tradiționale, orientate material, în timp ce instrumentele nemateriale sunt folosite într-o măsură limitată. Această abordare este adesea determinată de lipsa resurselor sau de un nivel redus al culturii manageriale; totuși, combinarea stimulentei economice cu cele socio-psiologice poate asigura o eficiență stabilă a muncii personalului.

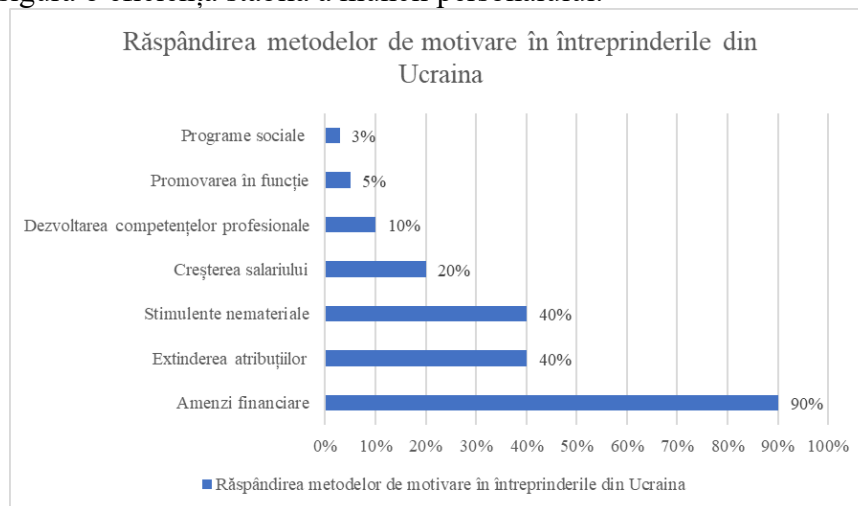


Figura 1. Prevalența metodelor de motivare în întreprinderile ucrainene

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Diagrama construită ilustrează clar că cel mai frecvent utilizat metod de motivare în întreprinderile ucrainene rămân amenzi financiare (peste 90%), în timp ce programele sociale și oportunitățile de dezvoltare a carierei sunt aplicate foarte rar (până la 5%). Această disproporție evidențiază predominanța abordării administrative în managementul personalului și utilizarea insuficientă a metodelor inovative de motivare. Pentru creșterea eficienței activității profesionale, este recomandat să se echilibreze sistemul de stimulente, extinzând practica utilizării măsurilor nemateriale și de dezvoltare profesională.

Printre cele mai răspândite metode de motivare a personalului în mediul de afaceri modern se numără stimulentele financiare, extinderea atribuțiilor angajaților, stimulentele nemateriale, creșterea salariului, perfecționarea competențelor profesionale și promovarea în funcție. Pentru sporirea eficienței măsurilor de motivare, este necesar să se combine metodele tradiționale cu cele noi, ținând cont de particularitățile fiecărei întreprinderi și ale personalului său.

În analiza metodelor moderne de motivare (tab. 5), trebuie subliniat faptul că, pe lângă metodele standard, precum salariul, primele și recunoașterea meritelor, se răspândesc tot mai mult metode inovative și neconvenționale. Acestea sunt deosebit de relevante pentru întreprinderile locale cu resurse financiare limitate.

Tabelul 5. Metode inovative de motivare

№	Metodă de motivare	Caracteristică	Avantaje pentru întreprindere	Exemple de aplicare
1.	Prime	Stimulente financiare suplimentare pentru rezultate	Crește productivitatea	Bonusuri trimestriale
2.	Program de lucru flexibil	Posibilitatea de a-și planifica timpul independent	Crește satisfacția profesională	Muncă la distanță, zi scurtă
3.	Dezvoltare profesională	Cursuri, traininguri, instruire	Îmbunătățește competențele și stimulează dorința de avansare	Plata cursurilor, participarea la conferințe
4.	Activități de echipă	Team-building, activități comune	Consolidează spiritul de echipă	Traininguri corporative, ieșiri în natură
5.	Gamificare	Utilizarea mecanicilor de joc în activitatea profesională	Crește implicarea și motivația	Puncte pentru realizări, clasamente ale angajaților
6.	Mentorat și coaching	Suport individual și îndrumare	Dezvoltă competențele și abilitățile de lider	Programe de mentorat, sesiuni individuale
7.	Rotația posturilor și proiectelor	Schimbarea temporară a atribuțiilor și rolurilor	Extinde competențele și reduce rutina	Proiecte interdepartamentale, schimbări temporare de roluri

Sursa: [4]

Analiza metodelor moderne de motivare arată că combinarea abordărilor tradiționale cu cele inovative permite întreprinderilor locale să stimuleze eficient angajații chiar și în condiții de buget limitat. O atenție deosebită se acordă metodelor neconvenționale, precum gamificarea, mentoratul, rotația posturilor și bonusurile cu buget redus, care cresc moralul colectivului, stimulează creativitatea și sprijină dezvoltarea competențelor profesionale.

Este important de subliniat că anumite metode de motivare pot fi aplicate eficient în întreprinderile locale contemporane. Deși motivarea nematerială este mai eficientă pentru angajații companiilor de top, care deja beneficiază de salarii ridicate, sarcina managerilor rămâne aceea de a stimula moral și de a implica angajații, astfel încât aceștia să obțină satisfacție din activitatea lor.

Pentru atingerea obiectivelor dorite în domeniul motivării, este necesar să se aplice diverse metode și să se dezvolte un ansamblu coerent de măsuri. Utilizarea stimulentei nemateriale contribuie semnificativ la creșterea eficienței organizaționale. În condițiile resurselor financiare limitate, întreprinderile pot să se concentreze pe metode inovative de motivare a muncii, creând astfel un sistem flexibil care combină măsuri tradiționale și inovative.

Aplicarea stimulentei nemateriale trebuie să țină cont de particularitățile culturale, mentale și psihologice ale angajaților, pentru a identifica cele mai eficiente metode de motivare pentru fiecare organizație. În Ucraina, cu potențialul său larg de resurse umane și intelectuale, trecerea la metode de management axate pe creșterea motivării morale a angajaților devine o strategie actuală și relevantă.

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MANAGEMENTUL PERSONALULUI CA INSTRUMENT PENTRU ASIGURAREA DEZVOLTĂRII ECONOMICE A ÎNTREPRINDERII ÎN CONDIȚIILE INSTABILITĂȚII PIEȚEI SERVICIILOR (STUDIUL DE CAZ: SRL ÎA „NIBULON”)

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În condițiile actuale de instabilitate pe piața serviciilor maritime, dezvoltarea economică a întreprinderii depinde în mare măsură de calificarea personalului, a cărui gestionare reprezintă un instrument-cheie pentru creșterea eficienței acestuia. În cadrul studiului nostru au fost analizate abordările privind formarea și implementarea politicii de personal, orientate spre optimizarea utilizării potențialului uman, creșterea productivității muncii și atingerea obiectivelor strategice, pe exemplul Societății cu Răspundere Limitată Întreprinderea Agricolă „NIBULON” (SRL ÎA „NIBULON”).

Au fost examinate metodele contemporane de management al resurselor umane, incluzând procesele de recrutare, adaptare, dezvoltare profesională, motivare și evaluare a performanțelor, precum și mecanismele de consolidare a culturii organizaționale, formarea colaborării în echipă și crearea unui climat psihologic favorabil, care contribuie la un nivel ridicat de implicare a angajaților. [1,2].

În articol este evidențiat impactul gestionării eficiente a personalului asupra principalilor indicatori financiar-economici ai activității întreprinderii, în special asupra creșterii volumului producției, îmbunătățirii calității produselor și extinderii piețelor de desfacere. Pe baza datelor obținute, se concluzionează că o abordare sistematică și fundamentată științific a managementului resurselor umane reprezintă un factor esențial pentru creșterea competitivității și asigurarea dezvoltării economice durabile a întreprinderii, în special în contextul activității companiilor din sectorul agroindustrial.

Gestionarea eficientă a personalului constituie unul dintre factorii-cheie pentru asigurarea dezvoltării economice și competitivității întreprinderilor în condițiile actuale de globalizare și transformări dinamice ale pieței.

Pentru companiile exportatoare, în special pentru SRL ÎA „NIBULON”, care ocupă poziții de lider pe piața produselor agroindustriale din Ucraina, potențialul uman reprezintă un resurs strategic, ce determină capacitatea întreprinderii de adaptare în condițiile unei concurențe în creștere.

Relevanța cercetării este determinată de necesitatea unei analize sistemice a abordărilor practice privind managementul resurselor umane în condiții de instabilitate pe piața serviciilor, precum și de identificarea modalităților prin care acestea influențează creșterea indicatorilor economici ai întreprinderii. O importanță deosebită o prezintă formarea sistemelor de motivare și a programelor de dezvoltare profesională și educațională în cadrul producției, orientate spre creșterea calității serviciilor, dezvoltarea profesională și implicarea angajaților în atingerea obiectivelor strategice ale întreprinderii.

Studiul practicilor de management la SRL ÎA „NIBULON” permite identificarea modelelor optime de organizare a resurselor umane pentru consolidarea culturii organizaționale și dezvoltarea profesională a personalului companiei [3].

În cercetările științifice din Ucraina, managementului resurselor umane ca factor al dezvoltării economice a întreprinderii i se acordă o atenție deosebită. Abordările teoretice privind organizarea activității de personal și dezvoltarea capitalului uman au fost elaborate de cercetători ucraineni precum M.S. Osiychuk, care a studiat modelele de management al personalului și impactul acestora asupra eficienței relațiilor de muncă și productivității; O.L. Kogutyak, în colaborare cu T.V. Sklyaruk, care au analizat managementul resurselor umane din perspective filosofico-ideologice și tehnologice, subliniind importanța unei abordări strategice în formarea potențialului de personal.

O contribuție semnificativă la dezvoltarea teoriei și practicii managementului resurselor umane au adus și cercetătorii ucraineni T.Yu. Bazarov, L.V. Balabanova, T.V. Hrynko, O.Ye. Kuzmin, M.V. Semikina și O.M. Tomashevskaya, care au abordat probleme legate de utilizarea eficientă a potențialului uman, motivare, leadership și aplicarea metodelor inovative în sistemul de HR-management.

Dintre cercetătorii internaționali, merită menționați Peter Drucker, care a formulat conceptul de management eficient și a subliniat importanța capitalului uman ca principal resurs al organizației; Gary Dessler, care a dezvoltat bazele practice ale managementului resurselor umane; Michael Armstrong, autor al lucrărilor fundamentale privind teoria motivației și managementul strategic al personalului; Douglas McGregor, cunoscut pentru teoriile X și Y privind motivarea angajaților; și Frederick Herzberg, care a studiat impactul factorilor motivaționali și igienici asupra productivității muncii.

În același timp, cercetările practice arată că sectorul agrar din Ucraina se confruntă cu provocări specifice în managementul resurselor umane: sezonabilitatea producției, migrația forței de muncă, dezechilibrul între calificări și necesitatea implementării tehnologiilor HR digitale moderne [1,5].

Publicațiile recente subliniază, de asemenea, necesitatea integrării sistemelor de motivare, instruire și evaluare pentru creșterea productivității și eficienței economice a întreprinderilor. Astfel, cercetătorii ucraineni au creat o bază teoretică solidă care permite explorarea abordărilor eficiente în managementul resurselor umane; totuși, în contextul întreprinderilor exportatoare, precum SRL ÎA „NIBULON”, rămâne actuală nevoia de elaborări practice și mecanisme de optimizare a politicii de personal.

Scopul studiului constă într-o analiză generală a abordărilor practice privind organizarea sistemului de management al resurselor umane și identificarea rolului său ca instrument-cheie în asigurarea dezvoltării economice a întreprinderilor, pe exemplul SRL ÎA „NIBULON”. O atenție deosebită în cadrul cercetării a fost acordată evaluării influenței politicii de personal, sistemului de motivare, dezvoltării profesionale și digitalizării proceselor HR asupra creșterii productivității muncii și competitivității întreprinderii în contextul provocărilor economice contemporane [2,3].

În contextul sectorului agrar, unde SRL ÎA „NIBULON” reprezintă unul dintre liderii pieței de servicii, rolul managementului sistematic al resurselor umane devine deosebit de important datorită complexității operațiunilor logistice, sezonității producției și cererii ridicate pentru personal calificat.

În etapa actuală de dezvoltare a întreprinderii, atenția se concentrează asupra creării unui sistem eficient de atragere, motivare și dezvoltare profesională a angajaților. Această abordare nu doar asigură o productivitate și o calitate constantă a muncii, ci și creează un mediu favorabil dezvoltării inovative, progresului profesional și creșterii competitivității generale a companiei.

Managementul resurselor umane la SRL ÎA „NIBULON” include un set complex de măsuri orientate spre optimizarea proceselor de lucru, sporirea implicării și satisfacției angajaților, dezvoltarea competențelor acestora și consolidarea culturii organizaționale, care susține obiectivele strategice ale întreprinderii.

Compania acordă o atenție deosebită instruirii și perfecționării profesionale a personalului și impactului acestora asupra strategiei generale de dezvoltare a întreprinderii. Această abordare permite alinierea intereselor angajaților cu obiectivele companiei, asigură utilizarea mai eficientă a resurselor și stimulează îmbunătățirea continuă a proceselor.

Un aspect esențial nu este doar asigurarea motivației financiare și sociale, ci și crearea condițiilor pentru autorealizare, ceea ce influențează direct indicatorii economici ai întreprinderii. Planificarea și organizarea proceselor de lucru permit distribuirea clară a responsabilităților, monitorizarea executării sarcinilor și optimizarea utilizării timpului de muncă.

Motivarea și stimularea contribuie la creșterea implicării și loialității angajaților, influențând direct performanțele de producție și veniturile companiei. Recrutarea și adaptarea noilor angajați reduc costurile asociate muncii ineficiente și facilitează integrarea rapidă în colectiv, în timp ce instruirea și dezvoltarea profesională direct la locul de muncă formează o echipă competentă, capabilă să implementeze inovații și să ridice standardele calității produselor [2,3].

Pentru a evidenția sistematizarea acestor abordări și a demonstra interdependența dintre metodele de management al resurselor umane și efectele lor economice și sociale, în Tabelul 1 sunt sintetizate principalele metode și rezultatele concrete ale aplicării acestora, pe exemplul SRL ÎA „NIBULON”.

Analiza indicatorilor din Tabelul 1 permite concluzionarea că abordarea integrată a SRL ÎA „NIBULON” în managementul resurselor umane este orientată spre creșterea eficienței proceselor de producție și dezvoltarea economică a întreprinderii.

Implementarea unor programe clare, distribuirea sarcinilor și monitorizarea executării permit optimizarea timpului de lucru, reducerea perioadelor de inactivitate și creșterea eficienței proceselor. Efectul social al acestor măsuri se manifestă prin reducerea stresului angajaților și îmbunătățirea climatului de muncă, ceea ce favorizează cooperarea în echipă și crearea unui mediu propice desfășurării activității productive.

Motivarea și stimularea personalului prin utilizarea primelor, bonusurilor și a sistemului KPI (Indicatori Cheie de Performanță) permit întreprinderii să orienteze angajații spre atingerea rezultatelor concrete și a obiectivelor strategice ale companiei. Efectul economic al acestor măsuri se

reflectă în creșterea indicatorilor de producție și a veniturilor, în timp ce efectul social constă în consolidarea loialității angajaților, reducerea fluctuației de personal și menținerea stabilității proceselor interne [2].

Tabelul 1 – Metode de management al resurselor umane și impactul lor asupra dezvoltării economice SRL „NIBULON” [1,2]

Metodă de management	Acțiuni concrete	Efect economic	Efect social
Planificarea și organizarea muncii	Implementarea programelor, distribuirea sarcinilor, monitorizarea execuției	Optimizarea timpului de lucru, creșterea productivității	Reducerea stresului, îmbunătățirea climatului de muncă
Motivare și stimulare	Prime, bonusuri, sistem KPI (Indicatori Cheie de Performanță)	Creșterea performanțelor de producție, majorarea veniturilor	Implicarea și loialitatea angajaților
Recrutarea și adaptarea personalului	Interviuri, mentorat, testări	Reducerea costurilor legate de perioada de adaptare în producție	Integrare rapidă a noilor angajați, îmbunătățirea cooperării în echipă
Instruire și dezvoltare	Traininguri, seminarii, pregătire și perfecționare profesională	Implementarea inovațiilor, creșterea calității produselor	Dezvoltare profesională a angajaților, creșterea competențelor

Selecția și adaptarea personalului reprezintă un alt element esențial al managementului sistemic. Interviurile, mentoratul și testările noilor angajați permit reducerea costurilor legate de perioada de adaptare și integrarea acestora în colectiv. Efectul social al acestei componente se manifestă prin dezvoltarea unui spirit de echipă pozitiv și consolidarea culturii organizaționale.

Sistemul de pregătire și perfecționare profesională a personalului direct la locul de producție la SRL „NIBULON”, prin organizarea de traininguri, cursuri și seminarii, asigură îmbunătățirea continuă a competențelor profesionale și creșterea calificării angajaților, stimulând astfel motivația pe termen lung și implicarea activă în dezvoltarea companiei [3,4].

În același timp, cercetarea a evidențiat o serie de probleme care împiedică realizarea completă a potențialului politicii de personal și utilizarea eficientă a resurselor umane pentru asigurarea dezvoltării economice a companiei.

Una dintre problemele-cheie este decalajul dintre nivelul de digitalizare a proceselor de producție și management și pregătirea personalului pentru utilizarea noilor tehnologii. Întreprinderea implementează activ soluții IT inovatoare, sisteme automatizate de evidență, control și logistică, însă nu toți angajații dețin competențele digitale necesare.

O altă problemă importantă este lipsa unei clarități complete în ceea ce privește rolurile funcționale și zonele de responsabilitate ca urmare a modificărilor în structura organizațională a companiei. Procesele de reorganizare necesită actualizarea fișelor de post, o comunicare clară între departamente și armonizarea funcțiilor manageriale. Comunicarea insuficientă sau ambiguitatea atribuțiilor în perioada de tranziție poate conduce la dublarea sarcinilor, scăderea eficienței deciziilor și diminuarea productivității angajaților.

De asemenea, există o nevoie clară de dezvoltare a rezervelor de personal și a sistemului de perfecționare profesională. Datorită nivelului ridicat al migrației forței de muncă, sezonității producției și deficitului de specialiști calificați pe piața muncii, compania se confruntă cu problema

menținerii unui personal stabil. Formarea unei culturi corporative deschise, feedback-ul regulat, sondajele și întâlnirile corporative permit identificarea promptă a zonelor problematice și sporirea nivelului de încredere între management și angajați [4].

Astfel, cercetarea confirmă că managementul strategic al resurselor umane reprezintă nu doar un instrument de creștere a productivității, ci și un factor-cheie pentru dezvoltarea economică durabilă, inovarea și competitivitatea pe termen lung a companiei SRL „NIBULON”. Investițiile în capitalul uman, adaptarea proceselor HR la provocările contemporane și dezvoltarea culturii corporative asigură o creștere sustenabilă și capacitatea întreprinderii de a răspunde cu succes schimbărilor pieței..

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ABORDĂRI PRIVIND FORMAREA SISTEMULUI DE MANAGEMENT AL OBIECTIVELOR ÎN ÎNTEPRINDERE

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Formarea sistemului de management al obiectivelor în cadrul unei întreprinderi este o etapă cheie a managementului strategic, care asigură coerența acțiunilor tuturor subdiviziunilor și orientarea către atingerea rezultatelor generale. Abordările privind formarea sistemului de management al obiectivelor în întreprindere sunt prezentate în Tabelul 1.

Managementul prin Obiective (MBO (Management by Objectives)) — este o abordare strategică de management, propusă de Peter Drucker în 1954, a cărei esență constă în faptul că managerii și angajații definesc în comun obiectivele care se aliniază cu strategia generală a organizației. Fiecare angajat înțelege modul în care sarcinile sale personale contribuie la atingerea rezultatelor corporative.

Tabelul 1. Abordări privind formarea sistemului de management al obiectivelor în întreprindere

Abordare	Caracteristică	Puncte forte	Provocări
Managementul prin Obiective (MBO)	Stabilirea comună a obiectivelor de către conducere și angajați	- motivare ridicată a personalului; - claritate și măsurabilitate a obiectivelor	- necesită timp pentru coordonare; - poate fi dificil în condiții de schimbare
Arborele Obiectivelor	Structură ierarhică a obiectivelor: (strategice → tactice → operaționale)	- vizualizarea conexiunilor; - coerență între nivelurile de management	- complexitatea construcției; - risc de duplicare sau contradicții
Balanced Scorecard (BSC)	Ia în considerare aspectele financiare și nefinanciare ale activității întreprinderii	- abordare cuprinzătoare; - coerență strategică	- necesită analize de calitate; - complexitate ridicată de implementare
Managementul Obiectiv al Proceselor de Afaceri	Orientare către rezultatul fiecărui proces	- creșterea eficienței - delimitare clară a responsabilității	- necesitatea reingineriei proceselor - costuri ridicate de transformare
Analiza de Corelație a Coerenței Obiectivelor	Evaluarea interdependenței dintre obiective	- identificarea conflictelor și duplicărilor - optimizarea planului strategic	- complexitatea analizei matematice - necesitatea unor date de calitate

Sursa: elaborat de autori pe baza datelor [1-4]

Principiile de bază ale managementului prin obiective includ:

- formularea comună a obiectivelor, care presupune participarea la stabilirea obiectivelor nu doar a conducerii, ci și a angajaților;
- responsabilitatea individuală și înțelegerea de către fiecare a rolului său în atingerea obiectivelor întreprinderii;
- orientarea către rezultat, nu către proces;
- controlul și evaluarea regulată, realizate prin compararea periodică a rezultatelor efective cu cele planificate;
- feedback-ul, care asigură ajustarea obiectivelor și acțiunilor pe baza rezultatelor.

Metodologia de aplicare a abordării managementului prin obiective include șase etape, în special, definirea strategiei generale, descompunerea obiectivelor, coordonarea obiectivelor cu angajații, implementarea și monitorizarea, evaluarea rezultatelor, ajustarea și motivarea (Tabelul 2).

Tabelul 2 - Metodologia de aplicare a abordării managementului prin obiective

Etapă	Conținut
1. Definirea strategiei generale	1. Se formulează misiunea, viziunea, obiectivele strategice. 2. Se definesc direcțiile cheie de dezvoltare.
2. Descompunerea obiectivelor	1. Obiectivele strategice sunt împărțite în obiective tactice și operaționale. 2. Se creează arborele obiectivelor, care acoperă toate nivelurile organizației.
3. Coordonarea obiectivelor cu angajații	1. Liderii discută obiectivele cu subordonații. 2. Se definesc sarcinile individuale care contribuie la scopul general.
4. Implementarea și monitorizarea	1. Angajații îndeplinesc sarcinile. 2. Managerii exercită control, oferă sprijin.
5. Evaluarea rezultatelor	1. Se compară rezultatele planificate cu cele efective. 2. Se determină cauzele abaterilor.
6. Ajustarea și motivarea	1. Se aduc modificări obiectivelor sau metodelor. 2. Rezultatele sunt utilizate pentru premiere, instruire, dezvoltare

Sursa: elaborat de autori pe baza datelor [3]

Astfel, managementul prin obiective (MBO) este o abordare sistematică a organizării activităților unei întreprinderi, care implică coordonarea sarcinilor individuale ale angajaților cu strategia generală de dezvoltare. Implementarea sa are loc în etape, începând cu formarea unei viziuni strategice și terminând cu ajustarea acțiunilor pe baza rezultatelor obținute. Fiecare etapă are propria logică, conținut și volum de muncă managerială, ceea ce permite transformarea obiectivelor într-un instrument de dezvoltare, motivare și responsabilitate.

Primul pas în construirea unui sistem MBO este determinarea strategiei generale a întreprinderii. În această etapă, managementul formulează misiunea organizației, își conturează viziunea asupra viitorului și definește obiectivele strategice care trebuie atinse pe termen mediu sau lung. Aceste obiective ar trebui să reflecte domeniile cheie de dezvoltare, să țină cont de mediul extern, avantajele competitive și resursele interne. Este important ca liniile directe strategice să fie nu doar justificate logic, ci și rezonante emoțional - acelea care sunt capabile să unească echipa în jurul unui sens comun.

Următoarea etapă este descompunerea obiectivelor, adică detalierea și distribuirea lor pe niveluri de management. Obiectivele strategice sunt transformate în obiective tactice - pentru domenii funcționale individuale, iar acestea, la rândul lor, sunt defalcate în sarcini operaționale care sunt implementate la nivel zilnic. O astfel de structură ierarhică permite crearea unui arbore de obiective care acoperă toate nivelurile organizației și asigură o coerență logică între acestea. Este important ca fiecare sub-obiectiv să susțină un obiectiv superior și să nu existe izolat, ceea ce necesită o analiză amănunțită a conexiunilor și a potențialelor contradicții.

La formularea obiectivelor, acestea trebuie convenite cu angajații, ceea ce se realizează în etapa următoare. Managerii discută obiectivele cu subordonații lor, explică conținutul acestora, rezultatele așteptate și criteriile de evaluare. În procesul de dialog, se stabilesc sarcinile individuale pe care fiecare angajat le asumă, înțelegând legătura lor cu obiectivul general al organizației.

Implementarea obiectivelor convenite are loc în cadrul activităților curente ale întreprinderii. Angajații își îndeplinesc sarcinile pe baza unor așteptări clar definite, iar managerii monitorizează, sprijină, consiliază și ajustează acțiunile după cum este necesar. Monitorizarea rezultatelor este o parte integrantă a acestei etape, deoarece permite detectarea la timp a abaterilor, evaluarea eficacității acțiunilor și furnizarea de feedback.

După o anumită perioadă de implementare a obiectivelor, rezultatele sunt evaluate. Aceasta implică compararea indicatorilor planificați cu cei reali, analizarea motivelor succeselor sau eșecurilor și identificarea barierelor sistemice care ar putea afecta îndeplinirea sarcinilor. Evaluarea ar trebui să fie nu doar cantitativă, ci și calitativă, ținând cont de context, de schimbările din mediul extern și de transformările interne.

Etapă finală constă în ajustarea obiectivelor sau a metodelor de atingere a acestora, precum și utilizarea rezultatelor obținute pentru motivarea personalului. Dacă anumite obiective sunt imposibil de atins sau și-au pierdut relevanța, acestea sunt revizuite, adaptate sau înlocuite. În același timp, realizările devin baza pentru bonusuri, dezvoltare profesională, instruire și luarea de noi decizii manageriale. Astfel, managementul prin obiective se transformă într-un sistem dinamic, capabil să răspundă la schimbări, să mențină motivația și să asigure coerența strategică la toate nivelurile organizației.

În esență, MBO nu este doar o tehnică de planificare, ci o filozofie de management care recunoaște valoarea participării, transparenței și responsabilității. Permite transformarea unei organizații într-un spațiu cu sens comun, unde fiecare acțiune contează și fiecare obiectiv este un pas către o mai mare claritate, demnitate și creștere profesională.

Balanced Scorecard (BSC) este un concept de management strategic dezvoltat de Robert Kaplan și David Norton în 1992. Scopul său este de a transforma strategia generală a unei întreprinderi într-un sistem specific de indicatori care acoperă nu doar rezultatele financiare, ci și aspectele non-financiare ale activităților sale. BSC permite unei organizații să se vadă într-o oglindă cvadridimensională: finanțe, clienți, procese interne, învățare și dezvoltare [4].

În centrul BSC se află ideea de echilibru - între obiectivele pe termen scurt și cele pe termen lung, între așteptările externe și capacitățile interne, între indicatorii financiari și capitalul uman. Principiile principale ale acestui sistem includ:

- integrarea strategiei și a activităților operaționale, care se manifestă prin faptul că fiecare indicator ar trebui să fie legat de un obiectiv strategic;
- măsurabilitatea și transparența, care se realizează prin formularea obiectivelor sub forma unor indicatori clari, cantitativi sau calitativi;
- echilibrul dintre perspective, deoarece nicio zonă nu domină - toate cele patru perspective au aceeași pondere;
- legătura dintre cauze și efecte, deoarece procesele interne și învățarea afectează satisfacția clienților, care, la rândul său, modelează rezultatele financiare;
- motivarea prin conștientizare, care se realizează prin înțelegerea de către angajați a modului în care activitățile lor afectează succesul general.

BSC propune să se considere activitățile întreprinderii prin patru perspective cheie, și anume: financiară, a clienților, a proceselor interne, a învățării și a dezvoltării (tabelul 3).

Tabelul 3 - Perspective cheie ale activității întreprinderii în conformitate cu Balanced Scorecard

Perspectiva cheie	Indicatori (indici)
Financiară	profitabilitate, rentabilitate, creșterea veniturilor
Client	satisfacția clienților, loialitate, cotă de piață
Procese interne	eficiență, calitate, inovația operațiunilor
Învățare și dezvoltare	competențe ale personalului, cultură corporativă, pregătire tehnologică

Sursa: elaborat de autori pe baza datelor [4]

Pentru fiecare perspectivă sunt formulate obiective strategice, care trebuie coordonate între ele. Fiecare obiectiv strategic primește un indicator - un indicator cantitativ sau calitativ care permite evaluarea realizării acestuia. De exemplu, pentru obiectivul „Creșterea satisfacției clienților”, se poate selecta indicatorul „Indicele NPS” cu o valoare țintă de 75%.

După stabilirea indicatorilor pentru fiecare perspectivă strategică, se elaborează o hartă strategică, care este un model vizual ce prezintă relațiile dintre obiective din diferite perspective. Aceasta permite observarea logicii relațiilor cauză-efect, de exemplu, investițiile în instruirea personalului îmbunătățesc procesele interne, ceea ce crește satisfacția clienților și, în cele din urmă, rezultatele financiare [4].

BSC este un sistem dinamic care necesită actualizare regulată. Indicatorii ar trebui analizați lunar sau trimestrial, iar obiectivele ar trebui ajustate în funcție de schimbările din mediul extern. Este important ca analiza să nu fie doar tehnică, ci și reflexivă - luând în considerare factorii etici, emoționali și culturali.

Managementul proceselor de afaceri bazat pe obiective este o abordare modernă a organizării activităților unei întreprinderi, care se concentrează nu numai pe modul în care sunt efectuate procesele, ci în primul rând pe scopul lor. Accentul se pune pe obiectivul final pe care fiecare proces ar trebui să îl ofere, precum și pe contribuția sa la atingerea obiectivelor strategice ale organizației [1].

Această abordare combină logica managementului proceselor cu principiile managementului strategic, permițând construirea unui sistem de management coerent, flexibil și eficient, în care fiecare proces nu este doar un lanț de acțiuni, ci un instrument pentru obținerea unor rezultate valoroase. Spre deosebire de abordarea tradițională bazată pe procese, care se concentrează pe optimizarea procedurilor, managementul obiectivelor începe cu definirea rezultatului dorit. Abia după aceea se formează logica procesului, se determină resursele, persoanele responsabile și indicatorii de performanță. Aceasta înseamnă că obiectivul este principal, iar procesul este secundar, ceea ce

permite evitarea formalismului și concentrarea pe valoarea reală pentru client, partener sau societate [1].

Metodologia de implementare a managementului obiectivelor proceselor de afaceri implică etape precum definirea obiectivelor strategice, identificarea proceselor cheie de afaceri, formularea rezultatelor țintă pentru fiecare proces, construirea unei hărți a proceselor și responsabilităților, implementarea unui sistem de monitorizare și feedback și îmbunătățirea continuă a proceselor (Tabelul 4).

Tabelul 4 - Metodologia de implementare a managementului obiectiv al proceselor de afaceri

Etapa	Conținut
1. Definirea obiectivelor strategice	Primul pas este formularea clară a orientărilor strategice ale organizației. Este important ca aceste obiective să fie specifice, măsurabile și semnificative emoțional pentru echipă.
2. Identificarea proceselor de afaceri cheie	Apoi se definesc acele procese care au un impact direct asupra atingerii obiectivelor strategice. Acestea pot fi procese de vânzare, servicii pentru clienți, dezvoltare de produse, management al personalului, planificare financiară etc.
3. Formularea rezultatelor țintă pentru fiecare proces	Fiecare proces primește un obiectiv clar definit – adică rezultatul așteptat pe care trebuie să îl asigure.
4. Construirea hărții proceselor și responsabilităților	Se creează un model vizual al proceselor de afaceri, care arată logica executării acțiunilor, punctele de intrare și ieșire, persoanele responsabile, resursele utilizate, indicatorii de eficiență.
5. Implementarea sistemului de monitorizare și feedback	Pentru fiecare proces se stabilesc indicatori cheie de performanță (KPI), care permit urmărirea rezultatelor sale.
6. Îmbunătățirea continuă a proceselor	Managementul obiectiv presupune învățare și adaptare continuă. Dacă procesul nu asigură rezultatul așteptat, este revizuit, modificat sau transformat.

Sursa: elaborat de autori pe baza datelor [1]

Astfel, managementul proceselor de afaceri bazat pe obiective este o paradigmă modernă de management care permite unei organizații să fie nu doar eficientă, ci și semnificativă. În sistemele organizaționale complexe, unde obiectivele strategice, tactice și operaționale sunt interconectate, este nevoie de a identifica nivelul de coerență al acestora. Analiza corelației este o metodă care permite evaluarea cantitativă a relațiilor dintre obiective, determinarea gradului de corespondență logică, funcțională și strategică a acestora, precum și identificarea potențialelor conflicte, duplicări sau lacune. Această abordare combină acuratețea matematică cu intuiția strategică, permițând observarea nu numai a structurii obiectivelor, ci și a dinamicii interacțiunii lor - modul în care acestea se susțin sau se slăbesc reciproc, modul în care formează o traiectorie comună de dezvoltare.

Analiza corelației coerenței obiectivelor se bazează pe măsurarea forței și direcției relației dintre diferite obiective sau indicatori care le reprezintă. Dacă două obiective au o corelație pozitivă ridicată, înseamnă că atingerea unuia contribuie la atingerea celuilalt. Dacă relația este negativă, poate exista conflict sau concurență. Analiza vă permite să identificați obiectivele cheie care au cel mai mare impact asupra sistemului; să identificați obiective izolate sau redundante care nu sunt conectate la altele; să evaluați consecvența dintre nivelurile de management - strategic, tactic, operațional; să construiți o matrice de relații care servește drept bază pentru optimizarea sistemului de management.

Metodologia de efectuare a unei analize de corelație a consecvenței obiectivelor include etape precum formalizarea sistemului de obiective, construirea unei matrice de corelație, interpretarea rezultatelor, vizualizarea și optimizarea (tabelul 5).

Tabelul 5 - Metodologia de realizare a analizei de corelație a coerenței obiectivelor

Etapa	Conținut
1. Formalizarea sistemului de obiective	Structurarea tuturor obiectivelor existente ale organizației pe niveluri, direcții, cadre de timp.
2. Construirea matricei de corelații	Se formează o matrice, unde fiecare obiectiv este comparat cu celelalte în funcție de gradul de interdependență. Pentru aceasta se utilizează coeficientul de corelație Pearson, Spearman sau altele.
3. Interpretarea rezultatelor	Coeficienții obținuți permit: - determinarea legăturilor pozitive puternice ($> 0,7$); - identificarea legăturilor negative ($< -0,3$), care pot semnala conflicte; - evaluarea legăturilor neutre sau slabe.
4. Vizualizarea și optimizarea	Rezultatele analizei pot fi prezentate sub formă de grafuri, hărți, matrici termice. Pe baza acestui fapt se realizează optimizarea (unirea obiectivelor duplicative, eliminarea conflictelor, consolidarea legăturilor cheie).

Sursa: elaborat de autori

Analiza corelației coerenței obiectivelor poate fi aplicată în diverse domenii:

- în planificarea strategică pentru a verifica logica hărții strategice;
- pentru a evalua eficacitatea diviziilor (dacă sarcinile lor sunt aliniate cu obiectivele corporative);
- pentru a dezvolta KPI-uri, și anume, pentru a selecta indicatori care au un impact real;
- pentru a gestiona proiecte, și anume, pentru a identifica contradicțiile dintre obiectivele diferitelor echipe.

Analiza corelației coerenței obiectivelor este un instrument care vă permite să transformați sistemul de management într-o structură armonioasă, conectată logic și eficientă din punct de vedere strategic. Formarea unui sistem de management prin obiective nu este doar o procedură tehnică, ci o arhitectură strategică ce determină logica, motivația și coerența tuturor acțiunilor din cadrul organizației. Diverse abordări - de la MBO clasic la Balanced Scorecard (BSC), managementul proceselor de business prin obiective și analiza corelațiilor - oferă instrumente unice pentru construirea unui sistem de obiective eficient, flexibil și semnificativ.

Fiecare dintre abordări are propriile puncte forte și provocări, dar combinarea lor permite crearea unui model de management multidimensional, în care strategia se transformă în acțiuni specifice, iar obiectivele într-o sursă de motivație, responsabilitate și dezvoltare. Este important ca sistemul de management prin obiective să fie nu doar structurat logic, ci și rezonant emoțional - capabil să unească echipa în jurul unui sens, valori și o viziune comună asupra viitorului. În mediul dinamic actual, transformarea digitală și provocările etice, un astfel de sistem devine cheia sustenabilității, inovării și leadershipului întreprinderii.

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ANALIZA COMERȚULUI ELECTRONIC (E-COMMERCE) ȘI A TRANSFORMĂRILOR COMPORTAMENTULUI CONSUMATORILOR ÎN UCRAINA

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Comerțul electronic din Ucraina s-a dezvoltat rapid în ultimii ani, devenind o componentă esențială a mediului de afaceri contemporan și a vieții cotidiene a consumatorilor. Prin intermediul platformelor online, achizițiile pot fi realizate rapid și convenabil, iar livrarea produselor este posibilă în orice regiune a țării, oferind consumatorilor o gamă variată de opțiuni. Tehnologiile digitale transformă modul de interacțiune dintre vânzători și cumpărători: un număr tot mai mare de persoane utilizează aplicații mobile, rețele sociale și servicii online pentru procurarea bunurilor și serviciilor [1].

Datorită dezvoltării Internetului, a sistemelor de plată și a serviciilor logistice, precum „Nova Pošta”, „Ukrpošta” și Meest, piața ucraineană a comerțului electronic înregistrează o creștere constantă. Volumul vânzărilor se extinde, iar numărul cumpărătorilor este, de asemenea, în continuă creștere [1]. Conform analizei realizate de noi, cele mai populare categorii de produse sunt electronicele, articolele pentru casă, produsele cosmetice și îmbrăcămintea. Noile categorii de bunuri câștigă rapid popularitate, deoarece achizițiile online sunt comode, iar ofertele promoționale avantajoase atrag tot mai mulți cumpărători.

Este interesant de observat că modificările în modul în care oamenii fac achiziții au loc în paralel cu apariția noilor tehnologii: cumpărătorii manifestă un nivel mai ridicat de încredere față de mărcile și serviciile consacrate, efectuează frecvent achiziții prin intermediul dispozitivelor mobile, iar ofertele personalizate și serviciile convenabile devin principalii factori care influențează alegerea produselor sau a platformelor de cumpărare [1]. Prin urmare, studiul comerțului electronic în Ucraina și al particularităților comportamentului consumatorilor contribuie nu doar la înțelegerea modului în care se dezvoltă în prezent piața, ci și la fundamentarea procesului de luare a deciziilor privind direcțiile sale de evoluție în viitor.

Ultimii ani au reprezentat o etapă semnificativă pentru dezvoltarea comerțului electronic în Ucraina. Comerțul online, care anterior avea o amploare limitată, a devenit una dintre ramurile esențiale ale economiei naționale. Acesta a transformat modul în care oamenii consumă bunuri și se comportă în calitate de cumpărători. Schimbările în obiceiurile de consum, apariția noilor oportunități oferite de tehnologiile mobile, digitalizarea afacerilor și extinderea plăților fără numerar au transformat cumpărăturile online dintr-un simplu mijloc convenabil într-o componentă integrată a vieții cotidiene [1].

Platforme precum Rozetka, Prom.ua, EpicentrOnline, Makeup și altele transformă treptat piața de consum, creând un mediu caracterizat printr-o concurență pe mai multe niveluri, standarde ridicate de viteză, calitate a serviciilor și personalizare. În același timp, cumpărătorii ucraineni utilizează tot mai frecvent instrumente digitale pentru compararea prețurilor, a recenziilor și a calității

produselor, ceea ce face ca analiza datelor și automatizarea proceselor de marketing să devină elemente esențiale pentru dezvoltarea domeniului comerțului electronic.

Pentru a ilustra în mod clar amploarea acestor transformări, în Figura 1 este prezentată dinamica generalizată a dezvoltării pieței comerțului electronic din Ucraina în perioada 2018-2024. Graficul evidențiază o creștere constantă a volumului vânzărilor online, precum și o extindere treptată a ponderii comerțului electronic în structura comerțului cu amănuntul la nivel național.

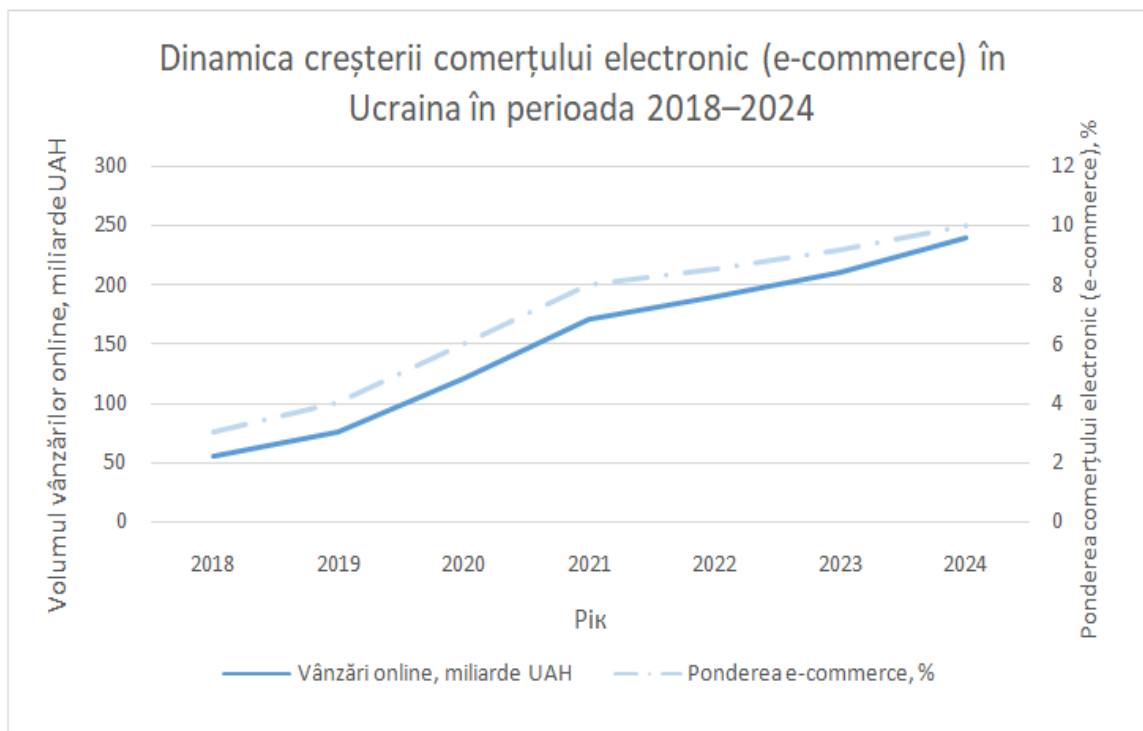


Fig. 1. Dinamica creșterii comerțului electronic (e-commerce) în Ucraina (2018-2024)

Sursă: [1].

Figura 1 ilustrează tendințele pozitive ale comerțului online. Aceasta evidențiază faptul că acest sector capătă o importanță tot mai mare pentru economia Ucrainei cu fiecare an.

În anul 2018, volumul vânzărilor online a fost de 55 miliarde UAH, iar în prezent, conform prognozelor, acesta atinge 239 miliarde UAH. Prin urmare, piața s-a extins de peste patru ori, ceea ce confirmă faptul că comerțul online se dovedește a fi deosebit de rezilient la factorii externi și capabil de adaptare constantă.

Un al doilea indicator important este ponderea comerțului electronic în volumul total al comerțului cu amănuntul. Pe parcursul aceleiași perioade, această pondere s-a dublat: de la 5% în 2018 la 10% în 2024 [1].

Aceste date demonstrează că comerțul electronic din Ucraina a evoluat de la un instrument de nișă la o componentă fundamentală a sectorului de retail. Acest fapt confirmă că tot mai mulți cumpărători își orientează comportamentul de consum către spațiul digital..

Conform datelor, structura comerțului electronic din Ucraina în anul **2024** evidențiază o dezvoltare semnificativă, în special datorită creșterii **comerțului mobil (m-commerce)** și **comerțului social (s-commerce)**, precum și extinderii tranzacțiilor realizate prin intermediul **dispozitivelor mobile** și al **rețelelor sociale**.

Principalele modele de comerț electronic existente în Ucraina sunt următoarele:

1. **B2C (Business-to-Consumer)** – reprezintă interacțiunea dintre o companie și un consumator individual. Această model este foarte răspândit în Ucraina, în special prin intermediul platformelor populare precum **Rozetka**, **Prom.ua** și **Allo**.

2. **B2B (Business-to-Business)** – implică interacțiunea dintre companii. În acest model, o întreprindere vinde bunuri sau servicii altei întreprinderi ori le achiziționează de la aceasta pe bază de comandă.

3. **C2C (Consumer-to-Consumer)** – reflectă interacțiunea dintre consumatorii finali. Acest model este implementat prin platforme care permit utilizatorilor să vândă bunuri sau servicii altor utilizatori, cum ar fi **OLX**.

4. **G2C (Government-to-Consumer)** – se referă la interacțiunea dintre stat și cetățeni. Acest model include furnizarea de **servicii publice online**, cum ar fi serviciile fiscale, înregistrarea afacerilor și alte tipuri de servicii electronice guvernamentale [2].

Pentru a demonstra structura comerțului electronic din Ucraina în funcție de modele, am elaborat o diagramă (Figura 2).

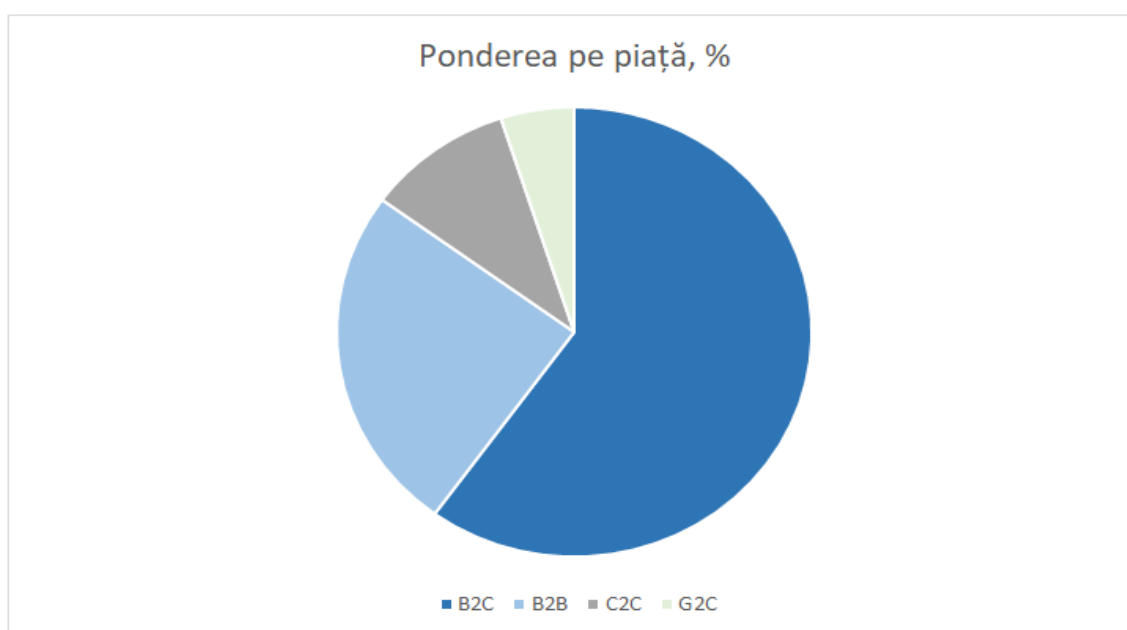


Fig. 2. Structura comerțului electronic din Ucraina în funcție de modele (2024)

Sursă: [2].

Analiza distribuției comerțului electronic din Ucraina pe diferite modele, în anul 2024, arată că modelul B2C rămâne cel mai răspândit, ceea ce indică faptul că tot mai multe persoane aleg să achiziționeze bunuri și servicii online. De asemenea, se observă o creștere a activității mediului de afaceri în domeniul vânzărilor și achizițiilor digitale, fapt ce confirmă ponderea semnificativă a modelului B2B. Segmentele C2C și G2C, deși mai puțin dezvoltate, reprezintă direcții promițătoare pentru extinderea platformelor ce facilitează schimburile între utilizatori, precum și pentru dezvoltarea serviciilor publice digitale [2]. În ansamblu, structura pieței demonstrează că comerțul electronic din Ucraina se află într-un proces continuu de extindere și diversificare, sporind oportunitățile pentru întreprinderi și îmbunătățind accesul populației la bunuri și servicii.

Situația actuală a comerțului electronic din Ucraina evidențiază o creștere constantă și o transformare treptată a pieței. În anul 2024, volumul total al vânzărilor online a atins 6,3 miliarde de dolari, ceea ce reprezintă o creștere de 8,76% față de anul precedent. Comerțul electronic devine tot mai mult un element esențial al comerțului cu amănuntul, estimându-se că până în 2027 ponderea sa va crește până la 22,6%.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Una dintre principalele cauze ale acestei evoluții este creșterea rapidă a segmentului de electronică, care reprezintă aproximativ o treime din totalul vânzărilor online și înregistrează cel mai ridicat ritm de creștere – de 39% anual.[3].

Dintre principalele platforme de comerț electronic din Ucraina se remarcă Rozetka, Prom.ua, EpicentrOnline, Allo și Makeup (Tabelul 1).

Tabelul 1. – Principalele platforme de comerț electronic din Ucraina

Platformă	Descriere
Rozetka	Cel mai mare retailer online din Ucraina, care oferă o gamă largă de produse, inclusiv electronică, electrocasnice, îmbrăcăminte și produse cosmetice.
Prom.ua	O platformă de tip marketplace populară, care permite întreprinderilor mici și mijlocii să își vândă produsele online.
EpicentrOnline	Platformă online a unei renumite rețele de hipermarketuri de construcții, care oferă o gamă variată de produse pentru casă și lucrări de reparații.
Allo	Platformă de tip multi-retail, specializată în vânzarea de produse electronice și electrocasnice.
Makeup	Magazin online specializat în produse cosmetice și parfumuri, care oferă o gamă largă de articole dedicate îngrijirii și frumuseții.

Sursă: [3]

Împreună, aceste platforme formează o piață diversificată și competitivă, stimulează dezvoltarea comerțului electronic în Ucraina și oferă utilizatorilor o gamă largă de produse și servicii.

Piața comerțului electronic din Ucraina în 2025 se caracterizează printr-o varietate extinsă de produse, precum și printr-o dezvoltare echilibrată a marilor marketplace-uri și a magazinelor online specializate. Conform datelor analitice, cea mai mare pondere pe piața comerțului electronic din Ucraina este deținută de magazinele dedicate categoriilor „Casă și grădină”, „Îmbrăcăminte” și „Alimente și băuturi” [4].

Aceste segmente includ produse achiziționate frecvent de consumatori și reflectă preferințele actuale ale ucrainenilor, care optează pentru comoditatea cumpărăturilor online, livrarea rapidă și diversitatea ofertelor disponibile în mediul digital.

Tabelul 2. – Distribuția magazinelor online pe categorii în Ucraina (2025)

Categorie de produse	Numărul magazinelor online	Pondere din total, %
Home&Garden	1780	19,90
Apparel	1520	16,93
Food&Drink	801	8,94
Beauty&Fitness	690	7,70
Business&Industry	492	5,49
Computers	405	4,52
Vehicles&Parts	351	3,92
Sports	328	3,66
Consumer Electronics	316	3,53
Toys&Hobbies	284	3,17
Others	1990	22,24

Sursă: [4]

Pentru o reprezentare vizuală clară, a fost elaborată o diagramă care ilustrează distribuția magazinelor online pe categorii în Ucraina (2025).

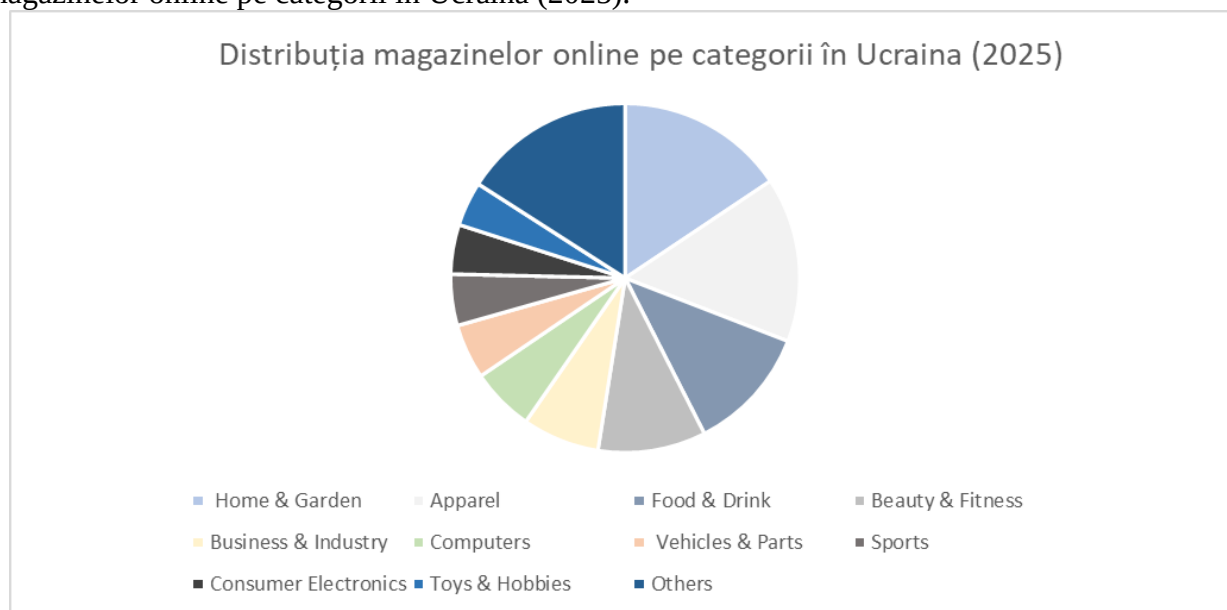


Fig. 3. Distribuția magazinelor online pe categorii în Ucraina (2025)

Sursă: [4]

Analiza datelor din Tabelul 2 arată că, în Ucraina, în anul 2025, cea mai mare parte a magazinelor online aparține comercianților din categoria „Casă & Grădină” (19,9%). Această tendință se explică prin cererea constantă pentru produse destinate locuinței și activităților casnice. Pe locul al doilea se află magazinele din categoria „Îmbrăcăminte” (16,93%), ceea ce demonstrează faptul că cumpărătorii ucraineni preferă din ce în ce mai mult să achiziționeze articole de modă prin intermediul internetului.

Categoria „Alimente & Băuturi” (8,94%) înregistrează o creștere rapidă datorită dezvoltării serviciilor de livrare rapidă, precum Glovo, Zakaz.ua sau BoltFood. Prin urmare, structura pieței comerțului online arată că interesul consumatorilor față de o gamă variată de produse este în continuă creștere, iar comerțul electronic devine un mijloc din ce în ce mai important de achiziționare a bunurilor de uz cotidian în Ucraina [4].

Rezultatele cercetării indică faptul că comerțul electronic din Ucraina rămâne unul dintre sectoarele economiei digitale cu cea mai rapidă dezvoltare. Începând cu anul 2020, sectorul e-commerce continuă să demonstreze o creștere stabilă a vânzărilor, extinderea pieței și consolidarea pozițiilor principalelor marketplace-uri — Rozetka, Prom.ua, EpicentrOnline, Allo, Makeup.ua și altele.

Se estimează că până în 2030, volumul pieței comerțului electronic ar putea atinge 423–550 miliarde UAH, în funcție de evoluțiile economice generale. Aceasta evidențiază tendința unei creșteri pe termen lung, bazată pe extinderea constantă a numărului de utilizatori de internet, dezvoltarea comerțului mobil (m-commerce) și creșterea încrederii consumatorilor în achizițiile online [5].

În ceea ce privește principalele tendințe ale comportamentului consumatorilor, una dintre cele mai relevante este orientarea acestora către comoditate maximă. Cumpărăturile online oferă posibilitatea de a selecta produsul, de a efectua plata și de a primi livrarea la momentul și locul dorit. Acest proces a devenit mai simplu datorită îmbunătățirii sistemelor de plată și dezvoltării serviciilor logistice, precum Nova Poșta, Ukrpoșta și Meest [2]. Tot mai mulți cumpărători utilizează aplicații mobile care nu doar facilitează achizițiile, ci permit și urmărirea comenzilor, lăsarea recenziilor și comunicarea directă cu vânzătorii prin chat.

O altă tendință semnificativă este creșterea încrederii în platformele online. Dacă anterior cumpărătorii manifestau o anumită reticență față de achizițiile pe internet, în prezent majoritatea

consideră acest mod de cumpărare sigur și fiabil. Acest lucru se datorează îmbunătățirii serviciilor, existenței garanțiilor și posibilității de returnare a produselor. Platformele cunoscute, precum Rozetka, Prom.ua, EpicentrOnline, Allo și Makeup, au devenit simboluri ale stabilității și calității, utilizând totodată metode moderne de marketing pentru a fideliza clienții [5].

Motivația cumpărătorilor s-a schimbat semnificativ. Oamenii nu mai urmăresc doar achiziționarea unui produs, ci își doresc o experiență de cumpărare plăcută – livrare rapidă, reduceri, oferte speciale și bonusuri pentru fidelitate. Tot mai mulți consumatori aleg magazinele online care oferă o abordare personalizată, fapt ce stimulează dezvoltarea analiticii datelor, automatizarea marketingului și implementarea recomandărilor individualizate [2].

Se observă o tendință clară de creștere a comerțului mobil și social. Majoritatea utilizatorilor efectuează cumpărături prin intermediul smartphone-urilor, iar popularitatea paginilor comerciale din rețelele sociale este în continuă expansiune. Platformele sociale devin adevărate magazine virtuale, unde cumpărătorii pot consulta recenzii, compara prețuri și efectua comenzi imediat [5].

În același timp, diversitatea produselor comercializate online este în creștere. Pe lângă categoriile tradiționale – electronice, electrocasnice sau îmbrăcăminte – se dezvoltă rapid segmentele dedicate produselor pentru casă, grădină, sport, frumusețe și alimentație. Conform analizei realizate de AfterShip, cele mai populare categorii de produse în comerțul electronic din Ucraina sunt articolele pentru casă și grădină (19,9%), îmbrăcăminte (16,9%) și produse alimentare (8,9%) [4]. Aceste date indică formarea unor segmente de piață diversificate, unde fiecare consumator poate găsi o gamă completă de produse într-un singur magazin online.

În ceea ce privește perspectivele de viitor, experții estimează că până în anul 2030 volumul pieței ucrainene de comerț electronic ar putea depăși 450 miliarde de grivne [4]. Principalii factori ai acestei creșteri vor rămâne transformarea digitală a afacerilor, dezvoltarea tehnologiilor mobile, creșterea nivelului de încredere al consumatorilor și îmbunătățirea serviciilor logistice. Totodată, vor fi utilizate pe scară largă tehnologii inovatoare – inteligența artificială, chatboturile, sistemele de recomandare și asistenții vocali – care vor simplifica considerabil procesul de cumpărare [2].

Prin urmare, comerțul electronic din Ucraina se află într-o etapă de dezvoltare dinamică și de extindere continuă. Structura pieței se transformă, iar comportamentul consumatorilor evoluează odată cu aceasta. Tot mai mulți oameni apreciază abordarea personalizată, rapiditatea, siguranța și confortul. Astfel, în anii următori, comerțul electronic nu va reprezenta doar principalul canal de vânzări, ci și un instrument esențial al economiei digitale a țării.

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SOCIO-ECONOMIC CONSEQUENCES OF INTERNATIONAL LABOR MIGRATION

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International labor migration is one of the key phenomena of the modern international economy, which has a profound impact on the socio-economic development of both exporting and importing countries of labor resources. In the context of globalization and integration processes, the movement of labor is becoming increasingly active, which creates new challenges and opportunities for national economies. The need for qualified personnel, demographic changes, economic crises and uneven development of regions stimulate people to seek better working conditions outside their own countries.

The relevance of studying the socio-economic consequences of international labor migration in the context of the international economy is due to the growing mobility of human resources, which affects the economic indicators of donor and recipient countries of migration. The movement of migrants has an important impact on the labor market, social structures, as well as on the demographic and cultural aspects of society. Therefore, studying this problem will not only allow us to understand the mechanisms that govern migration processes, but will also contribute to improving human resource management strategies and socio-economic development in the context of globalization.

International labor migration is a complex social phenomenon that affects the lives of millions of people around the world. For migrants, the process of moving to a new country can be a path to improving their economic situation, but at the same time it carries a number of social consequences. These consequences can vary depending on the destination country, its legal framework, economic conditions, culture and traditions.

Let's consider the main social consequences that migrants face, including adaptation, social integration, cultural challenges, social ties, and legal status.

Social consequences of migration for migrants:

1. Adaptation to new conditions:

- language barrier - is one of the first challenges that migrants face. Insufficient knowledge of the language of the host country can make communication, job search and everyday interactions difficult. This can lead to isolation and, in some cases, discrimination. It is therefore important that migrants have access to language courses and training programs;
- adaptation to cultural norms. Each country has its own cultural traditions, social norms and ways of life. Migrants may face difficulties in adapting to new conditions, which can lead to stress and psychological problems. It is important that host countries offer adaptation programs that help new residents understand local traditions and customs.

2. Social integration:

- forming social ties. Migrants often face difficulties in forming new social ties. They may feel isolated from society, which complicates the integration process. It is important that governments and civil society organizations provide support in creating communities where migrants can find new friends and support;

- access to social services. Migrants may have limited access to social services such as health care, education and social security. This can negatively affect their health and quality of life. To improve the situation, it is important that importing countries ensure equal access to social services for all residents, regardless of their status.
3. Cultural challenges:
- maintaining cultural identity. Migrants often struggle to maintain their cultural identity, which can lead to tensions with the native population. At the same time, they may face challenges in adapting to a new culture. This process can be a source of conflict if both parties are not prepared for dialogue and mutual understanding;
 - xenophobia and discrimination. Migrants may become victims of xenophobia and discrimination, which can significantly complicate their integration into the new society. This can take many forms, from unpleasant comments to denial of services. Governments should take measures to combat discrimination and protect the rights of migrants.
4. Social connections:
- family breakdown. Migrants often leave their families in their country of origin, which can lead to emotional stress and feelings of loneliness. Distance can make it difficult to maintain relationships with loved ones, which can negatively affect their psychological health;
 - support networks. Despite the difficulties, many migrants find new social support networks among other migrants or through local communities. This can be critical for emotional well-being, as support from others can help reduce feelings of isolation and improve adaptation.
5. Legal status:
- legalization of status. The legal status of migrants can significantly affect their lives. Those with legal status often have better opportunities for employment, access to social services and integration into society. Irregular migrants, on the other hand, may face numerous obstacles, such as fear of deportation and lack of access to basic services;
 - protection of migrants' rights. The protection of migrants' rights is an important aspect affecting their social situation. Governments should provide legal protection for all migrants to guarantee their rights and prevent exploitation. This may include ensuring access to legal assistance, protection from discrimination and guarantees of safety.

Thus, the social consequences of migration for migrants are complex and multifaceted. While migration can provide new opportunities to improve economic conditions and lives, it also comes with numerous challenges. Adaptation to new conditions, social integration, cultural challenges and legal status are just some of the aspects that need to be considered.

International labor migration is determined not only by the movement of labor between countries, but also by its impact on key economic parameters and the development of countries: stimulating investment; GDP growth; increasing innovation potential; promoting the development of high-tech clusters.

In order for migrants to successfully integrate into their new society, it is important to ensure support from governments, local communities and organisations. Policies should aim to create an environment where migrants can feel safe, have access to the necessary resources and opportunities for development.

Migration policy is a set of measures developed and implemented by states or international organizations to manage migration processes. It includes issues of control over the entry and exit of foreigners, protection of migrants' rights, integration of migrants into the society of the host country, and combating illegal migration.

International migration regulation involves coordinating efforts between countries and international organizations, such as the United Nations, the International Organization for Migration (IOM), and others. One of the important aspects of international migration policy is protecting the rights of refugees, ensuring border security, and creating conditions for legal migration.

In this context, international cooperation becomes an important tool for preventing conflicts,

managing migration flows and ensuring stability in both countries of origin and countries of destination. Migration policies must be balanced in order to simultaneously respond to the needs of states and protect the rights of migrants, ensuring their safety and well-being.

Therefore, the study of migration policy and its regulation at the international level is extremely relevant in the context of global challenges and changes taking place in the world. Let us consider the main aspects covering migration policy (Table 1).

Table 1 - Main aspects of international migration policy

Aspects	Content
1. Entry and exit control	One of the most important areas of migration policy is the control of the movement of people across borders. This includes visa policies, entry quotas, border controls, and screening procedures. The aim of these measures is to regulate the number and composition of people arriving in a country in order to ensure security and stability.
2. Integration of migrants	Integration policies aim to help migrants integrate socially and economically into society. This includes training programmes, including language learning, access to the labour market, healthcare and education. Such policies contribute to social stability and reduce conflicts between the local population and newcomers.
3. Regulation of labor migration	Many countries are developing policies that attract foreign labor to fill labor shortages in certain sectors of the economy. This can be either highly skilled labor or seasonal or temporary workers. Such policies are important for the country's economic development, particularly for sectors suffering from labor shortages.
4. Protection of the rights of migrants and refugees	One of the key areas of migration policy is compliance with international obligations to protect the rights of migrants and refugees. Many countries have signed international agreements that guarantee the protection of these individuals' rights, including the right to asylum and access to basic services. In this context, policy often aims to provide humanitarian protection to those fleeing war, violence or persecution.
5. Combating illegal migration	Controlling and preventing illegal migration is an important component of migration policy. Countries are developing mechanisms to detect and deport illegal migrants, and are also cooperating internationally to combat organized crime involved in human trafficking. The aim of such measures is to reduce the pressure on countries' social systems and ensure national security.
6. Humanitarian assistance and temporary protection.	Some countries provide temporary shelter to people fleeing disasters or conflicts. They may be refugees, displaced persons, or asylum seekers. Such arrangements may be temporary, but they play an important role in providing humanitarian assistance during crises.

Source: compiled by the authors based on materials from [1;2;3].

Migration policy is an important element of public governance that allows countries to respond effectively to the challenges associated with migration flows. The main directions of this policy reflect the desire of states to find a balance between their own economic and security interests and international human rights obligations.

Migration processes play an increasingly significant role in a globalized world, where population mobility is an integral part of social, economic and political changes. At the same time, this phenomenon creates complex challenges for nation states and the international community. The growth of migration flows, illegal migration, refugee crises and labor migration require a coordinated and effective response at the international level. Against the background of these challenges, it becomes obvious that there is a need to improve existing mechanisms for regulating migration, which would take into account the rights of migrants, the needs of countries of origin and host countries, as well as provide safer, more orderly and humane conditions for all participants in migration processes.

Recommendations for improving international migration regulation:

1. Strengthening international cooperation. Migration processes, especially in the context of globalization, significantly affect all states, so no country can effectively solve migration challenges on its own. It is necessary to strengthen cooperation between states through international organizations such as the UN, the International Organization for Migration (IOM), the International Labor Organization (ILO) and others. This will allow for the creation of coordinated strategies for managing migration flows, protecting the rights of migrants and addressing problems related to illegal migration, human trafficking, and refugees. Cooperation should include regular exchange of experience, best practices and information on new challenges in the field of migration.

2. Strengthening the protection of migrants' rights. To improve international regulation, it is necessary to expand and improve mechanisms for protecting migrants' rights. This includes access to justice, education, health care, social services and employment opportunities. International organizations should actively support countries in implementing policies that ensure the social integration of migrants, protecting them from discrimination, exploitation and violence.

3. Combating illegal migration. To effectively address this problem, it is necessary to improve border control mechanisms, as well as develop international agreements on the exchange of information on illegal migration channels and the coordination of law enforcement efforts. In addition, it is important to strengthen the fight against organized criminal groups involved in human trafficking and the exploitation of migrants.

4. Introducing new technologies for migration management. The use of digital identification systems, biometrics and other innovative solutions will allow states to better monitor population movements, avoid fraud and create more transparent processes for obtaining documents and accessing services. Technology can also help in collecting and analyzing data to better predict migration flows and develop policies that take these trends into account.

The socio-economic consequences of labor migration are a complex and multifaceted phenomenon that affects the development of both labor-exporting and labor-importing countries. In today's globalized world, where population mobility is increasing, the importance of migration for economic and social development is becoming increasingly evident.

The connection between international labor migration and the global economy has a huge impact on the modern world. This phenomenon has become a key factor in the formation of economic and social speakers that play an important role in the development of countries and change the global economic landscape.

Historically, migration has played a significant role in the formation of economies of countries. However, current trends in this regard are significant complexity and scale. The growth of globalization, the development of communication and transport technologies, as well as various economic factors, complicate and expand the volume of international labor migration, opening up new opportunities and challenges to the countries of the world.

The dynamics of labor resulting from international labor migration is one of the key components of influence on the economy of countries. This process has a significant impact on the global economy due to the various factors and consequences it generates.

Due to the complex impact of international labor migration on the labor force of countries, these aspects include the quantity and quality of labor, the impact on the labor market and the competitiveness of enterprises. It can be presented in the form of Table 2, which summarizes the main aspects and their impact on the labor force through the migration process.

**Table 2 - Impact of International Labor Migration on Labor Dynamics:
Aspects and Consequences**

Aspects of influence	Influence
The amount of labor	It may increase the number of able -bodied persons in host countries, reducing them in sending.
Quality of labor	From increasing skills and education to a variety of qualifications and skills
The impact on the labor market	Changes in wages, working conditions, and competition between migrants and local population
Competitiveness of businesses and economic growth	Can stimulate economic growth by increasing productivity and access to new skills and knowledge

Source: compiled by the authors based on materials from [1;2;3].

On the one hand, exporting countries benefit significantly from remittances received from migrants, reduced unemployment and opportunities for human capital development. However, there are also significant risks, such as brain drain and dependence on remittances, which could threaten economic stability.

On the other hand, importing countries receive the necessary labor force, which contributes to economic growth, increased productivity and improved demographic conditions. However, this process is accompanied by social challenges, such as competition in the labor market, cultural conflicts and overloading of social systems.

At the international level, the regulation of migration processes requires active cooperation between states and international organizations to create effective mechanisms for managing migration. This includes improving legislation, preventing illegal migration and protecting human rights.

Therefore, to maximize the positive effects of migration and minimize the negative effects, countries should develop comprehensive strategies that take into account the economic, social and cultural aspects of migration processes. This will help create conditions for balanced development, which will be beneficial for both labor-exporting and labor-importing countries.

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ARTIFICIAL INTELLIGENCE IN ENTERPRISE MANAGEMENT: ECONOMIC FEASIBILITY AND RISKS

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Today, the modern economy is undergoing a profound digital transformation, where a company's primary competitive advantage is determined not only by its production capacity but also by its ability to work efficiently with information. Artificial Intelligence (AI) is increasingly being integrated into all areas of business activity – from strategic planning to operational management. Its implementation allows enterprises to optimize business processes, reduce costs, and improve the quality of managerial decision-making.

In business, regardless of its form, one of the main objectives is always process automation and scalability. By minimizing production costs, it is possible to significantly reduce the product's cost price and, consequently, achieve profit maximization. Today, there are numerous technological solutions for addressing these challenges, among which Artificial Intelligence (AI) occupies a special place. Scholars emphasize that AI is not a single technology but a whole set of methods, approaches, and algorithms.

The idea of a “machine mind” has a long history. The founders are considered to be McCulloch & Pitts [1], who, in their work “A Logical Calculus of the Ideas Immanent in Nervous Activity”, proposed a formal model of the “neuron” as a binary logical element. This became the first mathematical interpretation of neural activity as a discrete computational unit and laid the foundation for the subsequent theory of artificial neurons.

The further development of this idea was advanced by Frank Rosenblatt [2], who described the perceptron – the first practical adaptive classifier with trainable weights. The perceptron became the first step toward building adaptive systems, but it also revealed its limitations in solving non-linearly separable problems. In subsequent studies, particularly in the work of Minsky & Papert [3], it was shown that the architecture of a single-layer perceptron is limited to linearly separable functions only, which led to a temporary decline in interest in neural networks, known as the “AI winter.”

The situation changed with the advent of the backpropagation algorithm. In 1986, Rumelhart, Hinton & Williams [4] demonstrated that multilayer neural networks could be trained effectively using this algorithm, which is based on the chain rule of differentiation to compute gradients. This approach allowed for the training of hidden layers, forming the foundation of modern deep learning.

The development of AI further accelerated with the emergence of convolutional neural networks (CNNs). A significant contribution was made by LeCun et al. [5], who created the LeNet architecture, applied for automatic recognition of bank checks. They introduced the concepts of local receptive fields and weight sharing, which significantly improved image processing efficiency and laid the groundwork for modern CNN models.

At the same time, for sequential data, classical approaches faced limitations due to the “vanishing gradient” problem. To address this, the Long Short-Term Memory (LSTM) architecture was proposed, described by Hochreiter & Schmidhuber [6]. It is based on the use of memory cells and a system of gates that regulate the flow of information, allowing context to be retained over time. This approach became key for working with time series, speech, and text.

Further research [7] demonstrated that LSTM is effectively applied in areas such as speech recognition, machine translation, financial forecasting, and medical analytics. Thanks to these achievements, modern voice assistants, such as Apple Siri, are capable of processing speech in real time while considering the context of previous phrases.

The use of AI in business has clear economic feasibility, which manifests itself in three key areas: increased productivity, cost reduction, and improved quality of managerial decisions.

First, artificial intelligence allows for the automation of routine operations that were previously performed by humans. This includes processing large volumes of data, generating reports, analyzing financial indicators, managing inventories, and forecasting demand. As a result, the enterprise can reallocate resources to strategic areas of activity.

Second, the implementation of AI provides the ability to perform deep analytical processing of information in real time. Intelligent systems can independently identify patterns that are not obvious to humans and propose managerial decisions based on statistical and behavioral analytics. This enables the enterprise to respond more quickly to changes in the external environment, market trends, or consumer behavior.

Third, machine learning technologies increase the accuracy of forecasts and reduce the risk of erroneous decisions. Modern enterprises actively use AI in forecasting cash flows, optimizing supply chains, managing personnel, credit scoring, fraud detection, and evaluating investment project risks. Such tools ensure a more stable and predictable business development.

An important argument for the economic feasibility of AI is cost reduction. The use of AI allows for the optimization of energy consumption, minimization of logistics costs, and reduction of downtime losses. For example, predictive maintenance systems based on neural networks analyze the technical parameters of machines in real time and warn of potential breakdowns. This reduces the number of accidents and downtime, which directly impacts the cost of production.

In the field of human resource management, AI systems assist in selecting personnel, evaluating employee performance, and developing individual career paths. This enables enterprises to optimize HR policies and increase labor productivity.

From an economic perspective, AI is a powerful tool for increasing profitability. Enterprises that implement intelligent data analysis systems achieve more accurate demand forecasting, optimized pricing strategies, and more efficient capital utilization. As experience from leading corporations shows, investments in artificial intelligence tend to have a rapid return on investment, especially in industries with high data-processing intensity – such as finance, logistics, commerce, and manufacturing.

Modern enterprises that do not utilize artificial intelligence (AI) risk losing their competitive advantages. Without AI, decision-making becomes slower, as algorithms can quickly analyze large volumes of data, whereas traditional methods require more time and resources. This may lead to missed market trends and incorrect assessments of customer needs.

The absence of AI reduces the efficiency of internal processes. Without automation of routine tasks and forecasting of production requirements, an enterprise faces excessive costs, human errors, and resource losses. Moreover, companies lose opportunities for personalization and improved customer service, which can result in audience attrition and weaker competitiveness.

Ignoring AI limits innovative development: without new technologies, it is more difficult to create products, optimize marketing, and implement effective business models. Thus, enterprises without AI lose time, resources, and development potential, which can seriously affect their survival in the modern market.

Alongside the significant advantages, the use of AI is accompanied by a range of risks, which have both economic and social dimensions.

1. Financial risks. Implementing AI systems requires substantial initial investments: purchasing software, upgrading IT infrastructure, training personnel, and integrating with existing business processes. For small and medium-sized enterprises, these costs can be excessive, putting the rapid return on investment into question.

2. Risk of erroneous decisions. The effectiveness of AI directly depends on the quality of input data. If training datasets contain errors, distortions, or unrepresentative samples, the system may make incorrect decisions, leading to economic losses or reputational damage.

3. Cybersecurity and privacy. AI works with large volumes of sensitive data, including financial, customer, and production information. Insufficient protection can result in leaks of commercial information or cyberattacks, the consequences of which are particularly dangerous for strategically important enterprises.

4. Technological dependence. A significant portion of AI tools is owned by international corporations. This creates dependence on external suppliers and the risk of market monopolization, which complicates the adaptation of technologies to the specific needs of local businesses.

5. Socio-labor risks. Automation of managerial processes reduces the demand for certain categories of workers. This can lead to social tension, especially in countries with a high proportion of jobs susceptible to digital replacement.

6. Ethical and legal challenges. Questions regarding responsibility for AI system actions remain debatable. In the case of erroneous decisions, it is difficult to determine who bears legal responsibility – the developer, the user, or the system itself. Additionally, issues of algorithmic transparency and potential bias in decision-making arise [8].

For the successful implementation of artificial intelligence (AI) in enterprise management, it is crucial to adopt a strategic approach that encompasses both technological and organizational measures. The following key steps are recommended:

1. Phased implementation. Enterprises should begin with pilot projects that allow them to evaluate both the economic feasibility and the technological readiness for AI adoption. This gradual approach minimizes risks and provides insights for scaling AI solutions across the organization.

2. Data audit. High-quality and comprehensive data are the foundation for effective AI systems. Conducting a thorough audit ensures that information resources are complete, accurate, and structured in a way that enables efficient algorithm training and reliable predictive outcomes.

3. System control and monitoring. Each AI model should be complemented by human oversight mechanisms. Continuous monitoring allows managers to verify results, detect anomalies, and prevent potential failures caused by automated decisions.

4. Investment in cybersecurity. Protecting data is critical in AI-driven enterprises. Organizations should implement advanced security measures, such as encryption, multi-factor authentication, and intrusion detection systems, to safeguard sensitive information from unauthorized access or cyberattacks.

5. Personnel training. The success of AI integration depends not only on technological solutions but also on the competence of users. Structured training programs in digital literacy, analytical thinking, and AI management enhance staff capabilities and ensure the effective use of AI tools.

6. Ethical management. Establishing clear internal policies for the ethical use of AI is essential. Guidelines should define rules for data access, the boundaries of automation, algorithmic transparency, and accountability, fostering trust among stakeholders and reducing reputational and legal risks.

7. Collaboration with external experts and partners. For successful AI integration, enterprises can benefit from cooperating with technology providers, research institutions, and AI consultants. Such collaboration allows companies to access advanced tools, gain specialized knowledge, and implement best practices, accelerating innovation while reducing trial-and-error risks.

By following these strategic measures, enterprises can maximize the benefits of AI, minimize associated risks, and create a sustainable foundation for digital transformation.

A balanced implementation of AI, taking these factors into account, allows for minimizing risks and ensuring maximum economic impact.

Market development trends indicate that over the next few years, artificial intelligence technologies will become a fundamental element of enterprises' digital ecosystems. Special attention will be focused on integrating AI with Big Data, the Internet of Things (IoT), and blockchain technologies. This will ensure transparency in supply chains, manufacturing flexibility, and improved forecasting accuracy.

In the field of corporate management, AI will act as an intelligent advisor, assisting executives in decision-making based on predictive models, risk analysis, and evaluation of strategic alternatives. It is expected that such systems will be capable not only of analyzing historical data but also of modeling future enterprise development scenarios while taking into account changes in the external environment.

At the same time, a key task remains ensuring a balance between automation and human oversight, as it is humans who define the strategic goals of the business, while technology merely provides the tools to achieve them.

Artificial intelligence is a powerful catalyst for the innovative development of enterprises, capable of radically transforming management systems and creating new economic opportunities. Its implementation enhances the efficiency of business processes, reduces costs, improves decision quality, and contributes to the formation of sustainable competitive advantages.

However, alongside the advantages, there are risks associated with the high cost of technologies, potential algorithmic errors, information security, and the social consequences of automation. To minimize these risks, it is necessary to implement a phased AI adoption strategy, establish ethical management standards, and ensure professional training for personnel.

The successful integration of artificial intelligence into enterprise management should be based on a combination of economic feasibility, technological readiness, and social responsibility. This approach will ensure not only increased business efficiency but also sustainable economic development as a whole.

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THE IMPACT OF HOSPITALITY ON SUSTAINABLE DEVELOPMENT OF TOURISM

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Hospitality is a concept that describes the characteristics of acceptance, hospitality and care for guests. It involves creating a warm and welcoming atmosphere, ensuring comfort and meeting the needs of customers. Hospitality is expressed through the friendliness of the staff, understanding and fulfilling the needs of guests, who become the center of attention. Sustainable development, in turn, is a concept that ensures a balanced interaction between economic, social and environmental aspects. In the context of the tourism sector, sustainable development implies the ability of the industry to ensure economic growth, social equity (even distribution) and the preservation of natural and cultural resources for future generations.

The tourism sector is of great importance for the economy, as it is one of the key sectors contributing to economic growth. Tourism provides an increase in GDP, the creation of new jobs and the influx of investment in the hotel, restaurant business, transport and other related sectors. In addition, tourism can contribute to the development of infrastructure and support for small and medium-sized enterprises. Tourism also has social benefits for society. It contributes to the enrichment of cultural heritage, the rapprochement of different cultures and increased intercultural understanding. Tourists have the opportunity to explore new places, traditions and customs, interact with the local population, which contributes to the broadening of worldview and understanding of diversity. Among the tourism sub-sectors, the hospitality industry has a significant impact on the environment. This sector consumes a significant amount of energy, water, chemicals, and produces a significant amount of household waste. The impact is determined by the location, type, development of an environmental strategy, and management of the accommodation facility. The scale of the environmental impact of hospitality facilities is determined by their type (hotels, SPA hotels, eco-hotels, etc.), and therefore by the type and form of tourism. Hospitality plays an important role in the tourism sector, as it is a key factor in creating a positive tourist experience and guest satisfaction. Hospitality is manifested through quality service, attention to detail, and a personal approach to each guest. A harmonious combination of hospitality and sustainable development has great potential for the tourism sector. This means that hospitality must be provided while preserving natural and cultural resources, taking care of environmental sustainability and social responsibility. Hotels and tourism

enterprises should consider sustainability as a strategic element of their business, implementing energy-efficient technologies, reducing environmental impact and promoting local development. This synergy between hospitality and sustainable development is key to a successful tourism sector, as it ensures quality tourism services, preserving natural resources and contributing to the well-being of local communities. Hospitality is considered one of the key elements of the tourism experience. It influences the perception and satisfaction of tourists during their stay at a destination.

Hospitality can be demonstrated through a personal approach to each guest, a sense of comfort and friendliness in interactions with staff and other local residents. Hospitality has a direct impact on the level of tourist satisfaction. When guests feel good and receive high quality service, their level of satisfaction increases. Hospitality creates positive emotions that contribute to a positive tourist experience and increase guest loyalty. Satisfied tourists are more likely to return in the future and recommend the place to their friends. Hospitality can serve as a competitive advantage for tourism businesses. In today's competitive environment, where there are a large number of tourism offerings competing for tourists' attention, hospitality is becoming an important element of a decisive advantage.

Businesses that offer a higher level of hospitality have a better chance of attracting and retaining customers. Hospitality can be expressed through staff who provide individual attention to guests, the availability of comfortable and convenient facilities and services, and the use of technologies that facilitate interaction with guests. Hospitality and sustainable development are interrelated concepts in the tourism sector. Hospitality can be expressed through an attitude towards guests that takes into account their needs, cultural characteristics and contribution to the local community. At the same time, sustainable development implies that hospitality should be implemented in a way that preserves and balances environmental, socio-cultural and economic aspects. For example, hotels and restaurants can implement energy-efficient technologies, promote local products and cultural heritage, and contribute to the social development of the local population. This combination of hospitality and sustainable development contributes to the creation of a successful tourism sector that offers quality services while ensuring the preservation of natural and cultural resources for future generations. Sustainable development is defined as a form of development that meets the current needs of people without compromising the ability of future generations to meet their own needs. It is based on three main components: environmental, social, and economic. The environmental component is focused on preserving natural resources and minimizing negative impacts on the environment. The social component takes into account the needs and well-being of society, ensuring justice, equality, and cultural diversity. The economic component supports sustainable economic development by ensuring the efficient use of resources and creating economic prosperity [1]. Hospitality plays an important role in the sustainable development of tourism, contributing to the creation of a positive tourist experience that affects guest satisfaction and loyalty. Hospitality can also contribute to the preservation of natural and cultural resources, as it includes environmental sustainability and responsible use of resources. In addition, hospitality can contribute to the social development of local communities, stimulating employment, the development of local enterprises and the support of cultural traditions [2].

The problems of the development of the hospitality industry and its relationship with the concept of sustainable development are widely reflected in the works of domestic and foreign scientists. Recent research in this area demonstrates that this problem is only gaining relevance [3-5]. In particular, among the latest studies, we can highlight the impact of hospitality on sustainable development, in particular in "green" restaurants [3], with special emphasis on human resource management [4] as an internal prerequisite for environmental management using the example of the hotel industry. In [5], an analysis of the impact of environmental certification on the productivity and competitiveness of hotels is provided. Among the studies of Ukrainian scientists, this issue is not

presented widely enough. Mostly, the works of domestic scientists are aimed at studying individual aspects of the greening of tourism activities - the greening of hotels and restaurants, the development of ecotourism, the introduction of waste-free technologies in individual institutions, etc. However, the issues described in this study can give impetus to further scientific research in this area and develop individual recommendations for regions for the sustainable development of the tourism sector. In particular, problems related to hospitality and sustainable development in the tourism sector may include:

1. The impact of tourism on the natural environment. The growing flow of tourists can lead to excessive use of resources, environmental pollution, destruction of ecosystems and loss of biodiversity. Insufficient management of nature reserves and failure to comply with environmental standards can cause serious environmental problems.

2. Socio-cultural consequences. Mass tourism can lead to cultural assimilation, loss of traditions and distortion of local culture. The commercialization of traditional folklore events and the mass influx of tourists can affect the authenticity and identity of local communities.

3. Uneven distribution of tourism benefits. It is often the case that tourism profits are concentrated in a few popular regions, while other regions remain excluded from the economic benefits of the tourism sector. This can lead to social inequality and economic disparity.

4. Lack of conscious consumption and cultural understanding. Many tourists may be insufficiently educated about the impact of their consumption on the local community and the environment. Lack of cultural understanding can lead to disrespect for local customs, traditions and social norms.

5. Instability and seasonality. The tourism sector often faces seasonality and fluctuations in demand, which can affect business stability and employment. Too much dependence on tourism can make the economy vulnerable to economic and social changes.

The described problems require an integrated approach and joint efforts from government agencies, local communities, the business sector and tourists to ensure hospitality and sustainable development in the tourism sector. The interaction of hospitality and sustainable development is an important factor in creating a sustainable tourism sector. Hospitality can serve as a platform for implementing sustainable development in tourism. It contributes to understanding the needs of tourists and contributing to their satisfaction, taking into account environmental and social aspects. At the same time, sustainable development contributes to creating favorable conditions for the development of hospitality, ensuring the preservation of natural and cultural resources, support for the local community and economic sustainability [3].

There are numerous examples of successful implementation of synergy between hospitality and sustainable development in the tourism sector. Also, below is a diagram of the main components for achieving such a synergistic relationship. One important aspect of the synergy between hospitality and sustainable development is the development of environmentally friendly hotels and resorts. This means using energy-efficient technologies, reducing emissions and optimizing water consumption. Such businesses can also promote waste recycling and reuse, and adopt a sustainable approach to construction and design, using natural materials and emphasizing environmental efficiency. Hotels can also organize cultural events that promote the traditions and arts of local communities. This contributes to the preservation of cultural heritage and the development of local tourism. Some hotels also incorporate social responsibility into their business practices by supporting local charities and initiatives. These examples demonstrate how hospitality and sustainability can work together to create a positive impact on the economy, society and the environment [6].

Another important component of the synergy between hospitality and sustainability is the use of local products and support for local suppliers. This helps reduce the carbon footprint, as local products do not require long transportation. In addition, it supports the local economy, increases the

income of local residents and contributes to the preservation of traditional culture and crafts. The synergy between hospitality and sustainable development also implies social responsibility and contribution to the local community. Hotels and resorts can involve local residents in their activities, provide jobs and support the development of local education, health and infrastructure. They can also contribute to the cultural and social integration of the local community by organizing cultural events, exhibitions and volunteering. There are certain challenges and obstacles to achieving synergy between hospitality and sustainable development. For example, the cost of implementing sustainable practices can be high, which can be a problem for some businesses. It is also necessary to ensure consistency between the economic, social and environmental aspects of sustainable development. In addition, it is necessary to involve and educate all stakeholders, including tourists, entrepreneurs and the local community, to ensure their active participation in realizing the synergy of hospitality and sustainable development. In addition, the following can be considered as the main challenges:

1. Insufficient awareness and understanding of the importance of hospitality and sustainable development. Many people, including entrepreneurs, tourists and even the local community, may not have sufficient information about the benefits and opportunities they can gain from implementing hospitality and sustainable development in the tourism sector. To overcome this challenge, it is necessary to conduct educational campaigns, information activities and provide access to relevant data and research to understand the benefits of hospitality and sustainable development.

2. Economic constraints and lack of investment. The implementation of sustainable practices and infrastructure requires financial resources. Economic constraints and lack of investment can make it difficult to realize the synergy between hospitality and sustainable development in the tourism sector. To overcome this challenge, it is possible to attract investors, create financial supports and promote the development of partnerships with the business sector and government authorities.

3. Socio-cultural and environmental challenges. The socio-cultural aspect involves the preservation of cultural heritage, traditions and ethical values of local communities. The environmental aspect includes the preservation of natural resources, biodiversity and reducing environmental impact. To address these challenges, approaches that combine the preservation of cultural heritage and the natural environment with the development of tourism services can be used.

These challenges can be overcome by developing effective strategies, cooperation between different stakeholders and creating a favorable legislative and regulatory environment to support sustainable development in the tourism sector [4]. Several strategies can be used to develop synergies between hospitality and sustainable development in the tourism sector. First, it is important to promote partnerships between different stakeholders, including government agencies, the business sector, the local community and academia. Second, sustainable standards and certification systems should be developed and implemented that will facilitate the implementation of sustainable development in the hotel and restaurant sector. In addition, it is necessary to involve tourists as active participants in the process of sustainable development, promote education and conscious consumption [5]. One of the key aspects of creating such synergy is:

1. Cooperation between tourism enterprises and local authorities. Mutual relations and exchange of experience in the implementation of sustainable practices. Local authorities can contribute to the creation of a favorable regulatory environment, provide support and financial resources for initiatives aimed at sustainable tourism development. Tourism enterprises, for their part, can actively cooperate with local authorities, adhere to standards and recommendations, and contribute to the development of the local economy and cultural heritage.

2. Implementation of sustainable development standards and certification systems. This aspect allows assessing and recognizing tourism enterprises that demonstrate high standards of sustainable development. Such certification systems, for example, LEED (Leadership in Energy and Environmental Design) or Green Globe, establish criteria for environmental efficiency, social

responsibility and economic sustainability. The implementation of standards and certification systems encourages tourism enterprises to adopt sustainable practices and contributes to the sustainable development of the tourism sector as a whole.

3. Involving tourists in participation in environmental and social initiatives. This aspect can be implemented by providing information and education to tourists about sustainable practices and encouraging conscious consumption. It is also possible to organize environmental and social projects in which tourists can actively participate, for example, ecological excursions, voluntary work in local communities, etc. Involving tourists in environmental and social initiatives helps to raise awareness and actively support the sustainable development of the tourism sector.

The prospects for the synergy of hospitality and sustainable development in the tourism sector are promising and open up new opportunities for the successful development of this industry.

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SYSTEMIC APPROACH TO BUILDING ADAPTIVE PERSONNEL MANAGEMENT TOOLS IN THE CONTEXT OF STRATEGIC CHANGES

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Problem statement. The current stage of organizational development is characterized by intense strategic transformations caused by digitalization, globalization, increased competition, and rapid changes in the external environment. In such conditions, the key factor in ensuring strategic

stability is the adaptability of personnel, which is determined not only by the presence of basic competencies, but also by the ability to continuously improve and transform them in accordance with new challenges. Traditional personnel management models focused on linear professional development are proving ineffective because they do not take into account the need for the simultaneous formation of new knowledge and development of existing skills, as well as their integration into the strategic processes of the organization.

The integration of innovative digital technologies (online platforms, VR/AR simulators, knowledge management systems) into the process of competence formation and development is of particular importance, as their absence or unsystematic use hinders the improvement of management efficiency. Thus, a pressing scientific problem is the development of a comprehensive scientific and methodological approach to the formation of instrumental support for systematic adaptive personnel management in an organization in conditions of strategic change. Such an approach should take into account the interconnection between the formation and development of competencies, integration into a closed management cycle, and the use of modern digital tools, which will ensure increased employee flexibility and strategic stability of the organization in a dynamic environment.

Analysis of recent studies and publications. Ukrainian researchers, in particular O. V. Kuzmenko, I. V. Grygorenko, and T. M. Shpak, emphasize in their works the need to improve the instrumental support of HR systems to increase the flexibility of organizations. Considerable attention is paid to the development of methods for assessing competencies, building systems for diagnosing personnel risks, and implementing digital personnel management platforms. At the same time, it is emphasized that it is the combination of traditional management models with the latest analytical tools that allows the creation of adaptive HR practices capable of functioning effectively in conditions of strategic uncertainty [1].

Among foreign researchers, it is worth highlighting the works of R. Kaplan and D. Norton, who consider the role of systematic competence management in the formation of balanced organizational strategies. The research of D. Ulrich and W. Brockbank focuses on the transformation of HR into a strategic business partner, which involves the active use of analytics tools, 360-degree assessment models, and continuous staff development systems. They emphasize that the effectiveness of adaptive personnel management is determined not only by the individual competencies of employees, but also by the organization's ability to create a learning environment and institutionalize innovative practices [2].

Recent works by domestic researchers analyze the experience of implementing digital HR solutions in the public and corporate sectors. In particular, reports by the Ministry of Economy of Ukraine and the National Agency for Civil Service note a gradual transition to the use of digital HR platforms, distance learning systems, and competency assessment tools. At the same time, researchers highlight a number of barriers, including regulatory restrictions, a lack of digital skills among staff, and insufficient integration of analytical mechanisms into the strategic management system [4].

Purpose of the article. The purpose of the article is to develop a scientific and methodological approach to the formation of instrumental support for systematic adaptive personnel management in an organization in conditions of strategic change, which ensures the integration of the processes of formation and development of competencies, increases the adaptability of employees to transformational challenges, guarantees the continuity of the management cycle, and strengthens the strategic stability of the organization.

Presentation of the main material. The scientific and methodological approach to the formation of instrumental support for personnel development in conditions of strategic change is based on the principles of continuous improvement and is aimed at increasing the adaptability of employees to transformations in the organization and its external environment. Its goal is the targeted formation of new competencies and the development of existing ones, which ensures that human resources are able to meet the strategic challenges of a dynamic environment. The approach is implemented within block 2, "Ensuring staff adaptability," of the four-block model of systematic adaptive management of the organization and is integrated with other blocks.

The effectiveness of block 2 is determined by its interaction with blocks 1, 3, and 4. Block 1,

VII Международный конкурс студенческих научно-исследовательских работ по экономике

“Personnel Assessment,” generates baseline data on the level of competencies and potential of employees, which makes it possible to identify gaps and opportunities for development. Block 3, “Monitoring of Strategic Changes,” tracks environmental transformations and predicts new competency requirements, ensuring the relevance of development programs. Block 4, “Systematization of Requirements,” summarizes the results of diagnostics and development, forming competency parameters for the next assessment cycle. This ensures the continuity of the system and the adaptability of personnel.

The methodological approach is implemented in five stages, covering the formation of new competencies and the development of existing ones. The first stage is the diagnosis of needs: in terms of formation — identifying the lack of necessary competencies and starting positions; in terms of development — assessing the potential of existing skills. Compliance matrices, hard and soft skills testing, the “360-degree” method, in-depth interviews, and expert assessments by managers are used (Table 1).

Table 1. Needs assessment

Subprocess	Tools and methods	Purpose
Formation	“Current – required level” matrix, online hard and soft skills tests, 360° methodology	Identification of missing competencies, starting positions
Development	In-depth interviews, expert assessment by managers, analysis of participation in strategic projects	Identification of the potential of existing competencies

The second stage is program design. In terms of formation, it involves the creation of adaptation programs and individual basic training plans, including initial training modules, mentoring, and courses on mastering new technologies or processes. In terms of development, this stage is implemented through the design of individual professional growth trajectories based on existing competencies, including the use of the “70-20-10” model, competency development maps, career planning mechanisms, and involvement in the organization's strategic tasks (Table 2).

Table 2. Program design

Subprocess	Tools and methods	Purpose
Formation	Adaptation programs, individual plans, training modules, mentoring, new technology courses	Planning for learning new competence
Development	Individual trajectories, the “70-20-10” model, competency development maps, career planning	Personalized development paths

The third stage—program implementation—involves the practical implementation of training activities in the area of development, including basic training, interactive courses, internships, and adaptation programs for new employees. In terms of development, implementation involves in-depth training, coaching and mentoring, staff rotation, participation in cross-functional projects, and strategic scenario simulations. An important component of both sub-processes is the use of modern digital tools, such as adaptive online platforms, VR and AR simulators, and integrated knowledge management systems, which significantly increase the effectiveness of training and staff development by ensuring interactivity, adaptability, and the ability to evaluate results in real time (Table 3).

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Table 3. Implementation of programs

Subprocess	Tools and methods	Purpose
Formation	Basic training, interactive courses, internships, adaptation programs	Practical mastery of new knowledge
Development	Coaching, mentoring, staff rotation, cross-functional projects, strategic scenario simulations, e-learning, digital knowledge maps	In-depth improvement of competencies and readiness for strategic tasks

The fourth stage consists of evaluating performance. In terms of development, evaluation is carried out by measuring the level of assimilation of new knowledge and skills, testing, and verifying readiness to perform basic functions within the framework of strategic changes. In terms of development, the assessment focuses on determining the degree of deepening of competencies, the ability to perform complex tasks, and participation in strategic projects. The assessment tools are development KPIs, retesting, self-assessment, management assessment, and analysis of performance results in real conditions of change (Table 4).

Table 4. Performance evaluation

Subprocess	Tools and methods	Purpose
Formation	Testing, KPIs, assessment of knowledge acquisition and readiness for basic functions	Quality control of knowledge acquisition
Development	Development KPIs, retesting, self-assessment, assessment by managers, analysis of project results	Determination of effectiveness and degree of competence development

The final stage includes feedback and integration of results into the management cycle. In terms of formation, this stage involves adjusting basic training programs in line with new strategic requirements and re-diagnosing needs. In terms of development, information on the effectiveness of professional growth tools is accumulated, databases of individual trajectories are created, and directions for further career advancement are determined. Integration of results ensures the continuity of staff adaptation and increases the strategic stability of the organization, creating conditions for stable development and increased competitiveness in a dynamic environment (Table 5).

Table 5. Integration of results

Subprocess	Tools and methods	Purpose
Formation	Program correction, re-diagnosis, updating of training modules	Preparation for a new cycle of formation
Development	HRM platform, knowledge base, database of individual trajectories, performance analytics, career trackers	Accumulation of results and planning of a new development cycle

This approach demonstrates that the integration of competence formation and development within Block 2 and its interaction with other blocks of the system ensure comprehensive and continuous personnel management, which contributes to the strategic stability of the organization and high adaptability of its human resources in conditions of dynamic change.

Conclusions and recommendations. As a result of researching the scientific and methodological approach to forming instrumental support for personnel development in conditions of strategic change, it can be concluded that the proposed model is a highly effective integrative mechanism that ensures a comprehensive increase in employee adaptability and the strategic stability of the organization. The methodological approach is based on the principles of continuous improvement and provides for a clear distinction between the processes of competence formation and development. Competency formation allows for the creation of a knowledge and skill base necessary for integration into new functions and the implementation of strategic tasks, while development ensures the deepening of existing competencies, increased staff flexibility, and readiness for complex transformation processes. The effectiveness of the approach is determined by the interaction of block 2, “Ensuring staff adaptability,” with the other blocks of the four-block model: block 1, “Staff assessment,” forms the starting point for the diagnosis and planning of development programs; Block 3, “Monitoring Strategic Changes,” ensures timely adjustment of training program content in line with internal and external transformations, and Block 4, “Systematization of Requirements,” transforms performance results into new competency parameters for the next assessment cycle. This interaction creates a closed, continuous system that ensures staff adaptability and strategic stability of the organization in a dynamic environment.

The proposed stages of the methodological approach — needs assessment, program design, program implementation, performance evaluation, and integration of results into the management cycle — form a comprehensive cycle of adaptive personnel management. Specific tools and methods are defined for each stage to ensure both the creation of new competencies and the deepening of existing ones. In today's environment, the use of digital tools plays an important role, including adaptive online platforms, VR and AR simulators, integrated knowledge management systems, and analytical HR platforms, which increase the effectiveness of training and development, provide timely feedback, and enable practical testing of competencies.

Based on the analysis of the research results, it is advisable to make several scientific and methodological proposals. Digital integration of adaptive management processes should be strengthened to ensure realistic training of competencies and increase staff motivation. It is recommended to develop detailed individual development trajectories based on HR analytics, employee potential forecasting, and assessment of participation in strategic projects to ensure a personalized approach to professional growth. It is necessary to increase the role of monitoring strategic changes, which will allow for the timely updating of the content of competency formation and development programs in line with market trends, technological transformations, and internal changes in the organization. An important aspect is the intensification of the feedback process and integration of results through the automation of data collection, the use of HRM platforms and analytical tools, which ensures a continuous cycle of competence improvement and strategic adaptability of personnel. A comprehensive performance evaluation system should be implemented, combining development KPIs, testing, self-assessment, manager evaluation, and analysis of results from participation in strategic projects, which will allow for an objective determination of the degree of competency development and employee readiness for complex tasks. In addition, it is important to ensure the integration of the methodological approach with the corporate strategy of the organization so that the formation and development of staff competencies directly support strategic goals and increase competitiveness in a dynamic market.

Thus, the proposed scientific and methodological approach to the formation of instrumental support for personnel development in conditions of strategic change combines the processes of formation and development, integrates them with external and internal transformations, ensures the continuity of the management cycle, the use of modern digital technologies and analytical tools, and guarantees the strategic readiness of the organization for change and a high level of staff adaptability. The implementation of this approach contributes to the creation of a holistic, systematic, and integrated model of adaptive personnel management, which ensures increased efficiency, flexibility, and competitiveness of the organization in a dynamic and uncertain environment.

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EMOTIONAL MARKETING - HOW BRANDS SELL FEELINGS, NOT PRODUCTS

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Emotional marketing is more than 50% more effective than traditional advertising because it forms long-term psychological associations rather than a short-term promotional effect. Although customer satisfaction matters, consumers with an emotional connection behave differently: they are three times more likely to recommend a brand and provide 52% higher lifetime value than simply

satisfied customers. Emotional branding is a strategic approach that focuses on forming deep personal connections between the brand and the consumer. Mark Gobe, who emphasized that brands can build meaningful relationships through emotional interaction, developed the concept. The essence of the approach is to appeal to people's emotions, needs, and desires, rather than just the product or its characteristics. Research shows that emotional factors determine 65-70% of customer engagement.

Key elements of emotional branding include:

- building trust through authenticity;
- creating a sense of belonging and emotional closeness;
- building meaningful stories that resonate with consumers' personal values.

According to Harvard University professor Gerald Saltman, purchasing behavior is fundamentally connected to our subconscious. Neuroscientists have found that people with damaged emotional centers in the brain have difficulty making decisions, demonstrating how important emotions are in the decision-making process. Approximately 70% of purchasing decisions are driven by emotional factors, leaving only 30% to rational reasoning. When brands engage with customers' emotions, brain imaging studies can predict purchasing decisions with 70% accuracy. The psychology behind these decisions goes deeper than simple likes or dislikes, with emotional advertising being 50% more effective than advertising that doesn't appeal to emotions. This effectiveness stems from how our brains process the experience of using a brand through a combination of emotional safety, ego gratification, and personal values. Studies using functional magnetic resonance imaging have shown that consumers primarily evaluate brands through personal feelings and experiences, rather than focusing on characteristics and facts, while research by the Advertising Research Foundation has shown that "liking" serves as the most reliable predictor of whether advertising will increase brand sales. Quality brand communications have a longer-lasting impact than previously thought, as strong brands create patterns of emotion that go beyond simple recognition and form emotional memories that influence future purchasing decisions [1].

Different target audiences respond to different emotional triggers, with some consumers motivated by fear of missing out, a desire for comfort and belonging, a need for joy and excitement, or a desire for trust and security.

Social media platforms and video content have become powerful channels for creating emotional connections with audiences, with research showing that 81% of customers consider purchasing products after seeing social media posts from influencers or personal connections. Social media offers unique opportunities to build authentic emotional connections. For example: create meaningful narratives on social media, maintain a consistent brand identity and voice across channels, share behind-the-scenes content and employee stories, leverage user-generated content for authenticity, track conversations in real time, and strategically implement emojis for younger audiences. Social proof drives emotional connections because customers trust online product reviews almost as much as personal recommendations, and through strategic social media monitoring, you can track brand conversations and adjust your emotional branding strategy accordingly.

Video marketing has proven to be exceptionally effective at creating emotional connections, with viewers sharing video content twice as often as other digital formats. This effectiveness stems from video's unique ability to engage multiple senses simultaneously, leading to stronger emotional impact and better retention. Creating emotionally resonant videos requires a focus on authentic storytelling that showcases real human experiences, and videos featuring real people increase trust because viewers engage with characters on a personal level. Strategic elements like music, lighting, and camera angles can direct an audience's emotional response, and research shows that video content helps 96% of marketers increase user understanding of their products or services. To maximize emotional impact, you need to include behind-the-scenes looks that humanize the brand, employee coverage that builds trust, user testimonials that provide social proof, and strategic calls to action at emotionally peak moments. Successful video marketing requires understanding your audience's emotional triggers and focusing on creating authentic, relatable content that goes beyond current trends to establish lasting connections that drive engagement and loyalty [2].

Table 1. Types of emotions used by brands and their impact on consumers

Emotion	Example Brands / Campaigns	Purpose / Target Effect	Impact on Consumer
Joy / Happiness	Coca-Cola (“Open Happiness”), M&M’s	Build positive emotional connection, increase loyalty	Creates pleasure and happiness during purchase, evokes positive associations, encourages repeat buying
Nostalgia / Warm Memories	Disney, Lego	Evoke childhood memories, trust and comfort	Builds emotional attachment, long-term loyalty and affection toward the brand
Belonging / Community	Apple (“Think Different”), Nike	Foster a sense of community and shared values	Strengthens emotional bond with consumers; they feel part of a meaningful group or brand “family”
Trust / Empathy	Lifebuoy, AXA, social initiatives	Promote a feeling of safety, care, and responsibility	Reduces anxiety, increases confidence in brand reliability, builds trust
Admiration / Inspiration	Apple (“Shot on iPhone”), Nike	Create a “wow effect,” inspire ambition and creativity	Motivates to act, enhances self-expression, encourages loyalty and repeat engagement
Freedom / Self-Expression	Apple (“1984”), lifestyle brands promoting independence	Inspire autonomy and control over life choices	Fosters individuality and deep emotional attachment to the brand
Fear / Insecurity	Insurance brands (AXA), banks, health companies	Encourage protective behavior, reduce uncertainty	Drives purchasing decisions to avoid risk, reinforces brand trust that offers reassurance
Disappointment (Negative Reaction)	Brands with poor customer experience	Overcome barriers and rebuild trust	If ignored — leads to customer loss; if managed — strengthens loyalty and respect
Trust through Authenticity	Coca-Cola (“Share a Coke”), eco-friendly campaigns	Demonstrate honesty, transparency, social responsibility	Builds respect, emotional credibility, and long-term consumer loyalty
Interest / Curiosity	Tech brands, new fashion collections	Sustain engagement and intrigue, stimulate exploration	Increases attention and motivation to learn more or make a purchase

Measuring the impact of emotional branding requires both scientific rigor and strategic insight, as modern technology opens up new possibilities for understanding how customers truly feel about brands and goes beyond traditional metrics to emotional analytics. Successful emotional branding depends on tracking both quantitative and qualitative metrics, with research showing that fully connected customers deliver 52% more value than those who are merely satisfied. Engagement metrics serve as vital indicators of the strength of emotional connection, with research showing that

ads that generate higher emotional responses are significantly more likely to drive sales, while brand health surveys provide ongoing insights into customer perceptions and satisfaction levels.

Modern technology offers sophisticated tools for measuring emotional responses, including facial tracking technology that records facial expressions while viewing advertisements to obtain quantitative data on emotional responses, galvanic skin testing that measures changes in skin resistance to offer insights into physiological responses to marketing stimuli, and eye-tracking technology that shows how customers interact with brand elements. Neuromarketing techniques using fMRI and EEG track brain activity, measuring attention, emotions, and levels of engagement in response to advertisements.

The financial impact of emotional branding is significant when measured properly, with data showing that moving customers from a highly satisfied to a fully connected state can yield three times the return compared to moving from a disconnected to a highly satisfied state. Kantar research shows that emotionally engaging ads are 4 times more likely to build brand loyalty and 2.6 times more likely to go viral, while research shows that when organizations increase customer trust scores from neutral to high, customers are three times more likely to choose their brand over competitors. To maximize the potential of emotional connection, companies must go beyond marketing departments to examine every function and customer touchpoint to improve emotional motivators with high ROI, and organizations must develop metrics that give executives a page-by-page view of customers' progress on the emotional connection journey [2].

Building on these foundations of emotional branding, building brand loyalty in today's fast-paced world is more challenging than ever. With so many options available to consumers, it can be difficult for brands to make a lasting impression and stand out from the crowd. However, one of the most effective ways to build a loyal customer base is to establish an emotional connection with your audience. An emotional connection is essentially the feeling that consumers have for a brand—a sense of affection, trust, and affinity that goes beyond the functional benefits of a product or service. When consumers feel this strong emotional connection with a brand, they are more likely to remain loyal and continue to purchase from that brand over time.

Several strategies can help brands build these important emotional connections with their customers. Being authentic and transparent is crucial because transparency and sincerity in communication and actions build trust with customers, which leads to stronger emotional bonds. Creating personalized experiences is highly valued by consumers today because tailoring products or services to customers' unique needs creates a sense of personal connection and makes customers feel valued and respected. Fostering a sense of community taps into our fundamental social nature, as brands build emotional connections by creating a community around their products or services through community management strategies that include engaging with members, providing value through exclusive content and perks, and creating opportunities for connections. Finally, embracing empathy is critical because understanding customers' needs, wants, and pain points allows them to create products and experiences that resonate on a deeper level [2].

Moving from emotional branding to the science behind it, neuromarketing represents one of the most innovative approaches in modern marketing, despite being just over two decades old. Using neuroscientific methodologies, it allows for the analysis and understanding of how people respond to visual, emotional and sensory stimuli, seeking to measure the effectiveness of advertising and communication strategies by assessing the attention, memory and emotional responses of users. However, practical application has been limited due to the high costs and the need for laborious, large-scale laboratory studies. The emergence of artificial intelligence has radically changed this field, thanks to predictive algorithms and the vast availability of data, which allows for the modeling and prediction of emotional and visual reactions of users without physical participation, making neuromarketing more accessible and scalable, while opening up new opportunities for optimizing advertising campaigns and communication strategies.

Key takeaways from this evolution include how AI is helping neuromarketing overcome the limitations of traditional research by enabling large-scale analysis of consumers' emotional and cognitive responses, making the industry more accessible, efficient, and capable of delivering

increasingly personalized marketing experiences. The evolution of marketing is moving from an attention economy focused on user engagement to an intent economy focused on understanding and anticipating real consumer needs, with AI playing a critical role in this transition through data-driven strategies and predictive responses. As neuroscience, AI, and big data become increasingly integrated, ensuring transparency and regulation is essential, and the International Neuromarketing Observatory aims to set clear standards to ensure the ethical and scientific use of neuromarketing to build a more robust and sustainable ecosystem.

Neuromarketing emerged at the intersection of neuroscience and marketing to better understand consumer decision-making. The term was coined in 2002 by Dutch professor Ale Smidts, although the idea of applying cognitive science to consumer behavior has deeper roots. German psychologist Hugo Münsterberg recognized the importance of understanding the consumer mind as early as 1913, but the practical application of neuroscience to marketing was limited for decades by technological limitations until significant research advances in the 1990s, thanks to neuroimaging technologies such as fMRI, which allowed scientists to observe brain activity in response to marketing stimuli. Gerald Saltman, a professor of marketing at Harvard University, introduced neuromarketing into practice in 1998 with his ZMET method, based on the idea that most purchasing decisions are made unconsciously, using carefully selected images to evoke deep emotions and stimulate memories and unconscious associations in consumers. Saltman explained that much of the influence on what we say and do occurs subconsciously, requiring new methods of accessing what people don't know they know, paving the way for a fundamental role for neuroscience in developing more effective marketing strategies.

The first major neuromarketing experiment was conducted in 2003 by neuroscientist Reed Montague, inspired by the 1975 Pepsi Challenge blind taste test, in which most participants preferred Pepsi over Coca-Cola, yet Coca-Cola remained the market leader. Montague repeated the experiment using fMRI brain activity monitoring, finding that when subjects were unaware of the brand, their ventral putamen - a brain region associated with pleasure and reward activated, confirming their preference for Pepsi. However, when they were told they were drinking Coca-Cola, the medial prefrontal cortex, associated with higher cognitive functions and memory, was stimulated, demonstrating that the Coca-Cola brand evoked such a strong emotional response that it altered taste perceptions, proving the profound influence of branding on consumers' unconscious decisions and ushering in a new era of neuromarketing. Today, neuromarketing has become a well-known field, widely used by companies around the world to improve communication strategies, and advanced technologies such as EEG, eye tracking, facial expression analysis, and fMRI are allowing researchers to collect increasingly accurate data on consumer responses to advertising stimuli, helping marketers to better understand consumer behavior, improve product design, and optimize advertising campaigns to maximize impact as technology advances [3].

Emotions are a major driver of purchasing decisions - most consumers make them subconsciously. Yet, many people don't feel a personal connection to brands, which underscores the importance of emotional branding - an approach that builds authentic relationships through trust, authenticity, and value. When a brand evokes joy, trust, or inspiration, customers are more likely to stay loyal and recommend it to others. Social media, video, and personalized communications reinforce this connection by building a sense of community. So brands that invest in creating emotional experiences don't just get sales - they build long-term relationships and consumer loyalty.

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**CONFLICT MANAGEMENT IN SMALL AND MEDIUM-SIZED BUSINESSES:
ECONOMIC ASPECTS**

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Today, small and medium-sized enterprises (SMEs) in Ukraine face a wide range of challenges that significantly influence their economic stability and growth potential. One of the most critical factors shaping the performance of businesses in this sector is the presence of conflicts. Regardless of a company's size or field of activity, internal disputes between management and employees, tensions among colleagues, or conflicts with partners and clients can lead to substantial economic consequences. In an economy marked by instability, uncertainty, and intense competition, conflicts should be viewed not only as social or interpersonal issues but also as important sources of financial risk. They can undermine team productivity, disrupt workflow, increase operational costs, and reduce overall efficiency. Furthermore, unresolved conflicts may lead to a decline in customer loyalty, damage business relationships, and create long-term reputational losses. As a result, conflict management becomes an essential component of sustainable business development for Ukrainian SMEs.

Conflict management in small and medium-sized businesses (SMEs) constitutes an essential component of ensuring organizational stability and sustainable economic development. From an economic standpoint, conflicts represent not only interpersonal or structural disagreements but also potential sources of financial loss, inefficiency, and resource misallocation. SMEs, characterized by limited financial, human, and administrative resources, are particularly vulnerable to the negative economic consequences of unresolved conflicts. A fundamental principle of this topic lies in understanding the economic nature of conflicts. Conflicts can lead to increased transaction costs, productivity decline, employee turnover, and a deterioration of client relations, all of which have direct financial implications. Moreover, indirect costs—such as reputational damage, reduced competitiveness, and the obstruction of innovation processes—further amplify the economic risks for SMEs.

The theoretical framework of conflict management in SMEs encompasses the identification of conflict drivers (such as resource scarcity, role ambiguity, communication gaps, and organizational stress), classification of conflict types, and evaluation of their economic impact. Effective conflict management requires the integration of diagnostic tools, preventive measures, negotiation practices, and mediation mechanisms into business processes. These strategies aim to minimize economic losses, maintain operational efficiency, and support long-term organizational resilience. Additionally, the adoption of structured communication systems, transparent decision-making procedures, and leadership practices oriented toward collaboration plays a crucial role in reducing conflict-related risks. The effective management of conflicts, therefore, becomes a strategic economic instrument that enhances productivity, safeguards business continuity, and contributes to the overall competitiveness of SMEs in a dynamic and unstable economic environment.

The economic consequences of conflicts in small and medium-sized enterprises (SMEs) can be categorized into both direct and indirect forms, each having a profound impact on the overall health

of the business. Direct losses encompass a range of financial burdens, including the costs associated with conflict resolution, such as legal fees, consulting fees for conflict mediation, and compensation payments to affected parties. Additionally, there are often significant expenses related to restoring disrupted production processes, which can include repairing damaged relationships or systems and investing in training to prevent future conflicts. For instance, when conflicts escalate, SMEs may need to allocate budget resources to specialized consultants who can help navigate complex interpersonal dynamics within the team.

On the other hand, indirect losses tend to be more subtle yet equally detrimental to an organization's well-being. These can manifest as reduced employee productivity, where research indicates that managers and employees may dedicate 20% to 40% of their working hours to conflict resolution rather than focusing on their primary responsibilities and objectives. This diversion of attention results in decreased motivation among staff, leading to an increase in turnover rates, which not only incurs recruitment and training costs but also erodes team cohesion and institutional knowledge. Furthermore, conflicts can create barriers to effective collaboration, complicating relationships with partners and suppliers. This deterioration can hinder a company's ability to negotiate favorable terms, secure supplies on time, or innovate collaboratively, all of which directly affect competitiveness in the market. Overall, the repercussions of unresolved conflicts can severely undermine an SME's efficiency, profitability, and long-term viability, highlighting the crucial need for effective conflict management strategies within these organizations [1].

During periods of economic instability, conflicts within small and medium-sized businesses emerge as a significant challenge for both managers and employees. Various external factors contribute to this environment, including fluctuations in the financial markets, limited access to credit, and heightened competition within the marketplace. These pressures increase the likelihood of conflicts among employees, as stress levels rise and resources become scarce. Even seemingly minor disputes between team members can escalate quickly, potentially disrupting production schedules or causing delays in product delivery. Such disruptions have tangible financial consequences, resulting in lost revenue, eroded customer loyalty, and diminished trust in the company's reliability. Furthermore, misunderstandings between staff and clients can threaten vital business relationships, potentially leading to the forfeiture of key contracts and shrinking market opportunities [2]. Over time, these issues can significantly undermine a company's profitability, making it increasingly challenging to attract new investment. Potential investors may view the unresolved internal conflicts and associated risks as a deterrent to committing resources to the business. Overall, navigating employee relationships effectively becomes crucial not only for maintaining operational efficiency but also for sustaining long-term growth and success.

However, not every conflict is inherently negative. When approached strategically, conflict can serve as a catalyst for business development and innovation. Managers who understand the potential of conflict are equipped to transform disputes into constructive discussions that foster growth. Companies that intentionally implement comprehensive conflict management systems often find themselves saving valuable resources, retaining skilled employees, and boosting overall productivity. These organizations establish clear guidelines for interactions, which not only delineate acceptable behaviors but also promote a culture of respect and collaboration. By fostering teamwork and open communication, they create an environment where employees feel secure in expressing their differing opinions and ideas. Instead of resorting to punitive measures such as disciplinary actions or dismissals, they focus on negotiation and mediation, allowing all parties to voice their concerns and work toward mutually beneficial solutions.

The positive outcomes of effective conflict management extend beyond financial savings; they also enhance the workplace environment. As employee morale improves, collaboration flourishes, leading to increased creativity and innovation. Furthermore, when teams feel supported in navigating conflicts, their trust in management deepens, which in turn contributes to a stronger company culture. Ultimately, these efforts not only reduce operational costs but also bolster the organization's reputation as a fair and progressive employer, making it more attractive to both current and prospective talent.

The economic component of conflict management is quite important for small and medium-sized businesses during a crisis. Compared to large corporations, SMEs often lack the financial resources to cover the costs associated with conflicts. Sometimes the costs of resolving conflicts can amount to a significant portion of an organisation's annual budget. Additionally, conflicts can lead to the loss of skilled employees, which is crucial for maintaining production capacity and implementing innovations effectively. The experience of many companies demonstrates that businesses that ignore internal conflicts or take a haphazard approach to resolving them risk losing significant financial and human resources, which can hinder business development or even lead to bankruptcy.

Experience and analysis of the economic aspects of conflict management reveal that implementing a robust conflict management system within business processes significantly enhances financial efficiency. Companies that actively integrate conflict prevention strategies, such as early intervention techniques and structured communication channels, alongside effective resolution mechanisms, tend to experience stable profitability and demonstrate a remarkable capacity to swiftly adapt to market fluctuations and changes in consumer preferences. Establishing a corporate culture that fosters collaboration and teamwork is essential. This can be achieved through initiatives such as team-building exercises, cross-departmental projects, and open forums for dialogue. Furthermore, investing in comprehensive employee training programs that equip staff with conflict resolution skills is vital. The adoption of economic incentives, such as performance bonuses linked to team outcomes and conflict resolution efforts, plays a critical role in motivating employees to engage constructively during disputes [3; 4].

Moreover, the implementation of effective conflict resolution systems - including mediation, negotiation training, and regular feedback sessions—can significantly reduce the risk of economic losses associated with unresolved disputes. This proactive approach not only minimizes disruptions to productivity but also enhances the efficient use of resources, ultimately leading to more effective operations. Therefore, the ability to manage conflicts in small and medium-sized enterprises holds dual significance: social and economic. Through effective conflict management strategies, businesses can reduce financial losses, increase overall productivity, and optimize the use of labor resources. Consequently, they become more resilient and competitive in the marketplace, positioning themselves for sustained success and growth in the face of challenges.

The study of conflict management in small and medium-sized enterprises (SMEs) requires analyzing practical situations that reflect the impact of organizational disputes on the economic performance of businesses. Examining real cases enables researchers to identify key factors that trigger conflicts, assess the mechanisms for their resolution, and determine their impact on business efficiency.

A prominent example is Basecamp, where changes in corporate policy regarding the prohibition of societal and political discussions led to significant internal conflict. The absence of phased implementation, inadequate communication with employees, and disregard for staff feedback led to mass resignations and a considerable reputational risk. This case confirms that abrupt managerial changes, made without dialogue and prior assessment of the organizational climate, can escalate into conflicts, negatively affecting workforce stability and productivity. Another example is the company Buffer, which implements radical transparency, including the public disclosure of salary structures. Despite the positive effects of open HR policies, the company faced layoffs, which typically carry a higher risk of internal conflict. However, due to proactive communication regarding the economic rationale behind management decisions, Buffer minimized internal tension and prevented conflict escalation. This case illustrates the effectiveness of proactive communication as a tool for conflict resolution and management [5].

The experience of Zappos illustrates the characteristics of organizational conflicts during structural transformations. The adoption of Holacracy, a self-management model eliminating traditional hierarchies, was met with significant employee resistance. Uncertainty regarding roles, changes in responsibility, and psychological discomfort led to voluntary employee departures. The Zappos case confirms that introducing innovative organizational models without sufficient support, training, and adaptation measures can create an environment with heightened conflict potential [5].

Special attention should be given to the Ukrainian context, where SMEs operate under conditions of military instability. Companies that relocate or restructure their production processes often face conflicts related to resource allocation, work schedule adjustments, psychological stress, and increased employee pressure. Research shows that enterprises implementing rapid grievance mechanisms, expanding communication channels, and providing staff support demonstrated greater resilience and higher workforce retention.

Thus, the analysis of real cases from small and medium-sized enterprises indicates that conflict management is a key factor in maintaining organizational and economic stability. The examples demonstrate the importance of transparent communication, phased implementation of changes, employee involvement in decision-making, and the creation of mechanisms for psychological and organizational support. Effective conflict management enhances business resilience to internal and external challenges, ensures operational stability, and contributes to the long-term development of enterprises in a dynamic economic environment. In conditions of economic instability and high competition, the timely and constructive resolution of conflicts in SMEs determines their viability and development prospects. Therefore, research into the economic components of conflict management is crucial for developing practical approaches to mitigating financial risks and optimizing the effective use of products [6; 7].

Conflict management within small and medium-sized enterprises (SMEs) plays a crucial role in ensuring economic stability. By integrating both social and economic strategies, effective conflict management not only fosters a more harmonious working environment but also enhances overall productivity and drives innovation. This dual approach involves implementing structured communication channels, providing conflict resolution training, and engaging in team-building activities that empower employees to address disputes constructively. Moreover, the systematic adoption of these conflict management techniques facilitates the development of a dynamic and competitive business model. This model is designed to swiftly adapt to fluctuations in the external environment, such as market demands, technological advancements, and regulatory changes. As a result, SMEs can maintain resilience in the face of challenges and seize new opportunities for growth. In the context of Ukraine's evolving economy, the ability to effectively manage conflict is particularly vital. It not only contributes to sustainable business practices but also encourages a culture of collaboration, ultimately ensuring the continuous development and longevity of enterprises amidst a complex and often uncertain landscape.

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IMPROVING COMMUNICATION PROCESSES IN ORGANIZATIONAL MANAGEMENT

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The effectiveness of managing a modern organization largely depends on the quality, timeliness, and structure of communication processes that ensure accurate information exchange among all participants in the management system. In the 21st century, when information has become a strategic resource, its proper use determines the competitiveness of an enterprise. Communication in management serves not only as a means of transmitting information but also as a tool for shaping corporate culture, making managerial decisions, motivating staff, and coordinating actions between departments [6, p. 112].

The problem lies in the fact that even with the presence of modern technologies and communication platforms, a significant number of organizations face information barriers, fragmented data flows, duplicated messages, and inconsistency of communication channels between management levels. Ineffective communication leads to the distortion of transmitted meanings, loss of time, reduced productivity, the emergence of conflicts, and ultimately, incorrect managerial decisions [4, p. 73]. An additional complication is the manipulative or emotionally charged nature of communication between individual employees, which distorts the objective perception of managerial tasks. Many organizations lack unified internal communication standards, clearly defined feedback rules, and a culture of open dialogue [3, p. 39].

This breeds mistrust between managers and subordinates and creates conditions for informal rumors that negatively affect the working atmosphere. The issue of communicative competence of managers has become particularly relevant. Even the most effective management system loses its efficiency if a manager cannot clearly, logically, and convincingly express thoughts, listen to subordinates, and adapt communication style to specific situations. In the conditions of dynamic change, digitalization of business processes, and remote interaction, it is essential not only to use technical tools for information exchange but also to form a stable communicative culture, where trust, transparency, and mutual responsibility are key values [2, p. 102].

The purpose of this article is to analyze the nature of problems in the field of managerial communication, determine the main factors that reduce its efficiency, and propose practically oriented ways to improve communication processes in modern organizations. For this purpose, the following summary table demonstrates the main directions for improving communication and their expected impact on management efficiency.

A systematic approach to the problem shows that the main sources of difficulty lie in the following areas:

1. Structural defects – poorly designed channels of information transfer (excessive vertical bureaucratic links or, conversely, chaotic horizontal connections), lack of standardized documentation of decisions [4, p. 45].
2. Psychological barriers – low level of trust, fear of expressing opinions openly, conflict attitudes, and power asymmetry that causes censorship of criticism [7, p. 112].
3. Information overload – an excessive number of messages without clear prioritization, which reduces attention and perception of important information [6, p. 97].
4. Technological gaps – lack of integrated digital platforms or their incorrect use, which creates isolated "information islands" [2, p. 66].
5. Insufficient level of managerial communicative competence – inability to conduct dialogue, listen, and deliver firm and clear messages [3, p. 58].

These sources are interrelated: structure influences psychology, technologies amplify both positive and negative effects, and individual competencies can either mitigate or intensify problems.

The consequences of weak communication are clearly visible in practice: slower decision-making, rework due to misunderstandings, reduced employee motivation, increased staff turnover, and decreased innovativeness of the organization. For example, a situation may occur where an important strategic directive does not reach the front office due to administrative barriers—resulting in lost market opportunities.

Moreover, modern challenges such as globalization, remote work, and rapid changes in the external environment increase the demand for flexible and transparent communication. Traditional bureaucratic approaches can no longer ensure competitiveness; instead, adaptive, transparent, and empathetic communication systems must be created [6, p. 101].

Principles for Building Improved Communication Processes

To solve the issue systematically, several key principles must be followed:

- Transparency and accessibility of information – creation of a unified platform for essential managerial messages and documents with clearly marked priority levels.
- Prioritization of messages – classification of information by criteria: critical, important, informational. This reduces the effect of information noise.
- Bidirectionality and feedback – regular feedback sessions, surveys, and accessible channels for expressing problems and suggestions.
- Standardization – templates for correspondence, reporting forms, procedures for meetings and decision preparation.
- Competency development – training programs on active listening, moderated discussions, and conflict management skills.
- Combination of digital and personal formats – selection of the optimal ratio of online/offline interaction depending on goals [5, p. 62].

Practical Measures and Tools: Problem Definition

The existence of the above-mentioned issues requires the systematization of possible solutions. To determine which specific actions can improve communication quality, it is advisable to summarize improvement methods in an analytical table. It allows visualizing the relationship between a tool, its essence, expected effect, and required resources [6, p. 118].

An analysis of the listed methods shows that a combination of digital solutions and the development of communication culture produces the best results. For instance, a corporate platform without training does not guarantee efficient use, while formal regulations without feedback turn into bureaucratic formalities. Therefore, it is crucial to apply a comprehensive approach where each element supports the others.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Table 1. Methods of Improving Communication in Organizational Management

Method	Description	Expected Effect	Required Resources
Implementation of a corporate platform (unified information space)	Integration of CRM, document management system, messenger, and task planner	Acceleration of information exchange, reduction of duplication	Platform, training, IT support
Communication regulations and templates	Standardized forms of correspondence, order of meetings	Reduction of misunderstandings, uniformity of documents	Time for development, implementation, control
Message prioritization system	Criticality tags/labels, automatic filters	Less informational noise, quick access to key messages	System setup, usage policies
Communication skills training	Development of active listening, feedback, and facilitation skills	Improvement of internal dialogue quality	Moderators, training materials, staff time
Feedback rituals	Regular short team retrospectives, mood surveys	Early detection of issues	Time, survey tools
Visual communication channels	Dashboards, infographics, visual project status indicators	Better awareness of current conditions	Visualization tools, preparation skills

To visualize the process of information exchange and emphasize the importance of feedback, the following generalized communication process scheme in management illustrates where communication breakdowns typically occur and where the measures from the table can be effectively applied.

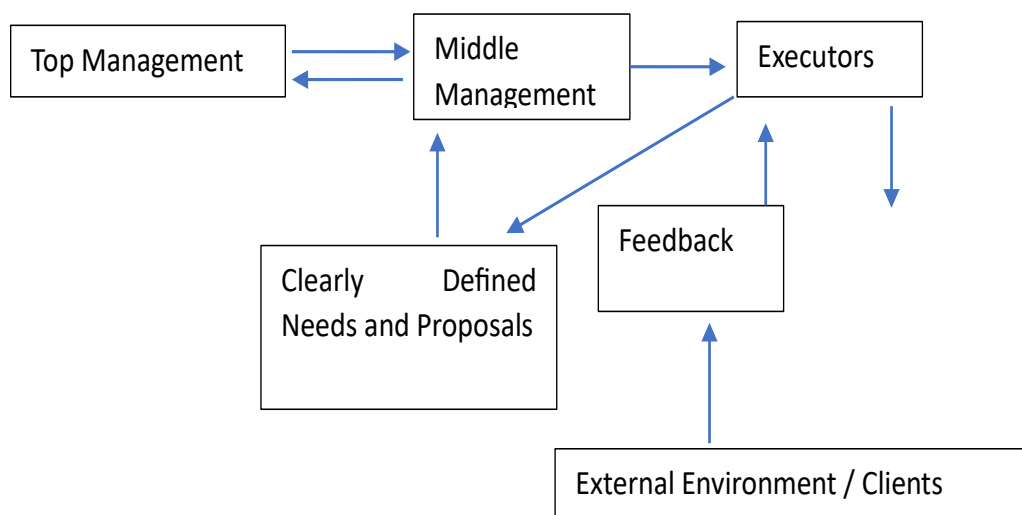


Figure 1. The Structure of the Communication Process in Management).

The scheme illustrates the closed nature of the communication cycle, consisting of strategic and operational messages, feedback, and supporting subsystems. Using the data from Table 1, each of these stages can be optimized – from improving communication channels to developing a culture of dialogue. In this way, the harmonization of information flows is ensured, and the risk of managerial

failures is reduced. Most importantly, the preferences of the end customer are taken into account [3, p. 70].

The assessment of changes in communication should be both quantitative and qualitative. The following indicators are proposed:

- Time required for key information to reach the executor (operational efficiency).
- Number of team conflicts related to communication issues.
- Level of employee satisfaction with the quality of information exchange (survey results).
- Time needed to fulfill interdepartmental requests.
- Frequency of repeated tasks due to misunderstanding of instructions.

The implementation of pilot initiatives followed by measurement of these indicators makes it possible to make well-grounded decisions regarding scaling up.

However, any change is accompanied by risks: employee resistance to new procedures, technical malfunctions, and errors in configuring access policies for information. Special attention should be paid to data security and adherence to corporate ethics when using digital platforms.

It is also important to consider the cultural context of the organization: in teams with a low level of trust, formal communication tools may be perceived as instruments of control rather than support. Therefore, implementation should be accompanied by open communication about the goals of changes and the expected benefits.

Thus, in the course of this research, the essence, structure, functions, and problems of managerial communications were thoroughly examined, and directions for their further improvement were outlined. The conducted analysis confirmed that communication is not an auxiliary but a system-forming element of management that determines the effectiveness of all other management functions – planning, organization, motivation, and control.

Summarizing the results of the analysis, it can be concluded that the improvement of communication processes should take place in three interrelated areas: organizational, technological, and personal. The organizational area includes the creation of transparent communication channels, clear regulations, and procedures for information exchange. The technological area involves the implementation of modern information systems and digital platforms that ensure fast and controlled access to data. The personal area provides for the development of communicative competence among managers and employees, as well as the formation of a culture of trust, responsibility, and partnership relations.

Therefore, effective communication is a key success factor for modern organizations. Its improvement contributes to increasing productivity, strengthening corporate culture, optimizing managerial processes, and forming competitive advantages in the market. The development of managerial communication is a continuous process that requires a comprehensive approach, flexibility, innovation, and strategic thinking. Only those organizations that recognize the importance of high-quality communication processes are capable of achieving sustainable development and effective management in the changing conditions of the modern environment.

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INVESTMENT AND INNOVATION ACTIVITY AS A DRIVER OF ECONOMIC DEVELOPMENT

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Investment and innovation activity are among the core determinants of modern economic development, as they define the level of competitiveness, productivity, and long-term sustainability of national economies. Innovation is understood as a process of creating new ideas, products, services, or technological and organizational solutions that substantially improve or transform existing systems and practices. In the economic context, innovation is widely recognized as a fundamental engine of growth. Through the introduction of new technologies and advancement of production processes, innovation enables enterprises and entire sectors to increase efficiency, reduce operating costs, and open new market niches. As a result, innovation directly contributes to productivity growth, the expansion of economic output, and the rise of gross domestic product (GDP). At the same time, it supports the creation of new jobs, stimulates entrepreneurial activity, and enhances technological development. In the long term, innovation becomes a key precondition for maintaining national competitiveness in the global marketplace. It strengthens the capacity of the economy to adapt to external shocks, respond to technological changes, and meet evolving consumer needs. Without continuous innovation, countries face the risk of economic stagnation, structural slowdown, and declining relevance in the international economic system [1].

Innovation-driven investments play a crucial role in the structural modernization of national economies, facilitating the shift from resource-intensive models toward knowledge-based development. Such investments accelerate the adoption of advanced technologies, stimulate high-tech production, and enhance the overall innovative capacity of industries. In this context, the formation of an enabling environment for innovative entrepreneurship, technological start-ups, and research-intensive firms has become a strategic priority for many governments, as it directly contributes to strengthening global competitiveness and ensuring sustainable economic growth [2].

Innovation-driven investments contribute to the deep structural modernization of industries and stimulate the transition from resource-oriented to knowledge-based economic models. In today's global competitive environment, innovation determines the ability of national economies to ensure long-term productivity, technological adaptability, and high international competitiveness. With this

in mind, creating a favorable innovation environment, supporting high-tech entrepreneurship, and developing startup ecosystems are becoming strategic priorities for the governments of many countries, including the European Union, North America, and the Asia-Pacific region [3].

The integration of innovative technologies into production processes, in particular digital platforms, automation, artificial intelligence, robotics, and energy-efficient solutions, allows enterprises to significantly reduce transaction and production costs, improve the quality of products and services, and enter new domestic and foreign markets. According to the European Commission, companies that actively implement innovations demonstrate on average 15–20% higher productivity and faster export growth rates compared to traditional enterprises [4].

Financial instruments that support innovation play a decisive role in ensuring the dynamic development of high-tech sectors and accelerating the commercialization of new technologies. Venture capital, in particular, provides access to high-risk funding for projects with significant development potential but insufficient collateral or predictability to attract traditional financial institutions. Venture funds typically invest not only financial resources but also managerial expertise, mentorship, and access to international networks, which substantially increases the probability of successful project scaling [3].

Crowdfunding platforms represent another rapidly expanding instrument of innovation financing. They enable wide audience's private individuals, small investors, and professional communities to collectively support start-ups, scientific experiments, creative technological ideas, and socially oriented innovations. According to the European Commission, crowdfunding has become an important mechanism for reducing information asymmetry and supporting early-stage innovations that often lack access to bank lending or institutional investment [4].

Public-private partnerships (PPPs) play a strategic role in supporting large-scale innovative projects that require long-term capital investment and complex technological solutions. PPPs create opportunities to combine public sector resources (financing, regulatory support, infrastructure) with private sector competencies (management efficiency, technological innovation, risk management). This model has proven effective in fields such as transportation infrastructure, renewable energy, digital platforms, healthcare technologies, and agricultural innovation. The World Bank highlights that PPPs significantly accelerate the implementation of technological solutions, enhance innovation diffusion, and reduce the investment burden on state budgets [6].

In the context of global technological transformations, the ability of a country or region to attract investment and implement innovations determines its competitive position within the international economic system. Nations that successfully integrate financial instruments for innovation such as venture capital markets, crowdfunding ecosystems, and public-private partnership (PPP) frameworks demonstrate higher levels of productivity, technological advancement, and economic resilience. These mechanisms strengthen national innovation ecosystems, facilitate the commercialization of research, and stimulate the transition from resource-based to knowledge-intensive economic models.

Moreover, the diversification of financial tools expands access to funding for startups, SMEs, and high-tech industries, lowering entry barriers and accelerating the development of innovative sectors. International practice confirms that economies with efficient investment infrastructure and transparent regulatory frameworks are more capable of adopting emerging technologies, responding to global challenges, and participating in international value chains.

Such an environment forms the foundation on which national innovation strategies built. It also reinforces the role of institutional coordination between government agencies, private investors, and research institutions creating the necessary preconditions for further systemic development of innovation ecosystems [5].

Contemporary economic research also emphasizes that the development of national innovation systems is a critical factor in increasing a country's investment attractiveness. Effective interaction between universities, research centers, technology parks, business incubators, and the private sector creates conditions for the commercialization of scientific developments and the

acceleration of technology transfer. Synergy between state institutions and market mechanisms ensures the creation of an innovative ecosystem capable of generating sustainable economic effects.

Moreover, the formation of such an ecosystem contributes to strengthening the competitiveness of national economies by stimulating the emergence of high-technology sectors, supporting knowledge-intensive entrepreneurship, and creating new high-skilled jobs. Countries that systematically invest in research and development, digital infrastructure, and human capital demonstrate higher resilience to global shocks and better positioned to integrate into international value chains. Therefore, innovation-driven growth increasingly recognized not only as an economic strategy, but also as a long-term priority for sustainable development and socio-economic modernization [6].

The analysis confirms that investment and innovation activity are key drivers of modern economic growth, as they determine the technological capacity, productivity, and long-term competitiveness of national economies. Innovation is a fundamental driver of transformation processes, ensuring modernization of production, cost reduction, increased efficiency, and the creation of new market opportunities. It contributes to GDP growth, revitalization of the business sector, creation of high-tech jobs, and strengthening of the technological potential of the economy. Innovation-oriented investments play a decisive role in the transition from a resource-based to a knowledge-based development model, accelerating the introduction of advanced technologies, the development of high-tech industries, and the overall modernization of industry. The introduction of digital platforms, automation, artificial intelligence, robotics, and energy-efficient solutions significantly improves the productivity and competitive position of enterprises, resulting in more dynamic export growth and rapid access to new markets. Financial instruments play an important role in supporting innovative development: venture capital, crowdfunding platforms, and public-private partnership mechanisms provide access to financing for high-risk technology projects, promote the commercialization of scientific developments, and strengthen the innovative potential of the economy. Diversification of capital sources expands opportunities for startups and small and medium-sized enterprises, lowers barriers to entry, and accelerates the development of innovation-intensive sectors. The established innovation investment landscape creates a foundation for the effective implementation of national innovation strategies, ensuring coordination between the state, private business, and the research sector. The development of national innovation systems is becoming a determining factor in increasing the investment attractiveness of the state, as effective interaction between universities, research centers, technology parks, and business incubators accelerates technology transfer and the commercialization of research results. Countries that systematically invest in science, digital infrastructure, and human capital demonstrate greater resilience to global shocks and integrate more actively into global value chains. As a result, innovation-driven growth is becoming a strategic priority for long-term development, ensuring economic modernization, strengthening competitive positions, and achieving sustainable socio-economic progress in the context of global technological transformations.

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**MANAGEMENT OF ENTERPRISE COMPETITIVENESS THROUGH THE PRISM
OF SUSTAINABLE DEVELOPMENT**

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The concept of sustainable development emerged as a response to global economic, environmental, and social challenges that intensified due to resource limitations and increasing anthropogenic pressures. Its classical definition was introduced in the Brundtland Commission's report "Our Common Future," where sustainable development is described as meeting present needs without compromising the ability of future generations to meet their own needs [1]. This concept later evolved into an interdisciplinary framework integrating economic stability, social well-being, and environmental protection, forming a basis for long-term global development.

Modern scientific discourse emphasizes that sustainable development requires respecting ecological thresholds and preventing the overexploitation of natural systems. According to the planetary boundaries approach proposed by J. Rockström and colleagues, crossing critical ecological limits may trigger irreversible changes in global ecosystems [2]. In parallel, sustainable development involves aligning economic growth with innovation, institutional capacity, and the principles of social equality, as highlighted by J. Sachs [3].

Competitiveness plays a central role in ensuring sustainable economic development. Comparative studies show that the ability of countries to maintain competitiveness depends on institutional quality, resource efficiency, innovation readiness, and the stability of their economic systems [4]. In this regard, environmental and energy management policies become crucial for sustainable regional development. Research on ecological and energy indicators in Ukraine demonstrates that improving regional environmental governance directly enhances economic resilience and supports long-term strategic objectives [5].

An important methodological component of sustainability implementation is the development of integrated assessment tools that combine environmental and economic criteria. Approaches based on ecological-economic indices enable policymakers and enterprises to identify priority areas for improvement and assess the effectiveness of sustainable development policies [6]. Furthermore, sustainable logistics and transportation systems contribute significantly to national development. Studies of intermodal freight flows between Ukraine and Poland confirm that coordinated logistics

strategies improve resource efficiency, reduce environmental impacts, and strengthen cross-border cooperation [7]. In this broader context of sustainable development, the competitiveness of enterprises supplying perishable goods is determined not only by product quality but also by their ability to ensure reliable logistics, manage financial resources effectively, implement digital tools, and maintain high standards of quality and environmental responsibility. These aspects are particularly important for companies operating in dynamic and high-risk market conditions.

Table 1. Comparative Dynamics of Sustainable Development Indicators of Ukrainian Enterprises

Indicator	PJSC “Obolon” (food industry)	PJSC “MHP” (agro-industrial sector)
Comparison period	2015 → 2023	2016 → 2023
Water consumption	6.2 → 4.3 (–30.6%)	4.8 → 3.1 (–35.4%)
Electricity consumption	98 → 75 (–23.5%)	120 → 85 (–29.2%)
CO ₂ emissions	35 → 21 (–40%)	220 → 150 (–31.8%)
Share of renewable energy	0 → 22%	5% → 70%
Waste recycling rate	70% → 95%	60% → 90%
Operational profitability	8.4% → 12.9%	10.2% → 15.8%
Export share	26% → 34%	48% → 60%
Corporate reputation index	65 → 88	68 → 91
Social investments	5 → 18 million UAH	12 → 45 million UAH

Source: compiled by the author based on the corporate reports of PJSC “Obolon” (2023), PJSC “MHP” (2023), and data from the Ministry of Economy of Ukraine

The data presented in Table 1 demonstrate a significant expansion of the company’s asset base, which aligns with the broader trends of sustainable economic development. As highlighted in comparative studies of national competitiveness, long-term growth is driven by efficiency, innovation and institutional maturity [4]. The increase in non-current assets of “Maki-Trade” LLC reflects investment activity that strengthens the material and technical foundation of the enterprise, while the growth of current assets indicates an intensification of operational processes. At the same time, the dominance of accounts receivable in the structure of current assets reveals liquidity risks that require managerial intervention. Similar risks are also identified in regional environmental and economic assessments, where imbalances in resource management reduce stability and resilience [5].

The notable growth in equity demonstrates strengthened financial stability, although the simultaneous increase in short-term liabilities indicates the enterprise’s dependence on external financing. In the context of sustainable development, such reliance must be balanced with effective financial policies and responsible resource management, as emphasized in ecological–economic performance methodologies [6]. Furthermore, the structure of the company’s assets and liabilities reflects the challenges identified in studies of intermodal logistics systems, where operational efficiency heavily depends on coordinated flows, technological support and optimized resource allocation [7]. Given the specifics of perishable goods logistics — which require fast turnover, process stability and strict quality control — financial indicators alone do not fully capture the enterprise’s competitive position. Sustainable competitiveness is formed at the intersection of financial robustness, logistical efficiency and environmental responsibility, where innovative management and

digital transformation become critical drivers of stability [1–3]. These trends are further reflected in the company's financial performance, as shown in Table 2.

Table 2. Management Proposals for Enhancing Enterprise Competitiveness in the Context of Sustainable Development

Direction	Proposal	Essence of the Measure	Expected Result / Effect
Institutional	Establishment of sustainable development (ESG) departments Development of a national ESG assessment methodology Implementation of sustainability rating systems	Formation of a structural unit coordinating ecological, social and governance initiatives Adaptation of GRI, ISO 26000 to Ukrainian legislation Evaluation of enterprises according to sustainability criteria	Increased management transparency, systematization of sustainable actions, investor trust Increased investment attractiveness and reporting transparency Strengthening of reputation capital and competitive positions
Economic & Innovative	Attraction of green investments and loans Development of ecological innovations Introduction of sustainable KPIs	Financing modernization through green bonds and EBRD loans Implementation of closed-loop production and resource reuse Integration of ecological and social indicators into employee performance evaluation	Reduction of energy costs, improved resource efficiency Lower production costs, minimized waste, improved ecological performance Motivation of managers to achieve sustainability outcomes
Organizational & Managerial	Implementation of the Triple Bottom Line model Development of sustainable controlling systems Digitalization of sustainability management	Planning based on economic, social and environmental indicators Monitoring of ESG indicators and risks Use of ERP, IoT, Big Data for resource and process monitoring	Balance of financial and non-financial goals; increased resilience Higher adaptability to external challenges Optimization of production, reduced emissions and costs
Social & Communication	Development of a corporate sustainability culture Public communication with stakeholders Support for regional social projects	Formation of ethical values and sustainability principles. Publication of sustainability reports, participation in social / ecological initiatives. Investments in community development, education, culture	Increased employee motivation, lower staff turnover. Increased trust among consumers and partners. Positive social image, increased public loyalty

Source: compiled by the author based on the corporate reports of PJSC “Obolon” (2023), PJSC “MHP” (2023), and data from the Ministry of Economy of Ukraine

The financial results presented in Table 2 demonstrate a clear upward trend in the company's operational performance. The significant growth in net revenue and gross profit reflects the enterprise's ability to expand sales volumes and strengthen its position in the market of perishable goods. Such dynamics correspond to the general principles of sustainable economic development, where competitiveness relies not only on financial outcomes but also on the efficiency of organizational and technological processes [1; 3]. Stable profit generation indicates that "Maki-Trade" LLC is able to adapt to market fluctuations, ensuring operational resilience even under conditions of increasing uncertainty. At the same time, the imbalance between rising revenues and growing operating expenses signals the need for structural improvements. Studies on national and regional competitiveness emphasize that long-term stability requires both financial efficiency and responsible resource management [4]. This is particularly relevant for enterprises operating in logistics-intensive sectors, where costs are strongly influenced by the effectiveness of supply chain coordination, transport flows, and inventory management. Research on intermodal logistics integration confirms that optimized logistics processes significantly reduce operational risks and improve economic results [7].

The financial performance of "Maki-Trade" also highlights the importance of environmental and energy efficiency in strengthening competitiveness. Modern environmental management research shows that improving ecological and energy indicators enhances overall enterprise stability and reduces vulnerability to market shocks [5]. For companies dealing with perishable products, maintaining high-quality standards, controlling storage conditions, and minimizing losses are directly linked to sustainable resource use. Therefore, the introduction of integrated ecological-economic assessment tools, as suggested in recent methodological developments [6], can support more informed managerial decision-making. Overall, the financial results illustrate that the enterprise is moving toward strengthening its competitive position, but further progress depends on the integration of sustainable management practices, digital technologies, and enhanced quality control systems. These transformations are consistent with global approaches to sustainable development, where economic efficiency, environmental responsibility and social reliability are interrelated components of long-term competitiveness.

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INTEGRATED BUSINESS PROCESSES AS THE BASIS FOR DEVELOPING A
RISK MANAGEMENT SYSTEM

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In the modern context of international business development and the globalization of economic relations, small enterprises face high uncertainty and a wide range of risks. External risks associated with political instability, currency fluctuations, customs barriers, or changes in demand in international markets, when combined with internal risks—financial, operational, personnel-related, or informational—create a complex operating environment. To manage risks effectively under such conditions, it is necessary to develop a systematic approach that ensures comprehensive monitoring and control of risk factors across all aspects of the enterprise's activities. One of the most effective foundations for building such a system is integrated business processes, which represent an interconnected set of operational and managerial processes aimed at achieving the strategic and operational objectives of the enterprise.

Integrated business processes differ from conventional business processes in their systemic nature and cross-functional interdependence (Table 1). Conventional business processes are typically limited to a specific department or a localized function of the enterprise, such as the process of raw material procurement within the supply department or order processing in the sales department. They are carried out in isolation and often do not take into account the impact of changes or problems occurring in related departments. In contrast, integrated business processes encompass all key units of the enterprise and its interaction with external partners, including suppliers, logistics companies, financial institutions, and customers.

Table 1 – Key differences between conventional and integrated business processes

Parameter	Conventional business process	Integrated business process
scope	single department	all key departments and external partners
interconnection	limited	systemic, end-to-end
risk control	local	comprehensive, cross-process
information flows	often fragmented	unified, coordinated, transparent
goal	completion of a specific task	achievement of the enterprise's strategic objectives considering all interdependencies

The key features of integrated business processes include system thinking, the unification of information flows, comprehensive risk management, and the ability to make coordinated decisions based on a complete picture of the enterprise's activities. In other words, IBPs enable an enterprise to see and control the entire value-creation chain rather than only individual segments of it, which is critically important for a small business that has limited resources and high sensitivity to external influences.

Among the main types of integrated business processes in a small enterprise engaged in international activities, the following can be identified [1-3]:

- strategic planning processes – defining long-term goals, developing strategies for entering international markets, assessing potential markets and competitors. These processes make it possible to identify strategic risks associated with poor market selection or political instability and to plan measures to minimize them;

- marketing and commercial processes – market research, promotion of goods and services, pricing, working with distribution channels and customers. These processes cover risks related to demand, changes in consumer preferences, fluctuations in sales volumes in new markets, and brand-positioning risks;

- supply and logistics processes – organizing the procurement of raw materials and supplies, supply-chain management, transportation, and warehousing of products. Integration makes it possible to control risks such as delivery delays, customs clearance issues, disruptions in supplies, and tariff changes;

- production and operational processes – organizing production or service delivery, quality control, and compliance with international standards. Integrating these processes enables the quick detection of product defects, non-compliance with standards, or operational failures that may affect international contracts;

- financial processes – budgeting, cash-flow management, financial planning, lending, and accounting for foreign-currency operations. These processes ensure control over financial risks, currency fluctuations, liquidity issues, and insufficient financing for international projects;

- human-resource management processes (HR) – recruitment, development, motivation, and training of staff, as well as the management of multicultural or remote teams. Integration helps minimize personnel-related risks, low qualifications, and conflicts in a multicultural environment;

- information and communication processes – collection, processing, and transmission of information, management of IT systems, and integration of information flows between departments and external partners. These processes are critically important for reducing informational and cybersecurity risks and for ensuring the timeliness and accuracy of data;

- risk-management and control processes – systematic identification, assessment, monitoring, and response to risks across all enterprise activities. They serve as a framework for comprehensive risk management and ensure the continuous improvement of the risk-management system.

The integration of these processes makes it possible to implement a systemic approach to risk management, which includes identifying risks at all levels, assessing the likelihood and potential impact of their occurrence, and ensuring timely response. Compared to fragmented business processes that operate in isolation, integrated business processes allow the enterprise to see interconnections between various operations, forecast the consequences of managerial decisions, and quickly adjust activities in response to changes in the external environment. This is particularly important for a small enterprise operating in the international market, where mistakes in one area of activity may quickly lead to financial, operational, or reputational losses.

Thus, integrated business processes serve as the foundation for developing a risk-management system for a small enterprise engaged in international activities, as they ensure system thinking, transparency, controllability, and predictability of risks. They enable rational use of resources, timely responses to external challenges, and create conditions for the sustainable development of the enterprise in a complex and dynamic international environment.

For a systematic understanding of risk management in the international activities of a small enterprise, it is important not only to identify individual processes but also to analyze their interconnections and their influence on risk factors. Table 2 summarizes the key integrated business processes, their main operational functions, and the types of risks that may arise at various stages of activity. Such an approach makes it possible to assess risks comprehensively and identify priority directions for control and monitoring, emphasizing the role of process integration for effective management of international activities of a small enterprise [4,5].

The analysis of the presented table indicates that the integration of business processes makes

it possible to create a systemic risk-management mechanism in which each process is not isolated, but interconnected with other functional areas of the enterprise. This ensures transparency of information flows, control over resources, and rapid response to external and internal threats. The use of such an approach enables small enterprises engaged in international activities to minimize the negative impact of risks, strengthen business resilience, and support coordinated decision-making at all management levels.

Table 2 – Types of integrated business processes in small enterprises engaged in international activities and the types of risks affecting them

types of integrated business processes	process description	examples of operations	key risks
strategic planning	development of long-term goals and international growth strategies	market selection, competitor analysis, planning entry into new markets	strategic risks, political risks, poor market choice, currency fluctuations
marketing and commercial processes	market research, promotion of products/services, client management	advertising, pricing, sales through distributors	demand risks, changes in consumer priorities, low brand recognition
supply and logistics	organization of procurement, transportation, storage of products	supplier selection, supply chain management, customs clearance	delivery delays, supply interruptions, tariff changes, logistical issues
production and operational processes	organization of production or service delivery, quality control	manufacturing products, fulfilling orders, compliance with standards	product defects, operational failures, non-compliance with international standards
financial processes	management of cash flows, budgeting, financial planning	recording foreign currency operations, financial analysis, lending	currency risks, credit risks, insufficient liquidity, lack of funding
human resource management (hr)	recruitment, development, motivation, and training of staff	staff hiring, training programs, management of multicultural teams	hr risks, low qualification, conflicts in multicultural environments
information and communication processes	collection, processing, and transfer of information, it management	use of CRM and ERP systems, data transfer between departments and partners	information and cyber risks, data errors, loss of critical information
risk management and control	identification, assessment, monitoring, and response to risks	implementation of risk management system, auditing, internal control	all types of risks occurring within the enterprise and in international markets

The mechanisms of risk management through integrated business processes can be conditionally classified into three main groups: preventive measures, corrective measures, and systematic process monitoring. Each group has a specific purpose, implementation methods, and influence on the overall effectiveness of risk management, ensuring a comprehensive approach that allows a small enterprise to respond promptly to internal and external threats.

Preventive measures aim to prevent risks from occurring or to minimize their negative impact at the planning and organization stages of business processes. These include:

- insurance – a financial instrument that provides compensation for losses in the event of certain risk events. For a small enterprise operating in the international market, this may include cargo insurance, foreign exchange transaction insurance, credit-risk insurance, or liability insurance for partners;

- supplier diversification – a strategy that reduces dependence on one or several suppliers, helping to minimize risks of supply disruptions, delivery delays, or price increases. For example, an enterprise may simultaneously cooperate with local and foreign suppliers of raw materials;

- currency-risk hedging – a financial mechanism that protects the enterprise from adverse exchange-rate fluctuations, using forward contracts, options, or swaps. This is particularly important for small enterprises that make or receive payments in foreign currency;

- contingency planning – developing alternative action scenarios in case of unpredictable circumstances, such as delivery delays, production disruptions, or force majeure events.

Preventive measures reduce the likelihood of negative events and increase business stability before risks materialize.

Corrective measures are aimed at responding promptly to identified risks and minimizing their consequences during business-process implementation. These include:

- rapid reallocation of resources – optimizing the use of material, financial, or human resources in response to changes in production or commercial processes. For example, redirecting raw materials between production lines to maintain planned output;

- order redistribution – adjusting routes or processing priorities in case of logistics delays, shortages of materials, or force majeure events. This helps minimize losses from unfulfilled contracts;

- adjustment of production plans – prompt adaptation of production schedules, shifts in production volumes, or replacement of resources to ensure process continuity and meet customer needs.

Corrective measures enable the enterprise to respond flexibly to unforeseen events and maintain operational efficiency, reducing the likelihood of financial losses and reputational risks.

Systematic monitoring is a key mechanism that ensures continuous control, assessment, and optimization of risks within all integrated business processes. The main monitoring methods include:

- regular process audits – periodic evaluation of the effectiveness of business-process execution and compliance with standards and risk-management procedures;

- KPI control (Key Performance Indicators) – the use of quantitative and qualitative indicators to assess process efficiency and detect deviations in a timely manner. Examples include the percentage of orders completed on time, average order-processing time, or product defect rates;

- digital risk-management dashboards – modern information systems that enable real-time risk tracking, data integration across all departments, and decision-support capabilities.

Systematic monitoring allows the enterprise to respond promptly to changes in the internal and external environment, identify potential threats before they materialize, and adjust processes to reduce the impact of risks.

Integrated business processes ensure systemic management, transparency of information flows, risk predictability, and resource efficiency. They allow the enterprise to quickly identify weaknesses, coordinate the actions of different departments, and maintain balance between strategic and operational priorities. At the same time, implementing an integrated approach has certain limitations: complexity of implementation, the need for highly qualified personnel, and additional costs for information systems that enable transparency and process automation.

The relationship between integrated business processes and the international activities of a small enterprise is especially important. They enable quick responses to currency fluctuations, control over logistics chains, integration with foreign partners and suppliers, and prompt adaptation of production and commercial decisions to changes in international market demand. Thus, integrated business processes form the basis of an effective risk-management system, ensuring resilience, flexibility, and competitiveness of a small enterprise in the global market. Integration of processes

ensures the coherence of actions across departments, increases the predictability of outcomes, and reduces the likelihood of critical situations, which is especially important for small enterprises with limited resources operating in international markets. Thus, integrated business processes serve as the fundamental basis for establishing a comprehensive risk management system that enhances the enterprise's competitiveness and long-term stability under conditions of global uncertainty.

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**CREATION OF A COMPREHENSIVE MODEL OF THE MANAGEMENT
SYSTEM OF IT-SECTOR ENTERPRISES BASED ON ISO STANDARDS**

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The material presents selected results of our research project “Development of a management system for IT-sector enterprises based on the integration of ISO standards: IT-service quality management, project management guidelines,” carried out by the Yu.M. Potebnia Engineering Educational and Scientific Institute of Zaporizhzhia National University (August–November 2025).

The complexity of current global processes driven by the active development of the digital environment requires broad and deep analysis. Among economic activities, the IT industry deserves special attention because the IT sector is a key driver of national economies. At the international level, Ukraine is now a recognized global player and one of the best providers of IT services, particularly in competitive areas such as Ukrainian IT freelancing.

IT management is an important function and includes many tasks: development and implementation of IT strategies and policies aligned with existing legislation, national and international standards, regulatory frameworks for economic activity, management of IT projects and their resources, and more. It drives the long-term development of IT companies.

Building effective tools to improve the management system of an IT company under accelerated digitalization and business-process reengineering is a highly relevant and practice-oriented task. Improving the management system through new integrated concepts for managing business-process networks and risk-oriented tools can positively influence Ukraine's economy, increase the efficiency of its IT sector, and create commercial value for IT-company owners.

The work addresses a relevant problem for IT businesses: effective management of the order portfolio on the international IT-outsourcing market. This problem manifests in the need for ISO certification of the quality-management system of an IT company's business-process network and requires corresponding regulatory documentation based on ISO standards to dynamically support the lifecycle of an IT-service (IT-product) portfolio.

A modern IT-sector enterprise (IT company), as a microeconomic system, is a large, complex nonlinear dynamic system with an extensive network of internal and external interactions. Studying such an enterprise from a systems perspective requires a comprehensive description. It allows the use of methodological and analytical tools to analyze performance, anticipate behavior under various influencing factors, and synthesize an effective management system.

To perform management functions, an IT company is conventionally divided into separate components-organizational units, functional departments, business processes. This improves the understanding of individual processes and their conditions and clarifies responsibility for specific functions. At the same time, increasing the number and hierarchy of such components may create distance between them, blur relationships, and lead to loss of management integrity, conflicting goals, and contradictions. Under these conditions, alignment and formalization of different aspects of IT-company activity become possible through the construction of a comprehensive management-system model.

A *comprehensive model* of a microeconomic system (MES), including an IT company, is a model containing multiple partial, asynchronous, or interconnected models. The relationship between the MES model and its partial models is governed by systemic principles of emergence and correspondence.

Among existing approaches to building complex MES models, four major architectural methodologies are globally recognized: Zachman Framework, TOGAF, FEA, and Gartner methodology. None of them is complete; all have strengths and weaknesses. The comparison results are summarized in Tables 1-4.

Table 1. – Analysis of the Zachman Framework

Feature	Description
Essence	Taxonomy for organizing architectural artifacts.*
Architectural framework	6×6 matrix: dimension 1 – “players,” dimension 2 – “descriptive aspects” (Zachman defines it as an ontology).
Advantages	Completeness of taxonomy; exhaustive classification of artifacts across descriptive aspects.
Disadvantages	No step-by-step instructions; no mechanism for evaluating architecture quality.

* Architectural artifact: a specific document, report, specification, model, or other architectural component.

Таблица 2. – Analysis of TOGAF

Feature	Description
Essence	Architectural process (description of artifact-creation process).
Architectural framework	Enterprise-architecture continuum (from general to specific): – foundational architectures; – common system architectures; – industry architectures; – specific enterprise architectures.
Advantages	Complete and flexible architectural process with step-by-step creation.
Disadvantages	Final architecture quality depends heavily on the team; results can be good, flawed, or unclear.

Table 3. – Analysis of FEA

Feature	Description
Essence	Combines Zachman taxonomy and TOGAF process based on segmented architecture.
Architectural framework	Enterprise segmented into aspects described with 5 reference models (business, service, component, technology, data).
Advantages	Completeness, detailed segment analysis, unified descriptive language, ability to assess architecture quality.
Disadvantages	Weak business orientation (mainly for public sector).

Table 4. – Analysis of Gartner Methodology

Feature	Description
Essence	A set of practical recommendations for enterprise-architecture design.
Architectural framework	Architecture as a continuous process of development, maintenance, and use.
Advantages	Target architecture principle: “as much architecture as needed, exactly on time,” guiding answers to “where the enterprise is going” and “how it gets there.”.
Disadvantages	No defined step-by-step algorithms, limited access to detailed artifacts and examples.

Our work builds the IT-company management-system model using architectural-methodology principles supplemented with stratification and hierarchical-modeling tools (metamodeling technology).

Stratification of an MES or IT company refers to analyzing it from different perspectives (modeling aspects) and performing multi-dimensional decomposition to develop and align different knowledge segments (strata) while maintaining logical coherence.

Metamodeling technology for an IT company refers to synthesizing model classes describing the company and defining forms, methods, tools, and procedures for hierarchical modeling. It forms a methodological basis for integrating and generalizing management-system models.

Most modern metamodeling technologies rely on object-oriented MDD (Model-Driven Development) from OMG, a four-layer metamodeling architecture. The approach does not limit the number of layers and supports flexible description of object-system models at high abstraction levels while avoiding major restructuring when changes are needed. It is widely used in software engineering and corporate automated-management systems. [1].

Interpreting the four-layer scheme at semantic (M3), syntactic (M2), qualitative (M1), and quantitative (M0) levels enables the generation of model complexes that accurately describe complex-system functioning, including IT companies.

Designing models for complex domains requires standards. ISO recommends ISO/IEC 19502:2005 (MOF – Meta-Object Facility) as a standard for model-driven development. It defines a strict metamodeling architecture.

An exception that applies to economic systems, including IT companies, is ISO/IEC 24744:2014 (Software Engineering – Metamodel for Development Methodologies). It formalizes enterprise structure and functionality in a unified way, enabling developers to standardize software solutions for management systems. SEMDM harmonizes diverse ISO standards and aligns low-level business-process models with higher-level management standards (service quality, project management) [2].

Despite a few exceptions, most attention in existing research is given to metamodeling computer systems, leaving economic systems — including IT companies — largely outside the scope of these studies. One notable exception is the ISO/IEC 24744:2014 metamodel Software Engineering – Metamodel for Development Methodologies (SEMDM) [3], published by the International Organization for Standardization (ISO). Its purpose is to provide a formalized description of enterprise structure and functionality in a unified format, allowing software developers to standardize their applied solutions for management-system automation. The generalized SEMDM metamodel supports the development and implementation of various software-engineering methodologies used to build applied solutions for management systems.

The SEMDM metamodel effectively acts as a harmonization mechanism across the diverse ISO standards on which software solutions for IT-company management systems are based. It defines the invariant foundation on which software integrates business-process management models of an IT company (lower-level models) with higher-level management models such as IT-service quality management and project-management guidance.

This scientific foundation requires a critical review of the content and functional purpose of the ISO standards that directly influence IT-sector enterprises.

Table 5 provides a register of current ISO standards directly applied in the creation, administration and improvement of IT-company management systems.

Table 5. - Registry of Relevant ISO Standards for IT-Sector Business Processes and Management Systems (based on [4])

Standard	Purpose	Application Area
ISO/IEC 27001:2022	Defines requirements for an information-security management system.	Structured approach to cybersecurity, risk management, access control, cryptographic protection, incident response, and operational security continuity.
ISO/IEC 27002:2022	Supports practical implementation of ISO 27001.	Development of policies, procedures, and technical controls for data processing and storage: asset management, personal-data protection, physical security, network security, incident management, access audit.
ISO/IEC 27005:2022	Provides a structured risk-analysis cycle aligned with ISO 27001.	Risk identification, assessment, prioritization, treatment, threat monitoring, vulnerability analysis, response planning.
ISO/IEC 27017 ISO/IEC 27018 ISO/IEC 27701	Define ISO 27001-based requirements for personal-data protection and security in cloud environments.	Guidance for cloud-service providers and customers on risk management and privacy controls for cloud infrastructure (PIMS). Important for SaaS companies and data-storage providers.

Table 5 (continued)

ISO/IEC 20000-1:2018	Specifies requirements for an IT-service management system.	Building a structured ITSM model: service planning, incident and change management, service-level management, configuration management, continuity of IT services, infrastructure control, technical support.
ISO 9001:2015	Defines quality-management principles using a process-based approach.	Structuring development processes, improving project management transparency, client interaction, and service efficiency; supports stability and predictability of IT business-processes.
ISO 22301:2019	Defines requirements for business-continuity management.	Recovery planning and strengthening IT-infrastructure resilience. Helps IT companies remain operational during crises: cyberattacks, server outages, natural disasters.
ISO/IEC 31000:2018	Provides principles and guidelines for risk management.	Setting context, risk analysis, documentation, and integration of risk-management into IT-company processes: cybersecurity, business-continuity, release management, project-risk control.
ISO/IEC 38500:2015	Regulates corporate IT governance.	Defining responsibilities, strategic IT planning, monitoring IT performance.
ISO/IEC 29110:2020	Oriented toward small IT companies for software development and support.	Simplified engineering procedures: planning, change control, testing, documentation with minimal overhead.
ISO/IEC 25010:2011	Establishes a software-product quality model.	Requirements for reliability, security, compatibility, performance, usability.
ISO/IEC 12207:2017	Regulates the full software-lifecycle process.	Structured development, reduced error and cost risks, improved product quality, support for innovation and digital-product development.
ISO/IEC 15288:2015	Defines lifecycle-management processes for systems.	Core standard for system engineering: conceptualization, design, testing, operation, modernization of complex IT systems.

Implementation of these ISO standards supports IT companies in achieving sustainable-development goals in social, economic, environmental, and managerial dimensions. ISO certification of the quality-management system of the business-process network is a requirement of the international IT-outsourcing market. Entering this market requires a structured description and a complete documentation package: quality procedures, process regulations, job descriptions, and more.

The results obtained provide a foundation for developing a roadmap for implementing an integrated management system for a typical IT company to improve flexibility, controllability, and efficiency of distributed IT teams.

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**ASSESSMENT OF THE ECONOMIC IMPACT OF GREEN INVESTMENTS AND
ESG FINANCING ON GLOBAL ECONOMIC PROCESSES**

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The modern world faces unprecedented global challenges caused by climate change, depletion of natural resources, and growing social inequality. In response to these threats, a new paradigm of economic development is emerging – the green economy, aimed at preserving natural capital and ensuring sustainable well-being [2].

The relevance of studying green investments and ESG financing is driven by several critical factors:

1. The need for an energy transition. Global pressure to reduce greenhouse gas emissions and achieve climate neutrality (Net Zero) requires large-scale mobilisation of capital into renewable energy and energy efficiency sectors [7].

2. Transformation of the investment culture. The financial sector is gradually abandoning the traditional approach focused solely on short-term profit. Investors, regulators, and consumers increasingly demand the integration of environmental (E), social (S), and governance (G) risks into decision-making processes [3].

3. Harmonisation with international standards. For countries such as Ukraine, the aspiration for EU integration and access to international financing is inextricably linked with the implementation of European ESG standards (SFDR, TCFD, CSRD) [6]. This is a key condition for economic recovery and enhancing global competitiveness.

Despite the evident relevance, a comprehensive assessment of the real economic impact of green investments and ESG financing remains insufficiently explored, especially in the context of global economic dynamics [4]. There is an urgent need for quantitative analysis and comparison of national and global data to objectively evaluate their transformational role and financial consequences.

Green investments refer to capital investments in projects that contribute to environmental safety, reduction of greenhouse gas emissions, energy efficiency, renewable energy development, and environmentally friendly transport. They serve as an instrument for implementing the UN Sustainable Development Goals and are part of the broader concept of green finance [1].

In other words, green investments are a financial mechanism for implementing the principles of a green economy – an economy oriented toward conserving natural capital [2].

Today, green investments are regarded not only as an economic category but also as a mechanism for implementing environmental policy, social responsibility, and innovation-driven development, which is of strategic importance for global economic processes [7].

Green investments are a critically important area of capital allocation focused primarily on the environmental dimension of sustainable development (reducing emissions, improving energy efficiency, etc.) [1]. However, environmental focus alone is not sufficient to ensure genuinely sustainable and long-term business efficiency. Therefore, the concept of green investments has expanded and is now integrated into a broader and more complex strategy – ESG financing [3].

ESG financing is the next logical step, which not only preserves the focus on environmental (E) goals but also incorporates social (S) and governance (G) dimensions. The ESG approach provides a comprehensive assessment framework that enables investors and companies to evaluate business resilience and responsibility across all dimensions, which is essential for successful implementation of green economy principles in today's world [5].

The environmental dimension (E) includes assessing a company's impact on the environment, such as CO₂ emissions, energy efficiency, and natural resource management. The social component (S) focuses on working conditions, human rights, gender equality, and the company's impact on local communities.

The governance component (G) includes transparency of corporate governance, ethical standards, anti-corruption measures, and the structure of the board of directors [3; 5].

ESG financing transforms traditional investment approaches by directing capital toward companies that demonstrate sustainable and responsible behaviour. This approach reduces environmental, reputational, and regulatory risks while increasing long-term profitability [3]. Its role is especially important in harmonising business practices with European standards, which is particularly relevant for countries seeking EU integration [6].

Research on ESG financing and green investments indicates their close interdependence within the broader concept of sustainable development [7].

Table 1. presents information on ESG financing and green investments in Ukraine for the period 2020–2023 [4].

Table 1. – ESG Financing and Green Investments in Ukraine (2020–2023)

Year	Volume of Green Investments (million EUR)	Key Companies and Institutions	Main Instruments	Types of Projects	International Participation and Support
2020	400	DTEK, UDP Renewables, NJSC “Naftogaz”	Green loans, state subsidies	Solar energy, energy efficiency	IFC, SECO, EBRD, GEF
2021	590	DTEK, BGV Group, Ukrgasbank	ESG strategies, pilot ESG ratings	Wind energy, bio energy	NBU, SBFN, UNDP
2022	760	Energoatom, Ukrhydroenergo, EBRD	Grants, technical assistance, ESG reporting	Water supply, solid waste management	EU, USAID, World Bank
2023	920	BDO Ukraine, Kernel, MHP	ESG funds, preparation for green bonds	Infrastructure recovery, NetZero	EU Green Deal, GIZ, Climate Office Ukraine

Source: [3], [7]

Analysis of the data presented in Table 1 demonstrates stable and significant growth of ESG financing and green investments in Ukraine during 2020–2023, despite external challenges [3; 7]. Therefore, the sector of green investments and ESG financing in Ukraine is actively developing, increasing financing volumes and deepening its structure by shifting from simple energy projects to complex sustainable recovery initiatives and harmonisation with international (particularly European) ESG standards [6].

Table 2. provides information on the global dynamics of ESG financing and green investments for the period 2020–2023 [2].

Table 2 – Global Dynamics of ESG Financing and Green Investments

Year	ESG Financing Volume (trillion USD)	Green Investment Volume (trillion USD)	Leading Regions	Key Instruments	Strategic Trends
2020	30	1,5	EU, USA, China	Green bonds, ESG funds	Beginning of the global transition to sustainable finance
2021	34	2,1	EU, USA, Japan	ESG ratings, social bonds	Expansion of ESG reporting, growing investor interest
2022	37	2,8	USA, EU, South Korea	Green loans, sustainability indices	Integration of ESG into public policy, crisis adaptation
2023	40	3,4	EU, USA, India	Green ETFs, TCFD and SFDR standards	Standardisation of ESG regulation, activation of Net Zero strategies

Source: [2], [3], [7]

Analysis of global ESG financing and green investment trends from 2020 to 2023 indicates an uninterrupted and accelerating transition of the global economy toward a sustainable financing model, despite ongoing crises [2; 7].

For visual clarity, Figure 1 graphically illustrates the dynamics of global ESG financing and green investment indicators [2].

Volume of ESG Financing (trillion USD) and Volume of Green Investments (trillion USD)

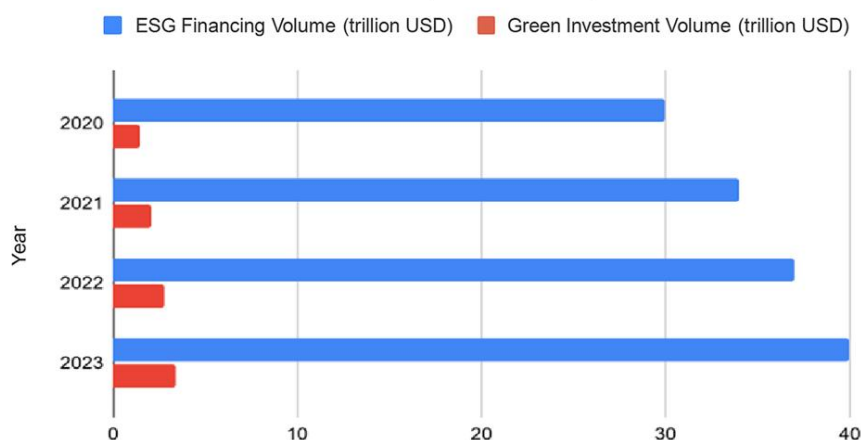


Figure 1. Dynamics of Global ESG Financing and Green Investments, 2020–2023

Source: [2], [7]

During the period 2020–2023, green investments and ESG financing acquired strategic importance in transforming the global economy. Their economic impact spans macroeconomic, innovation, financial, and geo-economic dimensions, as confirmed by statistical trends [2; 7].

At the macro level, investment flows grew significantly: ESG financing increased from approximately \$30 trillion in 2020 to over \$40 trillion in 2023, while green investments rose from \$1.5 trillion to \$3.4 trillion [2]. This reflects a shift of capital toward sustainable sectors such as renewable energy, eco-technologies, and the circular economy [7]. In the GDP structure of leading countries, the share of “green” sectors is rising, accompanied by the creation of new jobs in renewable energy, ecological construction, and resource management [3].

The innovation effect is visible in the stimulation of research and development (R&D) in energy efficiency, hydrogen technologies, and energy storage. ESG financing creates new markets – ESG analytics, certification, and reporting – generating demand for new professions and services [5].

The financial impact manifests itself in reduced risks: ESG-compliant companies demonstrate lower volatility, higher long-term profitability, and greater resilience to crises [3]. New instruments such as green bonds, ESG funds, and sustainability indices are becoming integral parts of global investment portfolios [5].

Geo-economically, the leaders in ESG financing are the EU, the USA, and China, which establish regulatory frameworks (SFDR, TCFD, CSRD) [6]. Developing countries gain access to international green funds, contributing to inclusive growth [7].

Thus, green investments and ESG financing exert a systemic economic impact: they transform market structures, stimulate innovation, reduce risks, and shape a new global development model — shifting from resource depletion to sustainability, efficiency, and responsibility [2; 7].

Therefore, the conducted research confirms that green investments and ESG financing are not merely a trend but a key mechanism for transforming global and national economies based on the principles of sustainable development [3].

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SUSTAINABLE DEVELOPMENT OF UKRAINE'S ECONOMY THROUGH THE MODERNIZATION OF RAILWAY TRANSPORT MANAGEMENT

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The current state of Ukraine's economy is characterized by large-scale challenges caused by both internal structural problems and external factors such as globalization, military aggression, and integration into the global economic space.

At the same time, railway transport serves as a strategic link in Ukraine's economic system, providing transportation for over 60% of freight and a significant portion of passenger traffic. It plays a key role in the functioning of industry, trade, and transit flows.

Within the paradigm of sustainable development — which combines economic efficiency, social equity, and environmental balance — the modernization of Ukraine's railway transport management system gains particular importance.

Effective management can ensure the transport sector's adaptation to new challenges, enhance its international competitiveness, and promote the preservation of ecological balance. Therefore, studying the directions and mechanisms of railway transport management modernization within the framework of sustainable development represents a relevant scientific and practical task.

Railway Transport as the Foundation of Sustainable Development of Ukraine's Economic System

Ukraine's railway transport has historically been the backbone of the national economy. Its extensive infrastructure connects industrial regions, seaports, and international transport corridors. Compared to road transport, railways have a significantly lower level of CO₂ emissions per ton-kilometer of freight, which aligns with the environmental principles of sustainable development.

At the same time, the railway transport system faces several challenges: deterioration of fixed assets, insufficient energy efficiency, outdated management practices, and limited access to investment. These issues reduce Ukraine's potential as a transit country and hinder the achievement of its strategic goal — integration into the European transport network.

The Essence and Directions of Railway Transport Management Modernization

The modernization of management in the railway transport sector should encompass a comprehensive set of organizational, technological, and institutional changes. The main directions can be considered as follows:

1. **Digitalization of transport management.** Implementation of automated route planning systems, electronic ticketing, and Big Data analytics to optimize logistics. This approach increases efficiency, reduces costs, and minimizes negative environmental impact.

2. **Energy efficiency and environmental sustainability.** Modernization of the locomotive fleet, expansion of electric traction, and gradual transition to renewable energy sources. This approach reduces the carbon footprint of transport and aligns with global climate goals.
3. **Financial and economic stability.** Transition to modern asset management models, attraction of private investments through public-private partnerships, and development of concession projects. This promotes infrastructure renewal without placing excessive pressure on the state budget.
4. **European integration.** Harmonization of technical standards and regulations in accordance with EU requirements, development of TEN-T transport corridors, and ensuring the interoperability of Ukraine's railway system with the European one.
5. **Social orientation of management.** Creating comfortable conditions for passengers, enhancing traffic safety, and developing inclusive solutions within the transport infrastructure.

Thus, modernization of management is not only a matter of technical renewal but also a transformation of management approaches that ensure a balance between economic efficiency and socio-environmental requirements.

Table 1 – Key Statistical Indicators of the Development of Ukraine's Railway Transport in 2023–2024

Indicator	Value
Freight volume transported by <u>Ukrzaliznytsia</u> from January to May 2024	75.4 million tons (an increase of 30% compared to the same period in 2023)
Volume of export transportation for the same period	38 million tons (a growth of 57%)
Volume of domestic transportation from January to May 2024	32.9 million tons (a growth of 6.7%)
<u>Ukrzaliznytsia's</u> freight transportation plan for 2024	~175 million tons (about 15% higher than last year's figure)
Capital investments of " <u>Ukrzaliznytsia</u> " from January to September 2023	10.4 billion UAH utilized
<u>Share of electrified railway lines</u>	≈ 47,6 %

The statistical indicators presented in the table reflect the current state and main trends in the development of Ukraine's railway transport. The data show a significant recovery in freight transportation in 2024 after a considerable decline in previous periods.

In particular, from January to May 2024, 75.4 million tons of freight were transported, which is 30% higher than in the same period of 2023. The export segment demonstrated especially dynamic growth — by 57% — while domestic transportation increased at a more moderate pace of 6.7%.

The planned transportation volume for 2024 is around 175 million tons, which is 15% higher than last year's result and indicates stabilization and gradual recovery of the country's transit potential.

Investment activity in the sector also shows a positive trend: during the first nine months of 2023, Ukrzaliznytsia utilized 10.4 billion UAH in capital investments directed toward modernizing infrastructure and rolling stock. An important indicator of the shift toward a more sustainable and modern model is the share of electrified railway lines, which currently stands at about 47.6% of the total network length. This creates the prerequisites for reducing dependence on diesel fuel, lowering emissions, and integrating into the European transport space.

Thus, the statistics confirm that Ukraine's railway transport is gradually adapting to new economic and geopolitical conditions. The recovery of freight flows, increased investments, and the growth of electrification demonstrate positive progress that can serve as the foundation for further modernization of management within the framework of sustainable development of the national economic system

The Impact of Modernization on Ukraine's Economic System. Effective management of railway transport directly influences the macroeconomic stability of the country. Enhancing the capacity and reliability of transportation stimulates industrial and export growth while promoting the attraction of foreign investments. Reducing energy consumption and emissions in the long term decreases environmental costs, which improves the population's quality of life and strengthens Ukraine's image on the international stage.

In addition, the development of railway infrastructure is a powerful driver of regional growth: new logistics hubs and transport centers create jobs, stimulate local businesses, and integrate remote areas into a unified economic system.

Despite its clear advantages, the modernization of railway transport management in Ukraine faces a number of challenges: limited financial resources, bureaucratic barriers, a low level of innovation culture, and the need for professional staff training. Overcoming these barriers is possible only through a comprehensive state policy that combines regulatory support, investment incentives, and active participation in international sustainable development programs.

Ukraine's railway transport is a strategic component of the national economic system and possesses significant potential to ensure its sustainable development. The modernization of management in this sector opens up opportunities to enhance transportation efficiency, reduce environmental risks, achieve integration into the European transport network, and improve the overall well-being of the population.

Successful implementation of these objectives requires synergy among government institutions, businesses, and the scientific community. Only through a comprehensive approach to railway transport management can it be transformed into a driver of Ukraine's economic growth and resilience in the 21st century.

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THE ROLE OF VISUALIZATION IN STUDYING ECONOMICS AND MANAGEMENT: WORKING WITH TABLES AND FIGURES

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The modern system of economic education is undergoing continuous transformation driven by the rapid development of digital technologies, the growing volume of information, and the need to develop analytical, systemic, and critical thinking among students. Visualization of educational material has become an important didactic tool that enhances the understanding of complex economic processes, increases the efficiency of learning theoretical concepts, and contributes to the development of practical data analysis skills.

In this context, working with tables, charts, diagrams, and drawings plays a particularly important role, allowing abstract economic information to be transformed into visual models. The use of visual elements in teaching economics and management ensures an interdisciplinary approach, integrating economic knowledge with information literacy, analytical skills, and visual thinking.

The visualization of economic data not only helps students comprehend complex indicators and relationships but also fosters the ability to make informed managerial decisions. In the context of preparing future specialists in economics and management, the ability to work with tables and visual materials becomes an essential component of professional competence.

Therefore, the relevance of studying the role of visualization in the teaching of economics and management is determined by the need to improve the quality of economic education, adapt the learning process to the requirements of the digital society, and develop innovative educational technologies that promote a deeper understanding of economic phenomena and processes. The types and significance of visualization tools are presented in Table 1.

Table 1. Types and significance of visual tools

Type of visual tool	Characteristics	Significance (role in learning and analysis)
Tables	Structured presentation of data in rows and columns	Allow systematization, comparison, and storage of large data volumes; suitable for precise numerical analysis
Charts (pie, bar)	Graphical representation of proportions or relationships between categories	Help to quickly assess proportions, structure, and relationships among data elements
Line graphs	Construction of curves showing dependencies between variables over time or parameters	Used for analyzing dynamics, trends, and forecasting economic indicators
Histograms	Graphs showing the distribution of data across intervals	Display the frequency of certain values or groups; useful in statistical analysis
Infographics	Infographics	Combination of text, numbers, and graphics in one visual layout Facilitates understanding of complex information; increases audience engagement
Mind maps	Diagrams visualizing logical relationships between concepts	Simplify memorization, comprehension, and structuring of material
Interactive dashboards	Digital panels dynamically displaying key indicators	Used for real-time decision-making and flexible analysis

Source: compiled by the author based on [1–3].

The analysis of the table shows that visual tools play a crucial role in studying economics and management, as they enhance comprehension, foster analytical thinking, and support the development of practical data-handling skills. Each type of visualization has its specific function and pedagogical value.

Tables make it possible to organize large amounts of information and ensure accuracy in the analysis of numerical indicators, while charts and line graphs help to quickly assess structure, dynamics, and trends in economic processes. Histograms are effective tools for statistical analysis, and infographics combine textual and graphical elements to make complex information more accessible.

Mind maps promote the development of logical thinking and the formation of conceptual links, which are vital for understanding the systemic nature of economic phenomena. Interactive

dashboards, in turn, open up new possibilities for digital analytics, enabling real-time monitoring and managerial decision-making [1]. Graphs allow for visual perception of large datasets, identification of trends, and discovery of relationships between indicators—thus supporting forecasting.

Tables are particularly valuable because they enable the systematization of information according to various criteria. In research, they are used for comparing results, calculating averages and deviations, and identifying patterns. In business, they are applied for analyzing financial performance, evaluating efficiency, and planning resources. Tables serve as a universal means of presenting information, equally applicable in printed and digital forms, thus facilitating communication across individuals and organizations.

Graphs, as a visual extension of tables, allow data to be perceived intuitively and quickly. They can reflect changes over time, relationships among variables, and future trends. Working with tables and graphs is an integral part of modern information culture: it facilitates data processing and analysis, improves decision-making, and enhances the presentation of research results.

Combined and multidimensional diagrams allow simultaneous display of several indicators and their interrelations. For instance, a bar chart can be combined with a line graph to show sales volumes and growth rates simultaneously. Such visualizations are widely used in financial analysis, econometrics, and research.

Historically, tables have been used since ancient civilizations for recording resources, population, or trade operations. With the advancement of science and statistics, their structure became more complex and detailed. In today's digital era, tables often include dynamic elements, automatic data updates, and interactive filters—making them indispensable analytical tools in all fields.

The structure of a table is a system of interconnected elements ensuring logical, accurate, and clear information presentation. Headers, labels, measurement units, and categories form the basis for efficient data analysis, enabling users to navigate large datasets, identify key patterns, and make reasoned conclusions [2].

Graphs and illustrations have become some of the most important tools for working with information because they not only present data visually but also facilitate systematic analysis, comparison, and interpretation. Data visualization simplifies the perception of large datasets, helps identify regularities, trends, and anomalies, and makes material more accessible for various audiences—from researchers and analysts to students [3].

In the context of economics and management, this is especially significant, as these disciplines require the ability to analyze complex relationships, work with time series, assess structural changes, and make data-driven decisions. Using tables and graphs enables students to model real-world managerial and economic situations, preparing them for professional practice.

Thus, combining various types of visualization in the learning process creates a comprehensive educational effect—from enhancing student motivation to forming deep professional competencies essential for effective performance in the modern economic environment.

One of the most effective ways to systematize, analyze, and present information is through visual tools such as tables, charts, and drawings. Tables provide a clear structure in which each element occupies a specific place, ensuring convenience in processing and comparing data.

As a result, mastering visualization tools becomes a key competency for future economists, managers, and analysts. While data accuracy is vital, so too are their logical organization and clarity of presentation—factors that ensure analytical efficiency. Visualization thus serves not merely as an auxiliary tool, but as a platform for a profound understanding of economic and managerial processes.

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**DIRECTIONS FOR IMPROVING OPERATIONS MANAGEMENT IN THE
CONTEXT OF ENSURING SUSTAINABLE DEVELOPMENT OF THE ORGANIZATION**

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In the modern world, operations management plays a key role in ensuring the effective functioning of enterprises and organizations. It is one of the most important components of management, which directly affects the quality of products, the level of costs, competitiveness and profitability of the business. However, in the face of global challenges such as climate change, shortage of natural resources, and increasing social inequality, the traditional model of operations management requires transformation.

Enterprises that strive for sustainable development must integrate the principles of sustainable development into their business processes - economic efficiency, environmental safety and social responsibility. Accordingly, the task of operations management is not only to ensure production efficiency, but also to create a management system capable of maintaining a balance between the economic interests of the enterprise, the welfare of society and environmental protection.

Thus, the study of areas for improving operations management in the context of sustainable development is relevant both for management theory and for the practical activities of Ukrainian enterprises that seek to increase their competitiveness in the global environment.

Sustainable development is defined as meeting the needs of the present generation without compromising the ability to meet the needs of future generations. This concept encompasses three interrelated components – economic, social and environmental. For business, this means the need to harmonize profitability, social responsibility and environmental safety.

In Ukraine, as in the rest of the world, more and more enterprises are realizing the need to transition to a sustainable development model. This is due to the growing requirements of international standards, increased control from consumers and partners, as well as the desire to reduce costs through the rational use of resources. However, in practice, the implementation of the concept of sustainable development in the field of operations management faces a number of problems: limited financial resources, low level of automation, outdated technologies, as well as insufficient environmental management culture.

Today, sustainable development is becoming not just a fashionable trend, but a necessary condition for maintaining the competitiveness of enterprises. In an unstable market environment, climate change and global economic crises, it is those companies that implement the principles of sustainability that demonstrate resilience and the ability to adapt to the challenges of the time.

In addition, at the level of state policy in Ukraine, more and more attention is paid to the ecological modernization of industry, energy efficiency and the development of a "green" economy. The adoption of the National Economic Strategy until 2030 and the implementation of the UN Sustainable Development Goals create new requirements for enterprises and stimulate them to increase the efficiency of resource use, introduce innovations and environmental standards.

In this context, operations management should be transformed from a traditional system of production process management into a more comprehensive model that includes strategic planning,

environmental impact monitoring, product life cycle management and social value creation. This requires a change in the mindset of managers, a rethinking of approaches to labor organization, resource use and supply chain management.

The study of the issues of improving the approach to operations management on the basis of sustainable development was raised in the studies of a number of scientists and scholars. In particular, the management of sustainable development of industrial enterprises was thoroughly considered in collective work [1]. The impact of migration, globalization and environmental shifts on operational activities was determined by a group of authors in the work [2]. The issue of introducing environmental management into the production activities of enterprises was studied by scientists Andrushkiv B., Melnyk L., Artemenko O. [3]. Gorlova O. and Golovchenko O. [4] studied the relationship between improving product quality and increasing the level of social responsibility in the context of their impact on the organization's achievement of sustainable development. They draw attention to the fact that sustainable development requires changes in management approaches, enterprises must implement environmentally friendly technologies, use resources economically and take care of employees and the community in which they work. Scientists emphasize that one of the factors of sustainable development is increasing the level of product quality by forming an appropriate corporate culture. They note that today the success of an enterprise largely depends on the use of digital technologies - automation, data analytics, the Internet of Things and artificial intelligence. However, these technologies, in their opinion, should be used ethically, with care for people and the environment [5].

Despite the significant number of scientific works and practical research in the field of operations management, today Ukrainian enterprises still face many difficulties that hinder the implementation of the principles of sustainable development. These problems require deeper analysis and practical solutions.

One of the main problems is the insufficient integration of sustainable development principles into companies' strategies. Many companies perceive environmental and social measures not as part of effective management, but only as additional costs. Because of this, environmental initiatives or social responsibility programs are often one-time in nature, and are not a systematic component of their activities. As a result, companies lose the opportunity to gain competitive advantages that the implementation of sustainable practices provides - saving resources, improving their image, increasing consumer trust.

Another significant problem is outdated technologies and a low level of production automation. Many Ukrainian companies still use equipment that does not meet modern requirements for efficiency and environmental safety. Such equipment consumes excessive amounts of energy, creates large amounts of waste and negatively affects the environment. The lack of automated management systems complicates control of product quality and resource consumption, which reduces the overall efficiency of the enterprise.

An important problem remains the low level of training of management personnel. Often, middle and senior managers do not have sufficient knowledge of the concept of sustainable development, are not familiar with environmental management tools or energy-efficient management methods. This leads to incorrect planning, inefficient use of resources and reluctance to implement changes.

Another significant problem is the imperfection of the system for assessing and monitoring the results of the enterprise's activities. Most companies focus only on financial indicators - profit, costs, profitability - and do not take into account the social or environmental results of their work. Because of this, it is impossible to objectively assess the level of sustainable development of the organization, to determine its strengths and weaknesses in terms of impact on society and the environment.

Improving operational management in the context of sustainable development means not just improving production processes, but a deep restructuring of the entire enterprise management system. This requires combining modern technologies, innovative approaches to work organization, and changing the attitude of management and employees to environmental issues, social responsibility, and efficient use of resources.

One of the most important areas is the digitalization of operational processes. The use of digital technologies also helps to analyze large amounts of data, forecast demand, respond faster to market changes, and avoid overproduction. This reduces costs and reduces environmental damage, as resources are used more rationally.

An important area of improvement is the implementation of the principles of “lean production”. Its essence is to eliminate all types of waste: downtime, excess inventory, inefficient use of working time or materials. When employees are involved in this process, they feel responsible for the result, and the enterprise works more efficiently, saves resources, and reduces the negative impact on the environment. Another important step is the implementation of environmental management systems. International standards such as ISO 14001 or EMAS help enterprises organize their work in such a way as to minimize the negative impact on nature. This includes controlling energy consumption, recycling waste, reducing emissions and improving the environmental safety of production.

No less relevant is the development of the principles of the circular economy, or closed-loop economy. Its main idea is that resources are reused and waste is converted into new raw materials. For example, an enterprise can establish material recycling or implement eco-design of products, which facilitates their reuse. This not only helps to reduce the negative impact on the environment, but also creates new directions for business development.

An important aspect of modern management is increasing the social responsibility of the enterprise. Companies should take care of occupational safety, decent working conditions, personnel development and fair pay. When employees feel cared for by management, they work more productively and responsibly. In addition, social responsibility helps to improve the reputation of the enterprise and strengthens its relations with local communities.

It is also important to implement energy-efficient and resource-saving technologies. This may include switching to modern equipment, monitoring the consumption of electricity, water and raw materials, and using alternative energy sources. Such measures not only reduce the costs of the enterprise, but also contribute to environmental safety. In the long term, investments in “green” technologies always pay off, as they help reduce operating costs and increase efficiency.

Another step should be the development of a system of indicators for sustainable operational management. To do this, you need to create a set of key indicators (KPIs) that reflect not only financial results, but also the environmental and social achievements of the enterprise. For example, this may be the level of waste disposal, energy savings, employee satisfaction indicators. Such a system allows managers to make more informed decisions and see real results of activities in the context of sustainable development.

In modern business conditions, operations management plays a key role in ensuring the sustainable development of enterprises. Its task is not only to effectively organize production processes, but also to harmoniously combine economic, social and environmental goals. It is on the quality of operations management that the competitiveness of the company, its level of innovation and the ability to adapt to the requirements of the market and society depend.

The analysis conducted showed that the issue of improving operations management is closely related to the concept of sustainable development. Foreign and domestic researchers emphasize that a modern enterprise should not only strive for profit, but also care about environmental safety, social responsibility and rational use of resources. This requires rethinking approaches to managing production, personnel and technological processes.

At the same time, an analysis of the practice of Ukrainian enterprises shows that there are a number of serious problems that hinder the integration of sustainable development principles. Among them are insufficient digitalization of processes, the use of outdated technologies, low environmental awareness of management, the lack of a systematic approach to monitoring performance, as well as poor training of management personnel. All this does not allow to fully realize the potential of operational management as a tool for sustainable development.

Overcoming these problems is possible only if comprehensive changes are implemented. Improving operational management should be based on the digitalization of business processes, the implementation of the principles of "lean production", environmental management, the development

of a circular economy and increasing the social responsibility of enterprises. An important task is to create a system of indicators that will take into account not only economic efficiency, but also socio-ecological results of activities.

Particular attention should be paid to the formation of a new corporate culture, the focus of which will not be short-term profit, but long-term stability and harmonious interaction with the natural and social environment. It is the combination of innovative technologies, effective resource management and ethical principles that can ensure sustainable growth and a positive reputation in the market for an enterprise.

Sustainable operations management is not just a requirement of the time, but a strategic path to increasing the efficiency, competitiveness and long-term success of an enterprise in the modern world.

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**GLOBAL COMPETITION AND STRATEGY OF INTERNATIONAL
CORPORATIONS**

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In 2020–2025, global competition underwent such a large-scale and profound reformatting that the world economy has not experienced for decades. This period became both a crisis phase and

a phase of extremely rapid technological renewal, which radically changed the conditions for the development of international corporations. A combination of medical, economic, political, energy and technological factors influenced all levels of global relations – from local production chains to the structure of international investments and competitive strategies. As a result, companies found themselves in an environment in which former performance models stopped working, and speed of adaptation, innovation, sustainability and the ability to plan flexibly strategically became the main criteria for survival. At the same time, new centers of political and economic influence were formed, the global map of partnerships changed, and technologies received the role of not just a support tool, but the foundation of all business processes. Digitalization, automation, cybersecurity and data have evolved into key drivers of competitive advantage. It was during these years that the global economy moved from gradual development to a regime of constant restructuring that required corporations to have a fundamentally different level of strategic flexibility and innovation [1].

The COVID-19 pandemic was the main catalyst for this transformation. It did not simply cause a temporary drop in demand or a limitation of economic activity – it exposed the structural weaknesses of the global economic system, which for decades developed in a format of high interdependence and minimal reservation. In 2020, international trade declined by the largest figure in decades, with ports finding themselves congested and logistics routes effectively severed. The closure of borders and transport routes, the shutdown of factories in Asia and Europe, the shortage of containers, the lack of air transportation and the blocking of production processes have caused a domino effect. The «just in time» system, which for many years was a symbol of efficiency, turned out to be extremely vulnerable: the lack of stocks, the focus on point deliveries, dependence on one production center became fatal mistakes. Even large corporations with significant resources faced supply disruptions, 5-7 times increase in logistics costs, months-long delays and the inability to predict delivery times. The disruption of supply chains has affected the entire dynamics of – production from high-tech industries to the agro-industrial sector [2].

The most striking example of structural weaknesses was the global semiconductor shortage in 2021–2023. Microchips – are the heart of the modern economy, and their lack has effectively paralyzed entire industries. Automobile concerns around the world experienced massive conveyor shutdowns, electronics manufacturers could not meet demand even halfway, medical equipment was supplied with delays of several months. The shortage of chips revealed the deep dependence of global production on several Asian factories, which became a strategic threat to many countries. Companies began to actively review the supply structure, create reserves, invest in their own production or look for new partners. The strategies of «China+1», «Asia+1», «Friendshoring» and «Nearshoring» have become real tools of corporate policy. International corporations were reorienting production processes from China to Vietnam, India, South Korea, Mexico, Poland and other countries to minimize risks. This marked the beginning of a new era of geo-economic diversification [3].

Unprecedented digitalization began against the background of logistical violations. In an extremely short period, companies have made a technological leap that would take years under normal conditions. The transition to remote work was a shock for business, but at the same time – was an impetus for the accelerated implementation of digital tools: cloud services, analytical platforms, AI solutions, personnel management systems, electronic document management, corporate communication portals and automated business processes. Businesses were forced to invest in security, data protection, cyber infrastructure and remote access for workers. At the same time, digital systems have become not just an auxiliary tool, but a key part of a competitive strategy. Deloitte estimates that global investment in digital transformation has increased by tens of percent and has become the most important part of corporate budgets [4].

Artificial intelligence has become the main engine of competition in these years. If in the previous decade AI was mainly of experimental importance, then in 2020-2025 it became a central element of business processes. AI was implemented in supply chain management, demand forecasting, logistics optimization, marketing personalization, risk management, HR processes and customer service. Thanks to AI, companies could detect defects in production in real time, automate the quality of control, and carry out complex analytical operations that previously required the

participation of large teams. Many corporations began to create internal AI hubs, where entire departments were formed to develop their own models, data analytics and automation of digital processes.

In parallel with the digital transformation, autonomous productions developed. «Smart factories» has become a reality thanks to digital doubles, robotic systems, automated warehouses and predictive service technologies. The massive introduction of robots allowed companies to ensure production stability even when human resources were limited due to lockdowns or quarantine measures. Autonomous systems also increased the accuracy of production operations and minimized the risks of human error. This contributed to the fact that production became more sustainable, predictable and efficient.

In parallel with technological change, there has been a transformation of the labour market. In 2020-2025, a global battle for talent unfolded, especially in the fields of artificial intelligence, cyber security, digital engineering, data analysis and IT architecture. The shortage of such professionals was so high that companies began to offer not only financial motivations, but also flexible working conditions, a fully remote format, corporate universities, Upskilling & Reskilling programs, additional educational opportunities and individual career trajectories. For the first time, the labor market became virtually global – companies competed for specialists from all over the world, regardless of their place of residence.

Environmental standards have also begun to actively influence competition. In 2020-2025, the European Union implemented large-scale «green course» programs aimed at reducing carbon dioxide emissions, developing renewable energy, implementing electric transport and stimulating environmental technologies. Companies that did not meet environmental requirements lost access to EU markets, investment resources and international cooperation opportunities. This has caused a sharp increase in investment in «green» technologies, energy-efficient solutions and modernization of production processes and implementation of ESG reporting [5].

Geopolitical challenges have become another important factor that has radically changed global competition. The trade confrontation between the US and China, sanctions regimes against Russia, the war in Ukraine, tensions in the Taiwan Strait, conflicts in the Middle East and the energy crisis in Europe forced corporations to review the structure of their international operations. More than 60% of TNCs have redistributed supply chains, diversified the geography of production and reduced dependence on certain politically unstable regions.

Table 1. – Global TNC Investments in 2020–2024, billion dollars. USA.

Economy sector	2020	2021	2022	2023	2024	Change 2020–2024, %
Information technologies	310	620	540	590	640	+106 %
Pharmaceuticals and Biotechnology	180	260	240	255	270	+50 %
Automotive and electric transport	95	140	160	190	215	+126 %
«Green» energy	120	200	230	260	310	+158 %
Telecommunications and cloud services	140	270	260	280	300	+114 %
Traditional production	200	160	150	155	158	– 21 %
Logistics and Transport	75	110	95	100	105	+40 %
Total	1120	1760	1675	1830	1998	+78 %

Source: systematized by the authors.

The data presented in the table make it possible to trace the dynamics of changes in the investment activity of transnational corporations in terms of the main sectors of the economy during 2020-2024. For a more visual display of the dynamics of investments, it is advisable to present them

in the form of a diagram that demonstrates the annual volumes of investments in each direction and allows you to easily trace the main trends.

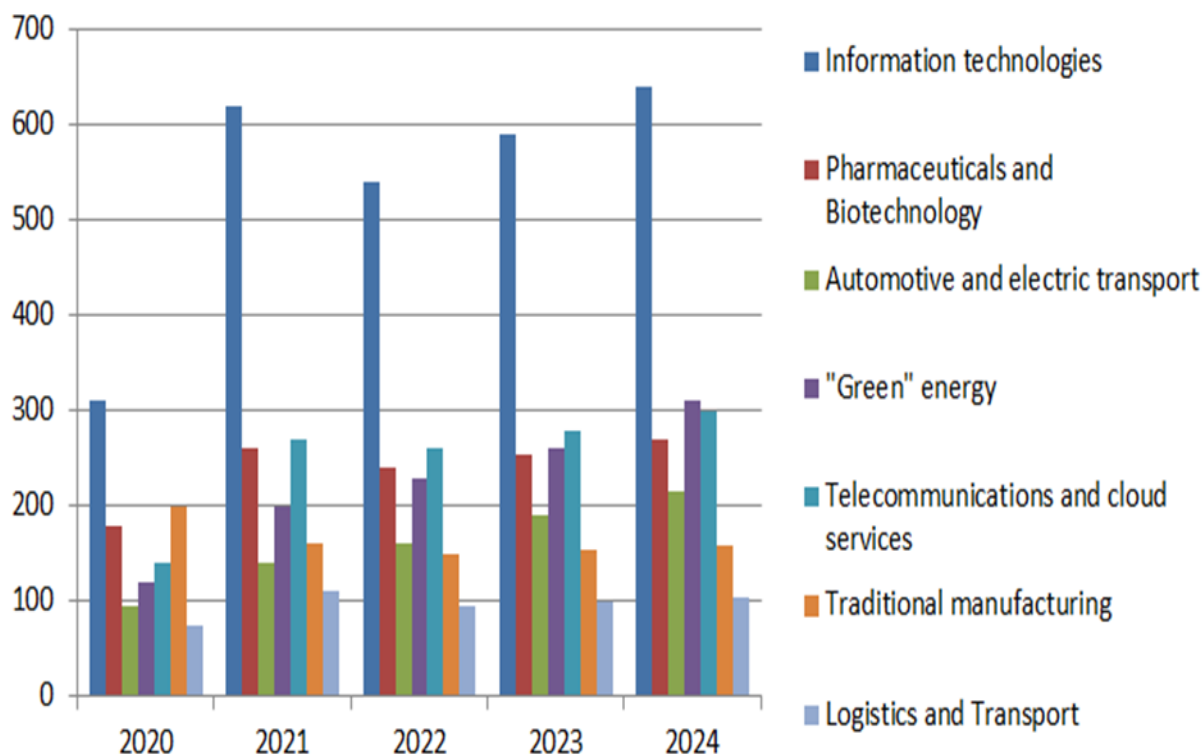


Figure 1. – Change in global investment by TNCs during 2020-2024.
Compiled by the authors.

The chart reflects annual changes in investment in key sectors. The fastest growth in 2020-2024 is demonstrated by «green» energy, automotive and electric transport, as well as the information technology sectors. In telecommunications and cloud services, there is also a steady increase in investments. Instead, traditional production is characterized by a decline, which emphasizes the reorientation of TNCs to modern, innovative and ecological directions. Aggregate dynamics confirm the shift of global investment towards high-tech and «green» sectors.

In 2020-2025, corporations increasingly moved to an ecosystem model of development. In contrast to the traditional approach, where each company operated autonomously, today's multinational corporations began to create complex networks of partnerships covering startups, research institutes, IT companies, logistics operators, government organizations and financial structures. Such a model made it possible to introduce innovations faster, reduce development costs, speed up the cycle of introducing new technologies and significantly increase resistance to external shocks. Ecosystems allowed corporations not only to respond to global challenges, but also to shape new markets, new patterns of cooperation and new competitive strategic advantages.

One of the key consequences of the transition to such a model was that companies stopped considering themselves as separate production units, but began to act as integrated multi-level platforms. For example, in the field of electric transport, automotive companies cooperated with battery manufacturers, IT companies, energy companies, universities and startups in the field of artificial intelligence. Thanks to this, they could develop new models faster, reduce risks and enter international markets with more competitive products. In the pharmaceutical and biotechnology industries, companies were forming international alliances to develop new generation vaccines, genetic technologies, diagnostic systems and drugs.

The international trade system has also undergone significant changes. In 2020-2025, there was a sharp increase in regionalization. If in previous decades global value chains were built on the principle of distribution of functions between countries based on the cheapness of production, then during this period security, predictability, stability and the ability to quickly respond to crises came to the fore. Corporations increasingly preferred to place production within the stable political blocs – of the EU, North America (USMCA), East Asia, as well as promising but less risky regions of South Asia. Production capacity was no longer concentrated in a single location, but was distributed among several countries to avoid dependence on a single supplier or region.

Regionalization contributed to the formation of new centers of innovative development. Thus, India and Vietnam have become alternative sites for electronics manufacturing; Poland, Czech Republic and Hungary – for the automotive industry; South Korea and Japan – for semiconductors; USA and Canada – for high-tech manufacturing and biotechnology. This changed the structure of the global labor market as companies opened new offices, research centers and production sites in countries with development potential.

Rethinking the role of data has been one of the most fundamental shifts of this period. Data evolved into a strategic resource that influenced management, marketing, investment, production, logistics and innovation. Companies actively created their own data centers, implemented cloud services, analytical modules, digital platforms and forecasting systems. Data became so valuable that corporations began to protect it in the same way as physical assets. New professions have emerged: data analyst, data architect, big data engineer, cloud solutions specialist, cyber security specialist. The use of machine learning models in the management of companies has made it possible to reduce costs, predict customer behavior and identify weaknesses in supply chains before they turn into a crisis.

One of the main challenges of the digital age has been the rise of cyber threats. From 2020 to 2025, the number of cyberattacks increased several times, and not only individual companies, but also state institutions, financial systems, transport networks and even medical institutions were under attack. Corporations have been forced to invest huge amounts of money in cybersecurity, implement multi-level protection systems, use algorithms to detect and neutralize threats, and train workers in digital literacy. In this situation, the concept of «digital security has become one of the key criteria for competitiveness.

Global competition was also shaped by consumers' environmental and social expectations. Buyers demanded transparency of production processes, environmental responsibility, use of renewable energy, certified materials and sustainable development practices. Companies that did not meet these standards were losing customer confidence, access to investment and competitive advantages. This has led to corporations to implement ESG reporting, reduce carbon footprints, use energy-efficient technologies, transition to a circular economy, and integrate ethical principles into all stages of production.

In 2020-2025, a new model of global competition was formed, which is based on a combination of digital innovation, environmental friendliness, technological autonomy, effective management of human capital and the ability to quickly adapt to global shocks. Companies that were able to integrate these elements into their activities gained significant competitive advantages, strengthened their position in the international market and became drivers of the development of the new economic reality.

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PUBLIC ADMINISTRATION OF TOURISM IN THE ODESA REGION IN THE
CONTEXT OF TRANSFORMATIONS

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The Odesa region is a seaside and border region of Ukraine, located far southwest of the state. Its territory borders Romania and Moldova, and on south is washed by Black Sea. The total length of the sea and estuary coast — from the Danube mouth to Tyligul estuary reaches about 300 km.

The region has a strategic location at the intersection of important international water routes:

- The **Danube waterway**, which after completion of building a Rhine-Main-Danube canal in 1992 became the shortest way for European countries to Black Sea, and then — to Transcaucasia, Central Asia and Far East;

- The **Dniester** provides water connection with Moldova, and the **Dnieper** — with central regions of Ukraine and Belarus. After reconstruction of Dnieper-Bug and Dnieper-Neman canals the way to Poland and Baltic countries opens;

- The **Volga-Don Water System** combines the Azov-Black Sea basin with Russia, Kazakhstan, Turkmenistan, Azerbaijan and Iran, providing exit to the Caspian, the Baltic and the White Seas.

The geopolitical role of the Odesa region is determined by not only advantageous transport and geopolitical position, but also an active participation in European interregional structures, such as the Assembly of European Regions and the Working Community of the Danube Regions. As part of the Black Sea coastline of Ukraine, the Odesa region plays a crucial role in the activities of the Black Sea Economic Cooperation (BSEC). In addition to the strategic location, the Odesa region is distinguished by its significant natural resource potential.

The region's most valuable asset is its land resources, particularly its highly fertile black soil. Combined with a warm steppe climate, this creates favourable conditions for the development of the agro-industrial complex.

The warm sea, therapeutic mud, mineral water, and seaside beaches create an exceptionally high tourist and recreational potential of the Odesa region. In the lower reaches of large rivers (the Danube, the Dniester) and estuaries, as well as on the seacoasts and in the shelf zone, there are valuable unique natural complexes, wetlands, and ecosystems that for a high biosphere potential of the region, which is of national and international importance [1].

The following natural therapeutic and resort and recreational resources characterize the territory of the Odesa region: mineral waters (17 springs), peloids (therapeutic mud) and brine of estuaries and lakes, seacoast, natural objects and complexes with climatic conditions favorable for treatment, recovery, and medical rehabilitation. The length of the sea and estuary coasts of the Odesa region from the mouth of the Danube River to the Tyligulsky estuary reaches 300 km. Sea recreation areas of the Odesa region are some of the most popular.

The water bodies of the region that have the category of therapeutic include, in particular, the following well-known deposits of peloids of the estuaries Sasyk, Burnas, Alibey, Shagany, Budaksky,

Tyligulskyi, Kuyalnytsky, and Khadzhybeysky, as well as mineral water (MW) deposits Odeske, Kuyalnytsky, and Chornomorske. There are 22 recreational zones on the territory of the region (until February 25, 2017, these settlements were classified as resort by the Resolution of the Cabinet of Ministers of Ukraine dated 28 December 1996 No. 1576, which has lost force): the city of Odesa, village Zatoka, village Serhiivka, village Kosivka, village Kurortne, village Mykolaivka, village Popazdra, village Prymorske, village Gvardiyske, village Lisky, village Vapnyarka, village Kryzhanivka, village Nova Dofynivka, village Sychavka, village of Hrybivka, village of Dalnyk, village of Karolino-Bugaz, village of Sanzhiyka, village of Illichivka, village of Lebedivka, village of Prymorske (2), village of Tuzly.

On 6 March 2019, the Law of Ukraine “On Declaring the Natural Territories of the Kuyalnytsky Estuary of the Odessa Oblast as a Resort of State Importance” [1] came into force, according to which the Kuyalnytsky Estuary was declared a resort of state importance – “Kuyalnyk”.

In 2021, measures were initiated to declare Sychavka a resort of local importance, in particular, an analysis and assessment of the resort and recreational potential of the natural territory of the village of Sychavka, Yuzhnenskaya urban territorial community, Odesa district, the Odesa region was conducted. A petition to declare the natural territories of the village of Sychavka as resorts was prepared and sent to DART.

There are 29 sanatoriums and resorts in the region. The state institution "Pyrogov Clinical Sanatorium", subordinate to PJSC "Ukrprofozdorovytsia", is the largest sanatorium and resort in the region, annually serving over 10 thousand visitors.

In the structure of specialized accommodation facilities, recreation centers prevail - 88% of the total number of these facilities. The most profitable facilities - sanatoriums and children's sanatoriums - account for 19% and 8%, respectively, only one children's year-round center operates; boarding houses with treatment, balneological hospitals, mud baths, and balneo-mud baths (including children's) are still absent. There are also no health facilities for 1-2 days of stay.

On 30 September 2021, together with the State Institution "Ukrainian Research Institute of Medical Rehabilitation and Balneology of the Ministry of Health of Ukraine", a scientific and practical conference with international participation, "Sanatorium and Resort Treatment and Rehabilitation: Modern Development Trends" was held. The conference was attended by heads of specialized departments and other departments for the development of tourism and resorts of the Mykolaiv and Kherson regional state administrations. After the conference, a round table was held, during which the participants discussed the roadmap to develop the resort and recreational potential of the Black Sea region within the framework of the Memorandum of Cooperation in the field of tourism development between the Mykolaiv, Kherson and Odesa regional state administrations.

To date, there is no universal formula that would allow obtaining accurate data on the number of tourists. Conclusions about the tourist flow are made based on information received from the State Border Guard Service of Ukraine, owners of accommodation facilities in the Odesa region, and transport companies. More than 6 million tourists visit the Odesa region annually.

Table 1 – Number of tourists served by tour operators and travel agents, by type of tourism [2]

Years	Total number of tourists served by tour operators and travel agents	Including		
		inbound (foreign) tourists	outbound tourists	domestic tourists
2014	43382	2975	34811	5596
2015	45809	1126	33744	10939
2016	59077	2097	35749	21231
2017	72302	2103	44758	25441
2018	81381	2004	55296	24081
2019	99764	821	77197	21746
2020	28182	145	25201	2836

In 2020, due to the spread of the COVID-19 coronavirus disease, the influx of tourists to the region decreased to 4 million tourists, but in 2021, thanks to a wave of domestic tourism, the number of tourist flows to the Odesa region increased compared to 2020.

Tourism in the world accounts for 10% of GDP. In Ukraine, this figure is only 1.5% of GDP. An analysis of financial and economic indicators from tourism activities in the Odesa region shows positive dynamics of revenue receipts. Revenues from the tourist tax are a significant additional revenue to the local budget. Revenues from the tourist tax in the Odesa region for 2019 amounted to 21.4 million UAH, which is 84.5% more compared to the indicators in 2018 (11.6 million UAH). In 2020, due to the spread of the acute respiratory disease COVID-19 and the decline of the tourism industry, the tourist tax amounted to 15.2 million UAH, which was 28.9% less than in 2019. In 2021, due to the wave of domestic tourism and the flow of tourists to the Odesa region, the tourist tax revenue amounted to UAH 26.8 million, which was 76.3% more than in 2020 (UAH 15.2 million). In 2021, the Odesa region entered the TOP-5 regions of Ukraine in terms of revenue from the tourist tax. In the first half of 2022, the tourist tax in the region amounted to UAH 3.8 million. (Figure 1).

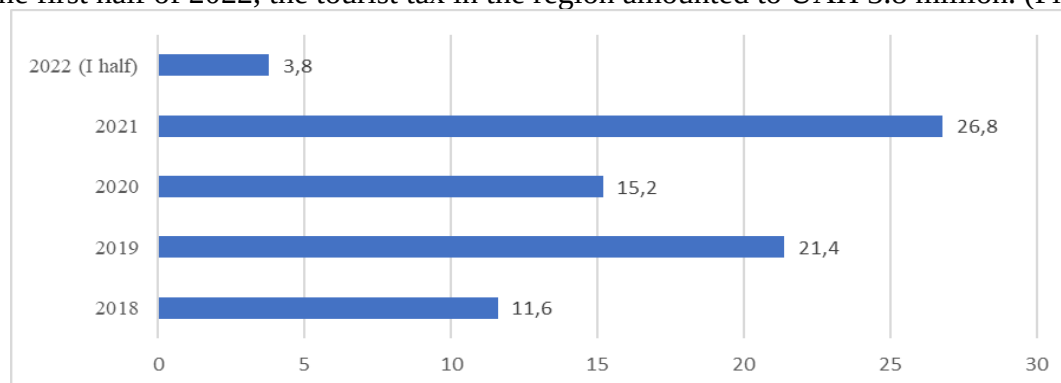


Figure 1 - Revenue from tourist tax in the Odesa region for 2018 - 1st half of 2022 (in million UAH) [1]

In total, the following accommodation facilities are located in the region: collective accommodation facilities - about 1,200 units, of which: recreation centers and private apartments - 572, hotels and apart-hotels - 540, hostels - 37, rural tourism estates - 32.

Today, there are several objects of destroyed/damaged infrastructure, including tourist infrastructure. Unfortunately, the Russian invaders continue to destroy the tourist and recreational infrastructure of the Odesa region. There are more than 46 tourist routes. The largest tourist flows go along such well-known tourist routes of the Odesa region as: Kayaking on Turunchuk; Bessarabian estate "At Melania's"; Dniester Amazonia; Uncle Bo's Ranch; The Secret Life of Siverin Pototsky; Valley of Roses; "How the Cossacks Walked for the Flood..."; "On the Waves of Bessarabia"; Milky Ways; Shabo and Akerman; Ethnopark "New Vasyuki"; Frumushika-Nova; Danube Delta - 0 km, etc. [1].

The tourist and excursion potential of the region is determined by numerous sights of different times with famous historical and cultural reserves, monuments and museums. These are the world-famous Odesa Opera and Ballet House, the famous Potemkin Stairs, the city of Vylkove, the fortress of the XII-XV centuries in the city of Bilhorod-Dnistrovskiy, excavations of the ancient cities of Thira and Nikonia, monuments of religious architecture in the cities of Odesa, Izmail, Reni, Kiliya and much more. About 4500 monuments of cultural heritage and 12 cities of the region are included in the List of Historical Settlements of Ukraine. More than 100 cultural heritage sites have the status of monuments of national importance, which created the image of the Odesa region as one of the most famous and popular, due to its originality, places for tourists and vacationers to visit [1].

There are 5 tourist information centers in the region:

- in Odesa (Odesa Tourism Centre and VISIT Ukraine);
- 1 in the town of Zatoka (Tourist Information Centre "Zatoka");
- 1 in Vylkove (Information and Tourist Center of the Danube Biosphere Reserve);

– 1 in the city of Bilyaivtsi (Regional Information and Tourist Visitor Center ("Dniester")).

On 16 September 2019, the UNESCO World Heritage Center officially confirmed the inclusion of the site “Tira – Bilhorod (Ackerman) – on the way from the Black to the Baltic Seas” on the UNESCO Heritage List. In 2020, as part of the regional development project “Creation and promotion of a comprehensive tourism product of the city of Bilhorod-Dnistrovskiyi, Odesa region, on the domestic and global tourism market” [1], documents were prepared for the inclusion of the Bilhorod-Dnistrovskiyi Fortress on the UNESCO Core List of World Heritage, which is one of the main points of the project implementation.

From August 21 to 24, 2021, we participated in the All-Ukrainian Festival "Travel Ukraine" in Kyiv, where the tourism potential of the Odesa region was presented. In addition, presentation products with a QR link to download the mobile application were produced and distributed; some of the products were transferred to the Tourist Information Centres of Kyiv for further distribution among tourists.

In July 2021, together with the Regional Development Agency of Odesa Region, 1 promotional tour for Polish tour operators was held along the Wine and Taste Road of Ukrainian Bessarabia. Another promotional tour for tour operators from Scandinavian countries was also being prepared [1].

In order to popularize and improve awareness of the tourism potential of the Odesa region, presentation branded products about the tourism potential of the Odesa region have been created, which are distributed at tourism and investment events and among diplomatic representatives and other honored guests of the region. Presentation branded products include a pillow-headrest with a logo, a brochure "Cuisine of the Odesa region", a ballpoint pen (with a logo), and notebooks (with a logo).

A very important factor is public administration of the tourism sector of the Odesa region in the context of transformational changes.

As the experience of different countries shows, the success of the tourism sector development directly depends on how this industry is perceived at the state level and how much it enjoys state support. It should be noted that the tourism sector, as a multi-sector complex, needs coordination of its economic activities much more than any other industry. However, excessive state intervention and regulation destroy the manifestation of entrepreneurial initiative, which is the basis for the formation of market relations [2].

The role of tourism began to grow actively along with the strengthening of globalization, because it is through the flows of tourists that social, political and economic events spread, overcoming borders, trans-regional connections are implemented, and networks of social activity and power are expanded. Ukraine's acquisition of the image of a tourist destination has acquired a specific value, and the support of this image should be considered a component of national interests and considered a defining direction of the international information policy of the states of the world. The acquisition of strategic importance by tourism determines its key factors of the country's socio-economic progress [3].

That is why the role of the tourism industry for the socio-economic development of the country determines the need for state management of tourism. In public administration of the tourism sector, it is important to clearly define the place of tourism in the sectoral structure of the national or regional economy in order to eliminate excessive dependence on the industry, which is characterized by a high degree of variability due to the influence of exogenous factors [4].

In modern conditions of market relations development, tourism acquires special importance for regional economy, acting not only as a means of filling local budgets from tax revenues, but also as an important driver of regional development, while putting forward serious requirements for the ecological state of the territory, which is a necessary condition for tourism development. A feature of tourism activity is that a tourist service for the end consumer is a chain of services (accommodation, food, treatment, entertainment, transportation, etc.), which involves a significant number of participants in the tourism market, and the consumer considers the value of a tourist service from the

point of view of its complexity, projecting his impressions of the consumed services onto the region as a whole [5]

The main goal of public administration of the tourism industry can be considered the formation of favourable conditions for the functioning and development of the tourism sector and related areas and industries related to material production and the service sector of the national economy. Thus, public administration of the tourism industry should be understood as a type of state activity that involves a targeted influence on the industry or its individual components through an effective mechanism of public administration in order to achieve certain strategic objectives. [6].

In the Odesa region, public administration of the tourism sector is carried out through the Department of Digital Development, Information Policy and Tourism of the Odesa Regional State Administration [7].

In the context of modern challenges caused by transformational changes, global trends in sustainable development and the need for digitalization of management processes, it is urgent to improve the mechanisms of public administration of the tourism sector of the Odessa region. In order to increase the efficiency of managerial decisions, ensure institutional capacity and activate the tourism potential of the region, the following measures are proposed:

1. Institutional and regulatory renewal

It can provide for the development of a regional Strategy for Sustainable Tourism Development until 2030, the harmonization of local regulations with national and European standards, as well as the creation of an interdepartmental coordination council on tourism issues under the Odesa Regional State Administration.

2. Digitalization of management processes

It can include the implementation of an interactive platform for monitoring tourist flows, facilities and services; creation of an open register of tourist resources of the region; development of the mobile application "Tourist Odesa Region" with the integration of routes, events and services.

3. Improving human resources and management capacity

It can be implemented through training for local civil servants, the creation of educational programmes on public tourism administration in partnership with higher education institutions, and the involvement of experts in cultural heritage, sustainable development, and digital technologies in policy formulation.

4. Expanding partnerships and intersectoral collaboration

It can involve intensifying cooperation with territorial communities, businesses, educational institutions and public organizations; creating clusters of sustainable tourism (marine, gastronomic, cultural, environmental); supporting community initiatives through grant mechanisms.

5. Promotion and branding of the region's tourism potential

It can include the formation of the brand "The Odesa Region is the Gateway to the Black Sea" with an emphasis on cultural heritage and hospitality; holding an annual forum "The Odesa Region Tourism: Challenges and Prospects"; increasing participation in international tourism exhibitions and platforms.

6. Integration of sustainable development principles

It can be implemented through the implementation of environmental standards for tourist facilities, the development of sustainable tourism routes taking into account protected areas, and the promotion of ethical tourism that respects local culture and the environment.

These measures are aimed at forming a holistic tourism management system capable of adapting to the challenges of the time, ensuring the competitiveness of the region, and promoting the sustainable development of the Odesa region.

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MOTIVATION AS A MANAGEMENT FUNCTION

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In today's conditions of dynamic economic development and increasing competition in the labor market, the issue of forming an effective personnel motivation system becomes particularly relevant. Motivation is one of the leading factors that determines labor productivity, employee engagement, team stability, and enterprise competitiveness.

Personnel motivation is a complex and multifaceted process that combines economic, psychological, and social aspects. It is aimed at activating employees' work activity, aligning their personal interests with organizational goals, and ensuring high labor efficiency. An effective motivation system not only contributes to achieving the strategic objectives of the enterprise but also creates conditions for professional and personal development of employees.

The study of theoretical foundations of motivation allows for a deeper understanding of its essence, functions, principles, and mechanisms of action. Based on the generalization of classical and modern theories, a scientific basis is formed for further analysis of practical aspects of motivation, evaluation of existing incentive systems, and development of effective managerial decisions. Thus, the study of motivation as a component of personnel management is a necessary condition for increasing enterprise performance and ensuring sustainable development.

Personnel management is one of the key functions of modern management, and motivation occupies a central place in the system of managerial influences. Motivation is a set of internal and external stimuli that encourage a person to perform certain actions aimed at achieving organizational goals and satisfying personal needs.

The term “motivation” derives from the Latin movere — “to move.” In the context of management, motivation is considered as the process of forming work motives of employees and ensuring the necessary level of activity in labor performance. Unlike coercive approaches, motivation is based on the employee’s internal desire to work effectively.

From an economic perspective, motivation is an instrument for increasing labor productivity, optimizing personnel costs, ensuring staff stability, and strengthening the enterprise’s competitive advantages. Successful companies demonstrate that a well-developed motivation system directly influences profitability, competitiveness, and corporate image.

Table 1 – Main Functions of Motivation

№	Function	Characteristic
1	Incentive	Activation of employee’s work activity
2	Regulatory	Formation of acceptable models of behavior
3	Coordinating	Ensuring alignment of employee and organizational interests
4	Stimulating	Material and non-material encouragement
5	Goal-oriented	Directing the employee toward achieving specific results

Source: developed by the authors based on data [1-4]

Thus, motivation is an integral part of both strategic and operational personnel management. It plays an important role in shaping effective organizational culture and ensuring sustainable company development.

Motivation theories are divided into two main groups: content theories and process theories (Table 2).

Table 2 – Motivation Theories

Theories	Characteristic	Theories	Characteristic
Content Theories of Motivation		Process Theories of Motivation	
Abraham Maslow’s Hierarchy of Needs	Identifies five levels of needs: physiological, safety, social, esteem, and self-actualization. Employees strive to satisfy needs sequentially from basic to higher.	Victor Vroom’s Expectancy Theory	Motivation depends on employees’ expectations regarding results and rewards.
Clayton Alderfer’s ERG Theory	Refined Maslow’s model, including three groups of needs: existence, relatedness, growth. Provides a more flexible approach to motivation.	John Adams’ Equity Theory	Employees evaluate the “input–reward” ratio compared to others.
David McClelland’s Needs Theory	Identifies three key motives: power, achievement, and affiliation. Particularly important for shaping leadership style and managerial incentive systems.	B.F. Skinner’s Reinforcement Theory	Behavior is shaped by rewards and punishments.
Frederick Herzberg’s Two-Factor Theory	Distinguishes hygiene factors (working conditions, salary, company policy) and motivators (recognition, development, meaningful work).		

Source: developed by the authors based on data [1-4]

Content theories of motivation explain what motivates a person, focusing on their needs and internal factors. One of the most well-known is Abraham Maslow’s hierarchy of needs, which identifies five levels: physiological, safety, social, esteem, and self-actualization. Employees strive to satisfy needs sequentially, from basic to higher, and only after lower-level needs are met does motivation to achieve higher-level needs arise.

A refined model of Maslow’s theory was proposed by Clayton Alderfer in the ERG theory, which includes three groups of needs: existence, relatedness, and growth. This concept is more flexible, as it allows simultaneous pursuit of different needs and provides for regression to lower levels if higher ones cannot be realized.

David McClelland’s needs theory identifies three key motives: power, achievement, and affiliation. It is particularly important for shaping leadership styles and managerial incentive systems, since dominant motives determine employee behavior and managerial decisions [1].

A significant contribution to motivational concepts was made by Frederick Herzberg, who proposed the two-factor theory. It distinguishes between hygiene factors (working conditions, salary,

company policy), which prevent dissatisfaction, and motivators (recognition, development, meaningful work), which stimulate employees toward high productivity and creativity.

Process theories of motivation explain how motivation occurs, that is, the mechanisms influencing employee behavior. Victor Vroom's expectancy theory argues that motivation depends on employees' expectations regarding results and rewards. It is based on three elements: expectancy, instrumentality, and valence, which together determine the strength of motivational influence.

John Adams' equity theory emphasizes the subjective perception of the "input–reward" ratio. Employees compare their own results and rewards with those of others, and if they perceive inequity, motivation decreases, potentially leading to demotivation or attempts to change the situation.

B.F. Skinner's reinforcement theory is based on the principles of operant learning and asserts that behavior is shaped by rewards and punishments. The use of positive and negative reinforcement, as well as sanctions, enables managers to effectively regulate employee behavior and direct it toward desired outcomes [1].

Thus, content theories of motivation focus on human needs and explain what drives activity, while process theories analyze motivational mechanisms and show how behavior is formed under the influence of expectations, fairness, or reinforcement. An effective organizational motivation system should combine both approaches: creating conditions for satisfying employee needs and ensuring fair and transparent incentive mechanisms. Only the integration of content and process concepts allows for building a comprehensive motivational system that enhances productivity, fosters employee development, and achieves strategic enterprise goals.

The examined content and process theories of motivation laid the foundation for understanding the nature of labor activity and mechanisms of employee stimulation. They remain relevant today; however, the modern business environment—characterized by globalization, digitalization, and intense competition—requires new approaches to motivation management. Traditional models no longer fully meet contemporary challenges, so enterprises actively implement modern trends that account for individual employee characteristics, non-material incentives, and technological innovations.

One key trend is the shift from universal reward schemes to personalized incentive systems. Modern employees have diverse values, needs, and expectations; therefore, effective motivation requires an individual approach. This may include flexible bonus programs, personal development plans, customized work schedules, or tailored social benefit packages. Such practices increase employee engagement and foster a sense of personal value within the organization.

Increasing importance is attached to non-material factors of motivation. Employees seek not only financial rewards but also opportunities for professional growth, recognition of achievements, work–life balance, and trust from management. Factors such as self-realization, participation in decision-making, and a comfortable work environment play a crucial role. Non-material incentives foster internal motivation, which is more sustainable and long-lasting.

Modern companies also recognize the significance of corporate culture as a motivational tool. Corporate culture defines values, norms, and rules of interaction within the team, creating an atmosphere of trust and cooperation. A strong corporate culture fosters a sense of belonging to a common goal, increases employee loyalty, and reduces staff turnover. It becomes an important intangible asset that provides competitive advantages [1].

Another trend is the digitalization of motivation processes. The use of modern information technologies enables automation of performance evaluation, transparent reward systems, and rapid feedback. Digital platforms allow real-time monitoring of employee achievements, analysis of contributions to overall results, and timely adjustments to incentive systems. This makes motivation more objective, precise, and flexible.

Enterprises increasingly apply key performance indicators (KPI) and grading systems. KPI provide quantitative assessment of employee and departmental performance, ensuring transparency and objectivity of motivational programs. Grading systems classify positions and levels of responsibility, enabling fair structuring of remuneration and career growth. The combination of KPI

and grading creates a comprehensive motivation management mechanism that aligns employee efforts with strategic enterprise goals.

Modern trends in motivation reflect the transition from traditional universal models to individualized, flexible, and technologically supported systems. They incorporate both material and non-material factors, foster a culture of responsibility and transparency, and ensure strategic alignment between organizational objectives and employees' personal aspirations. This enables organizations to enhance efficiency, maintain competitiveness, and create conditions for sustainable development in today's dynamic market environment.

Motivation has long been recognized as a cornerstone of effective management. While classical theories provide a solid foundation for understanding human behavior in organizations, the complexity of modern enterprises requires a more nuanced and integrative approach. The interplay between individual psychology, organizational structures, and external market forces makes motivation a dynamic and evolving concept.

The relationship between motivation and organizational performance is direct and profound. Motivated employees demonstrate higher levels of productivity, creativity, and resilience in the face of challenges. They are more likely to engage in discretionary behaviors that go beyond formal job descriptions, such as helping colleagues, suggesting improvements, or representing the company positively to external stakeholders. Conversely, low motivation often manifests in absenteeism, turnover, reduced quality of work, and resistance to change.

Organizations that invest in motivation strategies reap tangible benefits. Studies consistently show that companies with strong motivational cultures outperform competitors in profitability, innovation, and customer satisfaction. Motivation thus becomes not only a human resource issue but also a strategic imperative that influences long-term sustainability.

From a psychological perspective, motivation is closely linked to concepts such as self-determination, intrinsic versus extrinsic rewards, and cognitive appraisal. The self-determination theory developed by Deci and Ryan emphasizes the importance of autonomy, competence, and relatedness as fundamental psychological needs. When these needs are met, employees experience intrinsic motivation, which is more enduring and less dependent on external rewards.

Intrinsic motivation is particularly relevant in knowledge-intensive industries, where creativity and problem-solving are essential. Employees in such environments are driven not only by salaries or bonuses but also by the satisfaction of mastering complex tasks, contributing to meaningful projects, and being recognized for intellectual achievements.

Extrinsic motivation, on the other hand, relies on external stimuli such as pay, promotions, or disciplinary measures. While effective in certain contexts, extrinsic motivators can sometimes undermine intrinsic motivation if applied excessively or perceived as controlling. Therefore, modern organizations strive to balance both forms of motivation, ensuring that external rewards complement rather than replace internal drives.

Globalization has introduced new challenges to motivation management. Multinational corporations employ individuals from diverse cultural backgrounds, each with distinct values, expectations, and motivational triggers. For example, in collectivist cultures, affiliation and group harmony may be stronger motivators than individual achievement. In contrast, employees from individualistic cultures may prioritize personal success and autonomy.

Understanding these cultural differences is crucial for designing effective motivational systems. A one-size-fits-all approach is unlikely to succeed in global organizations. Instead, managers must adopt culturally sensitive strategies that respect local traditions while aligning with corporate objectives. This may involve tailoring recognition programs, communication styles, or leadership practices to suit specific cultural contexts.

Leadership plays a pivotal role in shaping motivation. Leaders act as role models, communicators, and facilitators of organizational values. Transformational leadership, in particular, has been shown to enhance motivation by inspiring employees with a compelling vision, fostering trust, and encouraging personal growth.

Transactional leadership, which relies on structured rewards and punishments, can be effective in stable environments where tasks are routine and outcomes predictable. However, in dynamic and uncertain contexts, transformational leaders are better equipped to sustain motivation by appealing to higher-order needs and fostering innovation.

Servant leadership is another approach that emphasizes the leader's responsibility to support and empower employees. By prioritizing the well-being and development of team members, servant leaders create an environment where motivation flourishes naturally.

The digital revolution has transformed motivation management. Advanced analytics, artificial intelligence, and cloud-based platforms enable organizations to monitor employee performance in real time, personalize incentives, and provide instant feedback. Gamification, for instance, applies game design elements such as points, badges, and leaderboards to workplace tasks, making them more engaging and motivating.

Remote work, accelerated by global events such as the COVID-19 pandemic, has further highlighted the importance of digital motivation tools. Virtual recognition platforms, online learning modules, and collaborative software help maintain motivation in geographically dispersed teams. However, digitalization also raises concerns about privacy, over-monitoring, and the potential for burnout if employees feel constantly evaluated.

Employee well-being is increasingly recognized as a critical component of motivation. Stress, fatigue, and poor work-life balance can erode motivation, even in the presence of attractive rewards. Organizations that prioritize well-being through flexible schedules, wellness programs, and supportive policies create conditions for sustainable motivation.

The concept of psychological safety, introduced by Amy Edmondson, is particularly relevant. When employees feel safe to express ideas, admit mistakes, and challenge assumptions without fear of negative consequences, motivation and innovation thrive. Psychological safety fosters a culture of openness and continuous improvement, which is essential in fast-changing industries [3].

Change management is another area where motivation plays a decisive role. Employees often resist change due to uncertainty, fear of loss, or perceived threats to established routines. Effective motivation strategies can mitigate resistance by communicating the benefits of change, involving employees in decision-making, and providing support during transitions.

Kotter's change model emphasizes the importance of creating a sense of urgency, building coalitions, and celebrating short-term wins. Motivation is embedded in each stage, ensuring that employees remain committed to the transformation process. Without motivation, even well-designed change initiatives are likely to fail.

Innovation requires risk-taking, creativity, and persistence—all of which are closely linked to motivation. Employees who are motivated by curiosity, mastery, and recognition are more likely to generate novel ideas and pursue them despite obstacles. Organizations that encourage experimentation, tolerate failure, and reward innovative contributions create a motivational climate conducive to innovation.

Google's famous "20 percent time" policy, which allowed employees to spend a portion of their workweek on personal projects, is a notable example of motivation-driven innovation. Many successful products, including Gmail, emerged from this initiative. Such practices demonstrate the power of intrinsic motivation in driving organizational breakthroughs.

Corporate social responsibility (CSR) has become an important motivational factor, particularly among younger generations. Employees increasingly seek alignment between their personal values and organizational practices. Companies that demonstrate commitment to environmental sustainability, ethical conduct, and community engagement attract and retain motivated employees.

CSR initiatives provide employees with a sense of purpose beyond financial performance. Participation in volunteer programs, sustainability projects, or ethical campaigns enhances intrinsic motivation by connecting work to broader societal goals.

The future of work will continue to reshape motivation. Trends such as artificial intelligence, automation, and the gig economy pose both opportunities and challenges. On one hand, automation

may reduce routine tasks, allowing employees to focus on creative and meaningful work. On the other hand, job insecurity and fragmented career paths may undermine motivation.

Organizations must anticipate these changes by developing adaptive motivation strategies. Lifelong learning, career flexibility, and inclusive policies will be essential to maintain motivation in an evolving labor market.

Motivation is not a static concept but a dynamic process influenced by psychological, organizational, cultural, and technological factors. Classical theories provide valuable insights into human needs and behaviors, while modern trends highlight the importance of personalization, non-material incentives, corporate culture, digitalization, and strategic alignment.

An effective motivation system integrates these diverse elements into a coherent framework that supports both individual aspirations and organizational objectives. By fostering motivation, organizations enhance productivity, innovation, and resilience, ensuring sustainable success in an increasingly complex and competitive environment.

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DEVELOPMENT OF A COMPANY'S FINANCIAL STRATEGY TAKING INTO ACCOUNT THE REQUIREMENTS OF THE "GREEN" ECONOMY AND ESG APPROACHES

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In the modern context of global economic transformation, the issue of forming a company's financial strategy acquires new meaning, driven by the transition toward a model of sustainable development and the strengthening of requirements for environmental, social, and governance responsibility in business. The European Green Deal, rising resource costs, increased regulatory pressure, as well as growing investor interest in companies that adhere to responsible business practices, determine the need to adapt traditional financial approaches to new economic conditions.

The transition to a “green” economy is becoming not merely an ethical choice, but a strategic necessity for ensuring long-term stability [1]. The integration of Environmental, Social, and Governance (ESG) criteria into the process of developing a financial strategy enables more effective risk management, cost structure optimization, attraction of “green” investments, formation of a positive reputation, and enhancement of competitiveness in the market.

For Ukrainian enterprises, the relevance of this research is additionally reinforced by European integration processes, the implementation of international sustainability standards, the need to modernize production capacities, and the shift toward resource-efficient technologies. At the same time, there is a shortage of scientifically grounded methodological approaches for integrating ESG factors into a company’s financial strategy, which complicates the practical implementation of “green” transformations. Taken together, these factors confirm that developing a company’s financial strategy with consideration of green economy requirements and ESG approaches is not only relevant but also a strategically important direction of research.

The purpose of this study is to analyze and substantiate the key approaches to forming a company’s financial strategy in the context of the green transition, as well as to reveal mechanisms for integrating ESG principles into financial planning and management.

The financial strategy of an enterprise is a key element of strategic management, as it determines the long-term objectives of financial activities and the mechanisms for forming and utilizing financial resources. According to the theoretical approaches of I. Bruslynovska and V. Matviichuk [2], the financial strategy is a leading functional strategy that interacts with the overall corporate strategy, ensuring synchronization of investment, operational, and financial decisions. As noted by H. Shvydanenko, O. Ponomarenko, and V. Shvydanenko [3], it is a crucial determinant of sustainable business development, shaped by a wide range of internal and external factors. Its content must align with the company’s general development strategy and reflect long-term financial goals and priorities. Such a strategy is intended to ensure rational management of financial resources, determine their justified volume, optimize capital formation sources, and outline strategic directions for its effective use. Yu. Nikolchuk and O. Lopatovska point out that the financial strategy within the financial management system is responsible for achieving the company’s financial stability and ensuring future development through resource planning, management of financing sources, and optimization of financial flows [4].

V. O. Romanyshyn and A. O. Bernatska emphasize that the financial strategy serves as a guiding vector directing a company not only toward short-term efficiency but also long-term viability, allowing it to account for social, environmental, and economic aspects in financial decision-making [5].

As a key tool for ensuring sustainable development, the company’s financial strategy today is shaped by not only economic but also social and environmental factors. In the context of global economic transformation, traditional approaches to financial resource management and capital formation require adaptation to the new demands of the “green” economy. This is where the concept of the green transition arises, defining strategic guidelines for modern financial decisions.

The green transition represents a systemic transformation of the economy toward decarbonization, resource efficiency, and the implementation of renewable practices. For businesses, this means the necessity of adapting financial strategies to new realities where environmental and social factors become critical determinants of competitiveness.

Among the key drivers of such financial changes, the following can be distinguished:

- regulatory pressure that stimulates enterprises to comply with environmental standards and regulations;
- changes in consumer preferences, which increasingly shift toward environmentally safe and sustainable products;
- the transformation of the investment landscape, where ESG criteria are becoming key benchmarks for investors;
- technological innovations in renewable energy and the circular economy;
- financial risks associated with climate change and shifts in capital structure.

In this context, the financial strategy goes beyond traditional budgeting and cash-flow management, integrating such aspects as carbon pricing, climate-risk assessment, access to green financing and reporting in accordance with international standards, including the TCFD (Task Force on Climate-related Financial Disclosures).

One of the central elements of an enterprise's financial strategy under the green transition is the diversification of financing sources through the use of innovative instruments.

Green bonds have become the most popular tool for raising capital for environmental projects. The global green bond market demonstrates exponential growth — from 50 billion USD in 2015 to more than 517.4 billion USD in 2021 [6]. Enterprises that issue green bonds gain access to a broader pool of investors and may benefit from a lower cost of capital due to the premium price investors are willing to pay for sustainable assets. Sustainability-linked loans tie the cost of borrowing to the achievement of specific ESG indicators. This mechanism incentivizes enterprises to improve environmental and social metrics, as the interest rate decreases when set targets are met. Venture capital and private equity are increasingly directed toward the clean-technology sector. Enterprises developing green technologies or implementing innovative circular-economy business models can attract substantial investments from specialized funds. Government support through grant programs, concessional loans and tax incentives creates additional opportunities for financing green projects. The strategic choice of capital structure should consider not only the cost of funds but also the signaling effect for stakeholders and long-term financial resilience in the context of climate risks.

In the context of the green transition, ESG approaches (Environmental, Social, Governance) become an integral component of an enterprise's financial strategy. They provide a systematic approach to assessing and managing environmental, social and governance risks by integrating them into capital planning, investment decisions and financial-flow management.

The environmental (E) component includes assessing the environmental impact of production activities, measuring the carbon footprint, evaluating resource efficiency and identifying opportunities for investments in green projects. The social (S) dimension covers responsibility toward employees, consumers and local communities, as well as the formation of transparent and ethical business processes.

The governance (G) block defines corporate culture, mechanisms of transparent reporting, compliance with legal norms and internal policies that ensure financial stability and investor trust.

Integrating ESG approaches into the financial strategy of an enterprise requires a systematic and phased approach. To effectively incorporate environmental, social and governance factors into financial planning, it is advisable to develop a clear ESG integration algorithm that aligns the enterprise's long-term financial goals with sustainable practices and stakeholder expectations (Fig. 1).

The integration of ESG into a financial strategy enables enterprises to:

- take long-term environmental and social risks into account in budgeting;
- access green financial instruments and investments;
- increase their attractiveness to investors and lenders focused on sustainable development;
- build competitive advantages on the market through environmentally and socially

responsible decisions.

As a result, the financial strategy of a modern enterprise becomes not only a tool for ensuring economic efficiency but also a mechanism for strategically managing sustainability and responsibility. Integrating ESG approaches into financial planning promotes balanced enterprise development by combining economic performance with environmental and social resilience.

The current realities of the Ukrainian economy create both new opportunities and challenges for integrating green financial resources into enterprise development strategies. The emergence of sustainable finance mechanisms such as green bonds, ESG-linked loans, and green investment funds opens the way for financing innovative projects with low carbon emissions, energy-efficient technologies, and resource-saving processes. For Ukrainian enterprises, the key aspects of assessing the potential of green financing include:

1. Availability of sustainable financing instruments. Despite the rapid growth of the global green bond market, the Ukrainian market is still in its formative stage. The main access channels for enterprises include international financial institutions (EIB, EBRD, IFC) and banks implementing ESG loans and green leasing programmes [7]. Enterprises must assess the feasibility of attracting such resources depending on the project's scale, environmental impact, and compliance with stakeholder criteria.

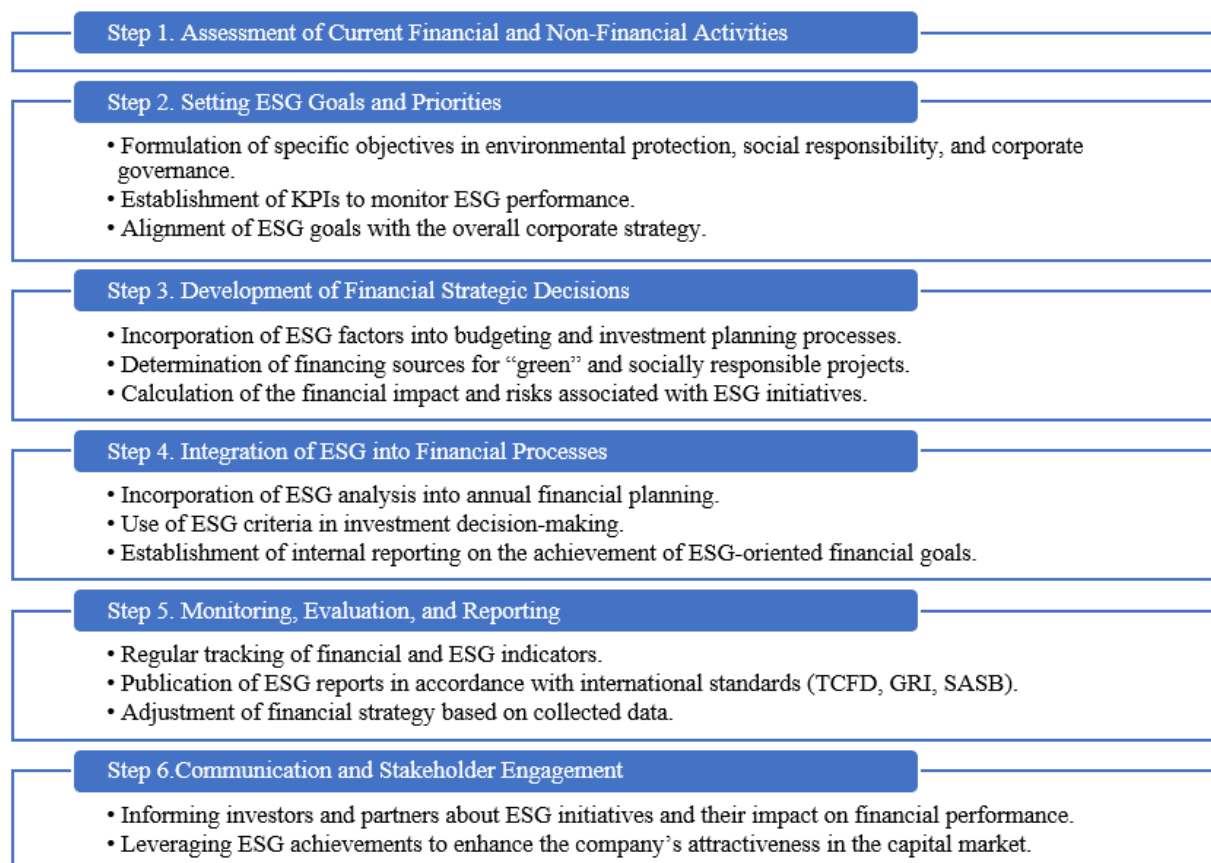


**Figure 1. Framework for Integrating ESG into the Enterprise Financial Strategy
(authors' own elaboration)**

2. Financial benefits and risks. Raising green capital is often accompanied by favourable loan conditions, lower interest rates, and access to premium investment pools. At the same time, it requires additional transparency, reporting, and independent auditing of ESG indicators, which may increase administrative burdens.

3. Impact on strategic development. The use of sustainable financial resources contributes to the long-term financial and environmental stability of the enterprise and enhances its competitiveness in domestic and international markets. In Ukraine, such instruments can stimulate production modernisation, the development of renewable energy, and the adoption of resource-efficient technologies, aligning with national green economy priorities.

4. Integration into financial strategy. To ensure effective use of green financing, enterprises must incorporate these instruments into financial planning, assess their potential impact on profitability and cash flows, and forecast their influence on long-term financial performance. This makes it possible to combine traditional financial instruments with new sustainable resources, forming a strategy consistent with sustainable development requirements and ESG criteria.

The green transition is transforming operational financial strategy through the adoption of circular economy principles, which aim to maximise resource utilisation, minimise waste, and create closed-loop production cycles. Working capital management is gaining new dimensions. Enterprises

must optimise raw material inventories through the use of secondary materials and the development of reverse logistics systems. Supply chain risk management through diversification and localisation reduces exposure to volatility in raw material and transportation costs. The financial strategy should include reserve funds and hedging mechanisms to mitigate possible supply disruptions caused by climate events.

To deepen the analysis, a financial strategy for PJSC Lviv Confectionery Factory “Svitloch” was proposed, taking ESG principles into account. Financial objective: to increase profitability and business resilience by implementing green investments, reducing environmental impact, and optimising costs considering ESG risks. Strategic priorities are presented in Figure 2.

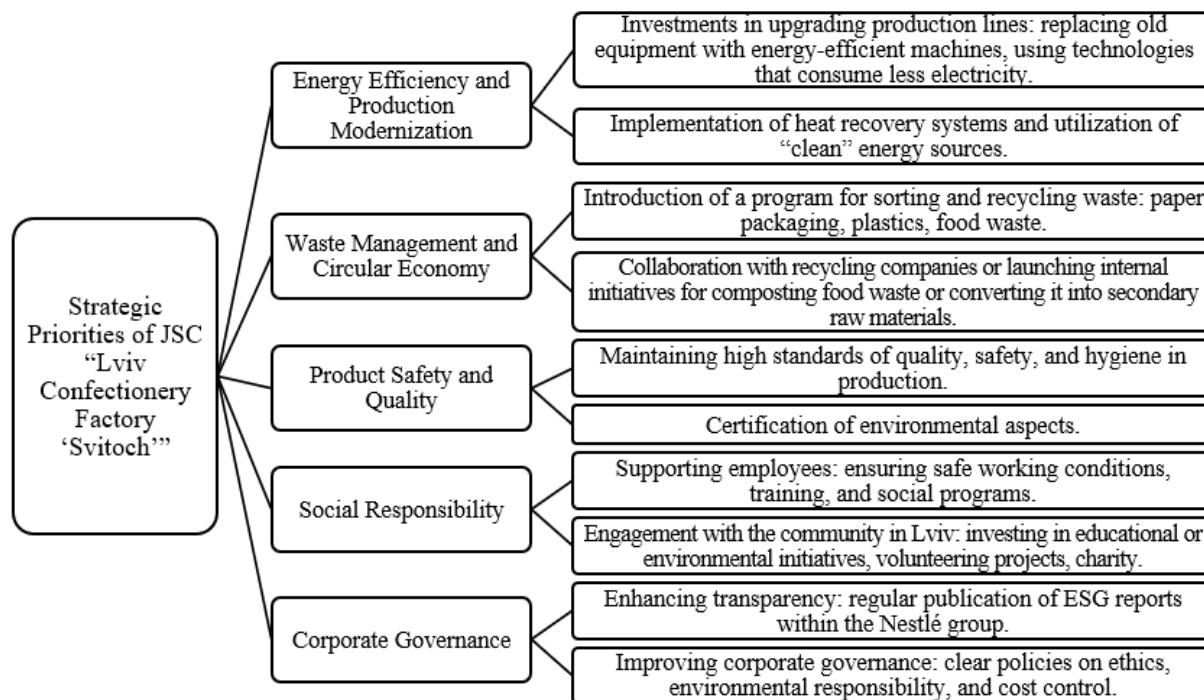


Figure 2. Strategic Priorities of JSC “Lviv Confectionery Factory ‘Svitoch’”

To ensure sustainable development and improve the energy efficiency of production processes, a set of ESG initiatives was proposed for PJSC “Lviv Confectionery Factory ‘Svitloch’”, aimed at reducing energy consumption, optimising resource use, and mitigating environmental impacts. The project includes the modernisation of production equipment, installation of energy-efficient systems, and implementation of environmental management measures.

The foundation for implementing a real and effective financial strategy is the identification of the sources of its development. Therefore, it is essential to detail the sources of financing for the strategy of PJSC Lviv Confectionery Factory “Svitloch”:

- Green loans from banks: applying to Ukrainian or international investment banks supporting ESG projects;
- ESG investments through Nestlé mechanisms: attracting internal resources of the Nestlé Group for green capital projects;
- Grants and government support: participation in EU programmes, donor-funded projects, or national green modernisation initiatives;
- Own funds / reinvested profit: part of the factory’s profit may be directed toward ESG implementation.

The implementation of the proposed strategy is designed for five years:

Year 1: diagnostics of current energy consumption and waste generation; formation of an ESG team; designing green initiatives.

Years 2–3: implementation of the first wave of modernisation (energy-efficient equipment), launch of a waste-sorting system, initiation of social programmes.

Years 4–5: scaling investments in green technologies, expanding ESG reporting, evaluation of results based on KPIs, and strategy adjustment.

After Year 5: stabilisation of ESG integration, continuous monitoring, development of an internal sustainability culture, and potential certification (e.g., “green business”).

To assess the economic feasibility of the proposed measures, a financial analysis was conducted, including the determination of the payback period, Net Present Value (NPV), and Internal Rate of Return (IRR). The analysis demonstrated that the implementation of ESG initiatives at the Svitloch factory is economically viable and strategically justified.

The payback period analysis showed that, when financed 100% with internal funds, the initial investment of UAH 967,300 will be recovered in approximately five years due to annual cost savings of UAH 196,000. This indicates a relatively long payback period; however, when partially financed through grants or concessional loans, the payback period decreases to 2,75 years, significantly increasing the project’s investment attractiveness. Thus, external financing considerably enhances financial efficiency and reduces enterprise risks.

NPV calculations confirmed the financial feasibility of the project, and the use of green financial instruments substantially improves economic indicators. IRR estimation showed that, due to partial financing and cost savings, the project can deliver an internal rate of return of about 13–14%. Although this is slightly below the 15% discount rate, with full or partial grant support the IRR may exceed the discount rate, making the project appealing to investors and financial partners.

It was concluded that the implementation of the ESG project at Svitloch is not only strategically sound in terms of sustainable development and improved energy efficiency but also financially justified when internal resources are combined with external financing. The project will reduce operating costs, improve the environmental image of PJSC Lviv Confectionery Factory “Svitloch”, attract ESG-oriented investors, and increase competitiveness. The integration of these measures into the financial strategy creates long-term benefits for both the business and the environment, enhancing the organisation’s resilience to economic and ecological challenges, such as:

- strengthening the brand’s reputation as an environmentally responsible producer;
- reducing operating costs through energy efficiency and improved resource management;
- long-term financial stability supported by green investments;
- increased attractiveness for investors who value ESG compliance;
- contributing to regional sustainable development and strengthening social responsibility.

In summary, the financial strategy of an enterprise during the green transition acquires a new meaning, transforming from a traditional economic tool into a comprehensive system of strategic management that integrates financial, environmental, and social development priorities. Within this framework, enterprises will seek not only economic performance but also long-term sustainability, competitiveness, and accountability to society and the environment.

The green transition opens fundamentally new opportunities in financing: enterprises with strong ESG performance gain access to cheaper resources, innovative financial instruments, and specialised support programmes. This necessitates the transformation of investment policy, which must account for climate risks, decarbonisation opportunities, and the use of an internal carbon price.

Thus, the modern financial strategy of an enterprise in the period of the green transition is a multidimensional management model that combines economic efficiency, environmental responsibility, and social orientation. Its implementation provides the foundation for long-term development, enhanced investment attractiveness, and stronger competitive market positions.

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RISK MANAGEMENT DURING THE IMPLEMENTATION AND USE OF AN ELECTRONIC DOCUMENT MANAGEMENT SYSTEM AT AN ENTERPRISE

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Today, in conditions of high competition, enterprises are increasingly implementing information systems and technologies that allow automating various processes and increasing their efficiency. In particular, electronic document management systems (EDMS) are becoming widespread, allowing for increased transparency, promptness, and effectiveness of organizations' activities. However, the process of implementing such systems is associated with a significant number of risks that can negatively affect both the performance of individual departments and the overall efficiency of the enterprise.

The relevance of the research topic is due to the fact that risk management at an enterprise is an integral part of modern management. Neglecting this issue in the context of EDMS implementation and use can lead, for example, to increased costs, delays, a mismatch between the system's expected functionality and the enterprise's needs, or even complete project failure. Thus, researching risk management issues for IT projects, particularly EDMS implementation, is important and has practical significance for enterprises aiming to ensure the reliability and stability of their operations based on modern information technologies.

The identification, quantitative assessment, and justification of decisions regarding risk management for the implementation and use of EDMS will be carried out using the example of the CONTRACT 61 limited liability company (LLC).

CONTRACT 61 LLC has been operating in the glass industry market for over 20 years. The company has rapidly developed from a small glass workshop into a diversified enterprise with a wide range of services for glass and mirror processing and decoration. Today, the enterprise specializes in the formation and processing of sheet glass and offers services such as: straight and curved edge processing, drilling and cutting holes in glass, glass tempering, photo printing on glass, frosting, enameling, glass bending, and lamination, etc. At the end of the II quarter of 2025, the company's staff numbered 175 employees.

In 2018, the enterprise's management already attempted to implement an EDMS. The system aimed to reduce document processing time, decrease the number of errors, and ensure the preservation of important information. However, due to insufficient staff training, a low level of understanding of the system, and a lack of visible improvements, its use was discontinued, and the enterprise returned to paper-based document management.

Despite the unsuccessful first attempt, we believe the enterprise's management should reconsider the possibility of implementing an EDMS. Provided there is readiness for the threats that may arise during the system's implementation and use, electronic document management can significantly improve management processes and reduce the workload on employees. That is why we have identified the risks the enterprise may face during the implementation of such an IT project. The risks are conditionally divided into groups, classified by the key areas of their origin (Table 1).

Table 1. – Risks of implementation and use of EDMS at CONTRACT 61 LLC

No.	Risk group	Risk	Probability of occurrence	Impact on enterprise activity
1	Organizational	Resistance to change from employees	4	2
2		Insufficient staff qualification for working with EDMS	2	3
3		Counterparty uses an EDMS from another provider or none at all	5	3
4		EDMS functionality does not meet the enterprise's needs	2	4
5	Technical	Inability to work with EDMS due to power outages	4	5
6		Inability to work with EDMS due to Internet connection interruptions	2	5
7		Inability to work with EDMS due to breakdown of one or more PCs	2	3
8	Information and cyber risks	EDMS shutdown due to a cyberattack on the provider	1	5
9		Loss of EDMS electronic documents due to a cyberattack on the provider	1	5
10		Loss or leakage of electronic documents due to user actions	2	4
11	Financial	Increase in the cost of using EDMS	3	2
12	Legal	Illegal use of an EDMS user's qualified electronic signature due to improper storage	1	5

Source: compiled by the author.

Each of the risks listed in Table 1 was assessed in terms of its probability of occurrence and its impact on the enterprise's activity. The assessment was carried out on a five-point scale, where a score of 1 corresponds to a very low level, and a score of 5 corresponds to a very high level. The criteria used during the assessment are provided in Table 2.

Table 2. – Criteria for assessing the probability of risk occurrence and impact on enterprise activity

Score	Criteria for probability of risk occurrence	Criteria for impact on enterprise activity
1 (very low)	Risk is practically absent, arises only in exceptional circumstances, may not occur at all (probability <10 %).	Impact is insignificant. The risk causes temporary inconveniences, does not affect production processes, financial indicators, or work with counterparties. The problem is resolved quickly, without significant additional costs, sometimes even by the system user.
2 (low)	Risk is unlikely, occurs rarely (probability 10-30 %). Estimated frequency: not more than 1 time per year.	Impact is minor. The risk leads to minor delays in the enterprise's document flow, but does not affect key business processes.
3 (medium)	Risk is possible, occurs from time to time (probability 30-60 %). Estimated frequency: not more than 2 times per year.	Impact is moderate. The risk causes a slowdown in the enterprise's work, noticeable delays in document processing appear, which may cause dissatisfaction among counterparties, but without critical consequences.
4 (high)	Risk is probable, occurs quite often (probability 60-80 %). Estimated frequency: not more than 5 times per year.	Impact is significant. The risk causes serious delays in the enterprise's work, possible disruption of order fulfillment deadlines, financial losses due to downtime, data loss, and a need for drastic management decisions arises.
5 (very high)	Risk is almost inevitable (probability > 80 %). Estimated frequency: several times a year.	Impact is critical. The risk threatens a complete shutdown of the enterprise's work or the performance of key functions, causes significant financial losses, loss of critically important information, reputational losses, and a production line stoppage due to the inability to receive/process documentation.

Source: compiled by the author.

It should be noted that the criteria provided in the table are indicative, as each risk has its own specifics and context of manifestation. Precisely determining the frequency of occurrence or the scale of consequences is impossible in most cases, as some risks, particularly organizational ones like resistance to change, may manifest once, while others, such as technical or financial risks, may recur over a period. The impact of a risk on the enterprise's activity also varies depending on specific circumstances, and therefore the assessment criteria are generalized and aim to provide a comparative analysis of the risk level of different threats.

For the visual representation of risks, a risk matrix is used – this is a risk management tool that allows for the graphical identification of the most critical risks in order to focus on them [1, p. 10]. As a rule, a risk matrix is a table in which rows correspond to different probability levels, and columns correspond to impact levels. After assessing each risk according to these two parameters, it is placed in the corresponding cell of the matrix. Thanks to this distribution, it is possible to easily identify risks that require priority attention and those for which control can be less intensive [2, pp. 9-10].

The risk matrix for the implementation and use of EDMS at CONTRACT 61 LLC was constructed using a similar approach, taking into account the criteria for probability and impact on the project described in Table 2 (Table 3). The matrix displays the combination of risk probability levels and the degree of its impact on the project. The numerical values in the cells determine the risk

priority level (probability of risk occurrence score multiplied by the impact on enterprise activity score), while the numbers indicated below them correspond to the risk numbers provided in Table 1. In addition to numerical values, the cell color also indicates the risk's priority. The matrix cells have 5 shades of gray; the darker the shade, the higher the priority of the risk, and thus, it should be addressed first.

Table 3. – Risk matrix for EDMS implementation at CONTRACT 61 LLC

Probability of risk occurrence	Impact of risk on enterprise activity				
	1 (insignificant)	2 (minor)	3 (moderate)	4 (significant)	5 (critical)
1 (practically absent)	1	2	3	4	5 (8, 9, 12)
2 (unlikely)	2	4	6 (2, 7)	8 (4, 10)	10 (6)
3 (possible)	3	6 (11)	9	12	15
4 (probable)	4	8 (1)	12	16	20 (5)
5 (almost inevitable)	5	10	15 (3)	20	25

Source: compiled by the author.

We see that the most significant risk for CONTRACT 61 LLC in the context of using EDMS is the inability to work with the system due to power outages, which received the highest score of 20 points and is located in the darkest cell of the matrix. Somewhat less of a priority, but still significant, are the risks of a counterparty using a different EDMS (15 points) and the inability to work with the EDMS due to Internet connection interruptions (10 points). It is these risks that the enterprise's management must address first.

The least priority risks were the EDMS shutdown due to a cyberattack on the provider, the destruction of EDMS electronic documents due to a cyberattack on the provider, and the illegal use of an EDMS user's QES (Qualified Electronic Signature) due to improper storage, as they all received the lowest score of 5 points. Despite this, these risks still require management, just not as a first priority.

Having identified the highest-priority risks of implementing and using EDMS at CONTRACT 61 LLC, we propose to consider and substantiate practical methods for their reduction in more detail.

As a result of attacks on Ukraine's energy infrastructure, there is a high risk of prolonged power outages. If measures are not taken, this will obviously make it impossible for employees to access the system and will lead to a complete halt in the enterprise's document flow, causing significant delays in current operations. To conduct an indicative quantitative assessment of this risk, we propose using formula (1):

$$L = NDI \times DD \times IC, \quad (1)$$

where L – the expected losses from the risk realization, thousand UAH;
 NDI – the average daily revenue of the enterprise, thousand UAH;
 DD – the number of system downtime days during the year;
 IC – impact factor of the EDMS on the enterprise's activity.

First of all, it is necessary to determine the average daily revenue of the enterprise. To do this, divide the enterprise's net revenue by the number of working days in the year. According to the financial statements, in 2024, the net revenue of CONTRACT 61 LLC was 141,740.9 thousand UAH [3]. In accordance with Part 6 of Article 6 of the Law of Ukraine "On the organization of labor relations under martial law," official holidays and non-working days are canceled for the duration of martial law; however, managers of private enterprises can independently make decisions about

working on such days [4]. Let's assume that the enterprise's management complied with the requirements of the specified law, so we will take 262 working days in 2024 as a basis. Dividing the net revenue by the number of working days, we get the average daily revenue of the enterprise, which is about 541 thousand UAH.

The next step is to determine the potential number of system downtime days during the year. Obviously, it is impossible to determine this indicator precisely, as decisions on the introduction, cessation, and duration of outages are influenced by a significant number of factors, the most important of which is the degree of damage to power generation and distribution facilities. Based on available historical data, let's assume that systematic power outages may last for one month per year, during which electricity will be unavailable for an average of 4 hours daily during working hours. Assuming an average of 22 working days in a month, the total system downtime will be 88 hours. Since the EDMS will only be used during working hours, to determine the equivalent number of downtimes working days, it is appropriate to divide the total number of outage hours by the duration of the working day, which is 8 hours. Thus, according to the assumption described above, the system will be down for 11 days during the year.

The last indicator that allows determining the expected losses from the EDMS shutdown due to power outages is the impact factor of the EDMS on the enterprise's activity. This factor shows how strongly a disruption in the system's operation will affect the overall activity of the enterprise. Its value can range from 0 to 1, where 0 means no impact, and 1 means complete dependence of the enterprise on the EDMS functioning.

In general, a significant number of factors influence the value of the coefficient, but the key ones can be considered to be:

- the organizational structure of the enterprise, i.e., the list of departments and their employees who work directly with the EDMS. At CONTRACT 61 LLC, this includes the director, two deputies, the accountant, the raw materials warehouse and the finished goods warehouse, and the supply, sales, logistics, and HR departments;
- the role of the EDMS in the enterprise's business processes, in other words, the degree to which the system is used for document flow. If both external and internal documents pass through the EDMS, its impact on the enterprise's activity is obviously significant.

Given that CONTRACT 61 LLC plans to actively use the EDMS by most non-production (office) departments for both internal (orders, directives, acts, applications, travel authorizations, etc.) and external (purchase requisitions, contract approvals, financial documents, etc.) document flow, the impact factor of the EDMS on the enterprise's activity, in our opinion, should be 0.67.

Therefore, after determining all the necessary indicators and substituting them into the formula, it was calculated that the expected losses from the EDMS shutdown due to power outages, in the absence of any response measures, amount to 3,987.17 thousand UAH of the enterprise's net revenue. Considering the profitability indicator of CONTRACT 61 LLC's activity, which reflects the ratio of net profit to the company's total revenue and was 3.4% in 2024, the estimated losses of the enterprise's net profit will amount to 135.56 thousand UAH. It should be emphasized that the obtained value is indicative, as each of the used indicators has a certain degree of uncertainty.

It is obviously impossible to prevent this risk from occurring, as it belongs to external factors that are beyond the enterprise's control. However, its consequences can be minimized. The optimal solution is to purchase and install an electric generator, which will ensure the operation of office equipment during power outages. The average cost of a 5.5 kW generator, sufficient to support the operation of more than ten office computers, in Ukraine as of the end of October 2025, is 25-30 thousand UAH, which is a relatively insignificant amount compared to the potential losses from EDMS downtime.

An alternative, more economical, but technically limited option could be working with the EDMS in mobile mode using smartphones, as most modern systems are built on the SaaS (Software as a Service) model and support mobile access. However, such work may be less convenient for users and requires the purchase of additional technical means, particularly power banks for charging the devices of employees who will work with the system.

The next priority risk is related to the incompatibility of electronic document flow between different EDMSs or the absence of such systems among counterparties. The problem is that due to technological peculiarities, exchanging electronic documents between platforms of different private providers is impossible without special measures. Considering that among CONTRACT 61 LLC's counterparties, there will definitely be several enterprises that use other systems or have no EDMS at all, this risk has a very high probability of manifestation and therefore requires management.

The problem of EDMS compatibility in Ukraine remains relevant, as there is currently no single universal solution. One of the most common ways to overcome this problem is to use the PTAKh platform, which acts as a “bridge” between EDMSs from different providers. However, its use is possible only for systems integrated with the platform, including M.E.Doc, Flydoc, FREDO, and SOTA [5]. These solutions are primarily focused on the exchange of primary documents between counterparties and the submission of reports to regulatory authorities, without providing for full-fledged internal document flow of the enterprise. At the same time, an advantage of PTAKh is the ability to exchange documents even with counterparties who have not implemented an EDMS. In this case, the system can generate a special link to the document, which can be sent by email or even via messenger. By following this link, the counterparty can view the document in the web interface and sign it with their own QES [6]. Thus, in order to reduce this risk, it is advisable for the enterprise to consider using, in addition to the main EDMS, another one integrated with the PTAKh platform to ensure external document flow with counterparties who work in such systems or do not use an EDMS at all.

The last risk that requires the most urgent attention is the inability to work with the EDMS due to Internet connection interruptions. Although the Internet is mostly stable nowadays, its absence or low speed can temporarily paralyze work with the system, as it requires constant network access.

To prevent this risk, the enterprise can ensure connection to two independent Internet providers, which will create a backup communication channel and allow avoiding system downtime in case of interruptions on one of the lines. An alternative option could be to use the Starlink satellite Internet system, which provides high connection stability and is independent of the state of ground infrastructure. However, it should be noted that the cost of Starlink equipment and subscription fees is significantly higher compared to connecting an additional Internet provider. The cheapest alternative for managing this risk is the use of mobile Internet by employees, which can be shared to PCs in case of a temporary absence of the main connection. In this case, the enterprise's management only needs to compensate employees for mobile data costs.

Therefore, risk management is an integral part of an enterprise's effective activity, which becomes particularly important during project implementation. During the research, key risks that may arise during the implementation and subsequent use of the EDMS at CONTRACT 61 LLC were identified. The construction of the risk matrix made it possible to assess their priority and single out the most critical threats that require primary attention. Practical methods for their reduction were proposed for the three highest-priority risks, and an indicative quantitative assessment of potential losses was conducted for the most significant risk.

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PROBLEMS AND WAYS TO IMPROVE STRATEGIC MANAGEMENT OF INTERNATIONAL BUSINESS IN THE BANKING SECTOR

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The integration of Ukraine's financial sector into the global market is a complex but necessary process that requires a comprehensive approach and structural changes.

A key feature of integration is the need to adapt Ukrainian financial legislation to international financial standards and directives of the European Union. The main reference point for the banking sector is the implementation of the standards of the Basel Committee on Banking Supervision (Basel III) aimed at increasing the financial stability of banks and risk management. Adaptation to Basel III involves strengthening capital quality requirements, introducing a leverage ratio and new liquidity ratios, and reforming deposit guarantee mechanisms [1].

Thanks to the rating (Table 1) stability of Ukrainian banks according to the results of the 1st quarter of 2025 from the Ministry of Finance of Ukraine, which covers only banks with a portfolio of retail deposits of 1 billion hryvnias or more, it becomes possible to analyze the current state of the Ukrainian banking sector [4].

Table 1. A sample from the stability rating of Ukrainian banks based on the results of the 1st quarter of 2025

No p/p	Bank	Overall rating (points)	Stress resistance (points)	Depositors' loyalty (points)
1	Credit Agricole Bank	4,39	4,26	4,4
2	UKRSIBBANK	4,24	4,01	4,3
3	Raiffeisen Bank	4,19	3,9	4,3
4	KredoBank	4,17	3,74	4,7
5	OTP Bank	4,10	4,39	3,6
6	PrivatBank	4,08	3,45	4,5
7	Universal Bank	3,87	3,01	4,9
8	FUIB	3,78	3,08	4,5
9	ProCredit Bank	3,70	3,75	3,4
10	UKRGASBANK	3,66	3,51	3,4
11	Oschadbank	3,62	2,98	3,9
12	Ukreximbank	3,61	3,48	3,3
13	SENSE BANK	3,50	2,94	3,8
14	PRAVEX BANK	3,46	3,31	3,8
15	A-Bank	3,45	2,82	4,5

Source: Formed by author based on [4]

Subsidiary banks of large European financial groups occupy the top of the sustainability rating as expected: Credit Agricole Bank (4,39 points), Ukrsibbank (4,24 points) and Raiffeisen Bank (4,19

points). Their leadership is driven by high stress resistance scores (4,26, 4,01 and 3,90 points, respectively), a direct consequence of strong capital support from maternal structures.

State banks and the largest private structures occupy middle positions. Privatbank (4,08 points) and FUIB (3,78 points) demonstrate a high level of loyalty of depositors, which indicates a powerful resource base. However, their internal stress resistance (3,45 and 3,08 points, respectively) is lower than that of banks with foreign capital. Thus, we can come to conclusions about the dual nature of the Ukrainian banking sector: high capital security of foreign capital against a high client base and state support for national players.

In addition, harmonization with FATF (Finance Action Task Force on Money Laundering) standards to ensure transparency of financial transactions and anti-money laundering is essential. The implementation of IFRS (International Financial Reporting Standards) also helps to increase investor confidence. Although partial implementation of these standards is taking place in Ukraine, there is a need to complete adaptation to Basel III, expand the application of IFRS and harmonize financial technology legislation in line with EU directives such as PSD2 (Payment Services Directive) [1].

The integration of national banking systems into the global financial space is the leading direction of economic globalization and is accompanied by the acceleration of the movement of international financial flows and an increase in the volume of transactions, and an increase in the number of transnational banks. Under the conditions of integration, banks become the main subjects of international monetary, financial and credit relations, mediating the international movement of capital [2].

Digital transformation is a prerequisite for integration into global markets. Although digital payments and online banking are developing in Ukraine, the financial system is inferior to the world's leading centers in terms of automation, integration of blockchain solutions and the use of artificial intelligence. Legislative regulation of the digital asset market and integration of blockchain technologies are necessary to attract capital and increase trust.

An important role in the process of integration and post-war recovery belongs to the international financial institutions (IFIs), such as the IMF, the World Bank, the EBRD and the EIB. They ensure macroeconomic stability, provide financial support and facilitate the implementation of international standards.

Despite progress, the integration process is burdened with significant barriers:

- macroeconomic instability (high level of public debt, budget deficit, inflationary and currency risks caused by hostilities);
- regulatory barriers (insufficient compliance with international requirements, problems with legal certainty, transparency and efficiency of the judicial system in the field of investor rights protection);
- low stock market liquidity (limits capital raising through market mechanisms);
- investment barriers (low trust of foreign companies and high risks limiting the attraction of private capital).

Successful integration requires the completion of legislative harmonization, acceleration of the digital transformation of the banking sector, stimulation of capital market development and strengthening of state guarantees for foreign investors.

Globalization acts as a qualitatively new level of internationalization of economic life, characterized by the unhindered movement of capital, services, labor and the universalization of economic life, turning national economies into a homogeneous economic space. Financial globalization, as its most active sphere, is determined by the free movement of capital between countries and regions, the functioning of the global financial market and the formation of a system of supranational regulation. In the conditions of openness of the domestic economy, its banking system is integrated into the world economic space among the first [3].

Globalization processes in the banking sector lead to fundamental structural changes and have a dual impact on the financial system of Ukraine. The positive consequences include the attraction of foreign investments and the expansion of the resource base, the growth of competition, which reduces the cost of banking services, as well as the borrowing of international experience in banking

management and innovative technologies. Increased competition in national markets and the creation of conditions for the management of banking business on a global scale are the essence of globalization processes .

At the same time, the intensification of globalization increases threats to the macroeconomic policy of the state. Negative trends include the export of capital in the form of profit outside the country, the risk of limiting sovereignty in monetary policy due to the introduction of foreign capital, as well as the gradual displacement of banks with domestic capital from certain market segments. Globalization is also causing increased volatility in national financial markets, which are becoming more sensitive to world crises .

Foreign banking capital has become noticeably more active in the domestic banking sector, becoming the main factor of consolidation and ensuring the inflow of resources. A motivating factor for foreign investors is obtaining a higher return on capital. However, insufficient capitalization of domestic banks compared to transnational banks remains a critical problem. With this in mind, financial capacity-building and structural-institutional transformations in the banking system are the first tasks.

The need to adapt to European standards implies harmonisation of legislation and a change in banking supervision in line with the recommendations of the Basel Committee. The strategic goal of the European integration policy of the banking sector of Ukraine is to ensure economic sovereignty and transparency of foreign capital penetration mechanisms. The removal of legislative and institutional obstacles is a precondition for the free movement of capital that follows a higher rate of return [3].

Globalization offers enormous opportunities to innovative actors, but at the same time threatens ineffective institutions. Therefore, the formation of a strategy of integration into the international financial space and the application of preventive measures to prevent negative consequences is an important factor for the development of the domestic banking system.

International banking business faces multifaceted and dynamic challenges (regulatory, technological, economic and socio-cultural) that require strategic adaptation and innovative solutions.

One of the key challenges is the continuous strengthening and complication of international standards of banking supervision. The evolution of the Basel Accords (Basel I to Basel III/IV) requires banks to significantly increase capital buffers and introduce new ratios such as LCR (liquidity coverage ratio) and NSFR (net stable financing) [1]. Such requirements, although aimed at increasing financial sustainability and preventing systemic crises, lead to:

- high regulatory compliance costs (banks are forced to invest significant resources in modernizing IT systems, training staff and implementing new procedures to meet standards);
- complex global risk management (transnational banks (TNBs) must comply not only with national regulators, but also with international standards).

Financial innovation (fintech) is no less radically changing the banking industry, creating at the same time new opportunities and increased competition [2]. The main challenges are:

- competition with neobanks and FinTech companies – traditional banks face significant competition from neobanks (eg Revolut, N26, Monzo) and FinTech platforms (PayPal, Stripe) that offer simplified access to financial services, lower fees and convenient mobile applications;
- cyber security – digitalization of banking services (Internet banking, mobile banking) increases the risk of cyber attacks. The constant evolution of technologies (AI, Big Data, blockchain) requires regular updating of systems and significant investments;
- integration of digital currencies – development of CBDCs (digital currencies of central banks) and the spread of cryptocurrencies pose a threat of outflow of funds from bank accounts and require adaptation of business models.

Implementation of IFRS (International Financial Reporting Standards) in banking, despite their importance for ensuring transparency and global comparability, is accompanied by significant problems:

- IFRS, in particular IFRS 9 «Financial instruments», require complex calculations of expected credit losses and forecasting;
- the need to modernize accounting systems and software to ensure the automation of reporting processes is an expensive and resource-intensive process;
- differences with local standards (for example, GAAP in the US), which requires accounting for two systems at the same time.

Entering international markets is a strategic imperative for banks seeking to expand geographic coverage, diversify portfolios and increase market share. Banks use a range of theoretical models and practical approaches (Table 2) to minimise risks and maximise the benefits of international expansion.

Thus, the strategic growth of the international business of the banking sector should be implemented in the following main directions:

- cooperation with MFI – to maximize the use of risk sharing tools and guarantees from the EBRD and the World Bank to restore the loan portfolio of SMEs in the EZ;
- use of Ukrainian development programs – position the bank as a key commercial agent-distributor to ensure long-term hryvnia financing;
- ESG-financing – develop a strategy for compliance with ESG standards and start consultations on the issue/placement of green or social bonds in partnership with state institutions to attract international investment capital;
- use of a high capital reserve for active expansion of documentary letter of credit and guarantee services in cooperation with foreign state structures;
- development of cross-border partnerships with European fintech companies to serve Ukrainian business relocated to the EU, using Sense SuperApp as a basis for international transactions and e-commerce;
- introduction of effective use of derivative financial instruments (forwards, swaps) to hedge clients' currency risks;
- bringing corporate governance into line with high ethical standards of the EU, increasing the level of compliance control;
- consider using the «mechanism of the people's IRO» to pre-sell small stakes (1–5%) on local stock exchanges. This will make it possible to test the market attractiveness of the bank, which could be a stage before integration into the international environment [3].

Table 2 – Main theoretical models before banking institutions enter new international markets

Model	Essence	Application in the banking sector
Uppsala model	Gradual expansion in markets which are geographically and culturally close to the internal market, with a phased accumulation of knowledge and resources.	Reducing risks by initially opening representative offices in countries with similar regulatory and economic conditions.
Eclectic paradigm (OLI model)	Explains international expansion through a combination of Ownership, Location, and Internalization.	Determination of the optimal path: export of services, partnership or foreign direct investment (FDI) (for example, opening a branch/subsidiary).
CAGE - model	Analyzes the impact of four types of distances between countries (cultural, administrative, geographical, economic) on international business.	Assessment of risks and opportunities; the need to adapt the business model (for example, Islamic banking) or regulatory compliance.
Bartlett and Goschall model	Balance between global integration (standardization) and local adaptation (flexibility).	The choice between a global, international, multinational or transnational strategy (for example, the transnational strategy of HSBC and Citibank).

Source: Formed by author based on [1-3]

Thus, the strategic growth of the international business of the banking sector should be implemented in the following main directions:

- cooperation with MFI – to maximize the use of risk sharing tools and guarantees from the EBRD and the World Bank to restore the loan portfolio of SMEs in the EZ;
- use of Ukrainian development programs – position the bank as a key commercial agent-distributor to ensure long-term hryvnia financing;
- ESG-financing – develop a strategy for compliance with ESG standards and start consultations on the issue/placement of green or social bonds in partnership with state institutions to attract international investment capital;
- use of a high capital reserve for active expansion of documentary letter of credit and guarantee services in cooperation with foreign state structure.

At the operational level, banks choose between three main strategies (Figure 1) to physical expansion abroad, each with its own advantages and disadvantages in terms of control, costs and market adaptation.

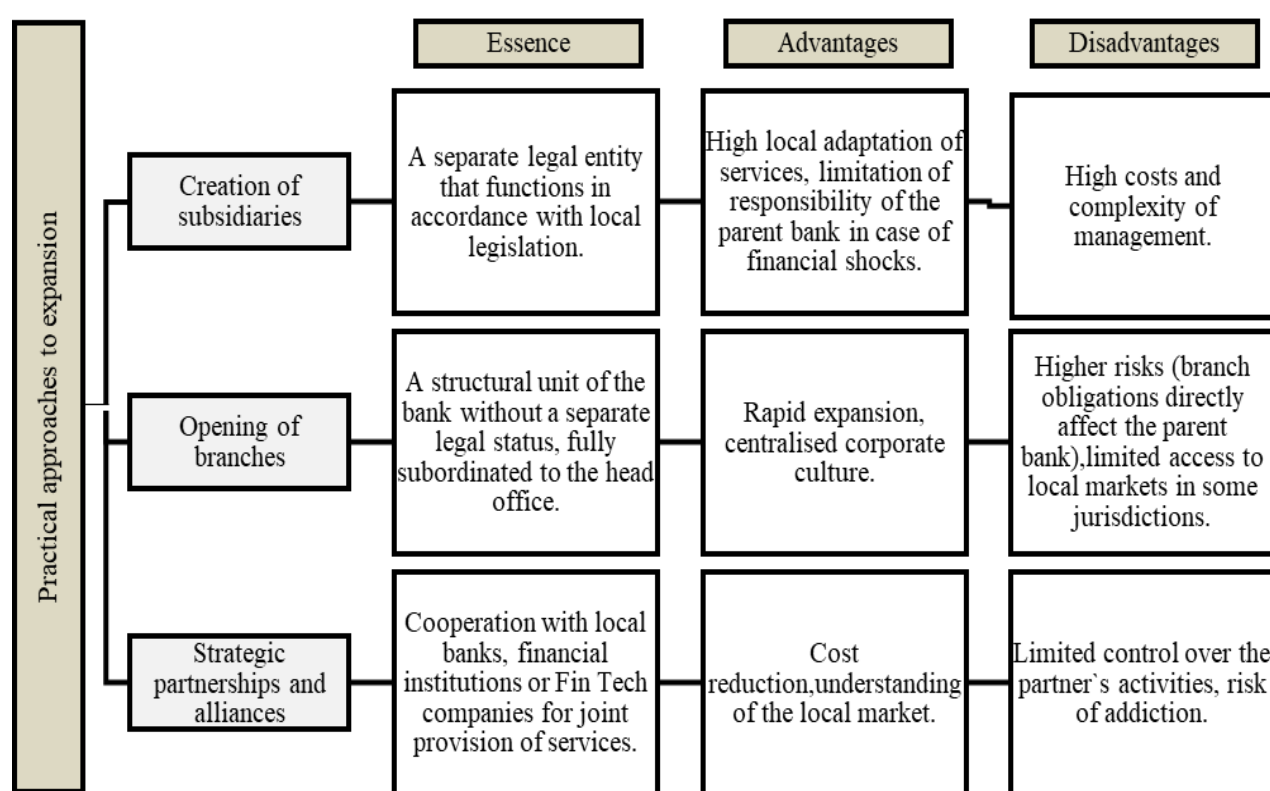


Figure 1 – Practical approaches to expansion into international markets

Source: author's own development

The integration of the financial sector of Ukraine acquires strategic importance, acting as a necessary prerequisite for post-war recovery and economic growth. The main task is the systematic harmonization of national legislation with European Union directives and key international financial standards. This, in particular, involves the completion of the implementation of Basel III to strengthen the financial stability of banks, full compliance with FATF requirements and the expansion of the application of IFRS. While the Ukrainian banking system is showing progress in digital transformation, its integration process is burdened by macroeconomic instability and regulatory barriers. Successful integration requires structural and institutional transformations and effective use of the support of international financial institutions (IMF, EBRD) to attract capital and ensure economic sovereignty.

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**METHODOLOGICAL PROJECT MANAGEMENT TOOLS BY STAGES
OF THE LIFE CYCLE**

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In the context of rapid market changes, increasing competition, and complex customer requirements, project management is becoming an increasingly complex and demanding process. According to PMBOK®, project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements [9]. The success of projects is often determined by the correct application of methodologies and tools that enable effective project planning, execution, monitoring, and closure. The use of methodological tools at each stage of the project life cycle ensures its effective management. However, selecting tools suitable for a specific stage requires thorough analysis and adaptation to the specific project conditions.

The project life cycle typically includes stages of initiation, planning, execution, monitoring and control, and closure. Each of these stages requires the use of specific project management tools. Insufficient attention to the selection and use of methodological tools can lead to a decrease in the quality of the project's final product. Careful planning, resource and risk control, proper team management, and interaction with clients directly depend on the methodological tools applied at different project stages.

Errors in the application of methodological tools can have serious consequences for the project, including budget overruns, delays in deadlines, decreased team motivation, and incomplete fulfillment of customer requirements.

The problem of selecting and justifying project management methods and tools is widely discussed in the works of scholars. In particular, the possibilities, advantages, disadvantages, and

specifics of their use in different projects concerning their size, subordination, and field of activity are considered.

Thus, work defines 22 main project management tools and methods and characterizes software that can be used for their effective application.

Work [1] explores the Top 3 project management techniques for project managers: the classical project management technique; the Kanban project management methodology; the Program Evaluation and Review Technique (PERT).

Scholars consider project management methods and tools by stages of the life cycle and by separate types of projects (large, medium, small).

Work [2] analyzes knowledge management technologies in projects and proposes evaluating project management tools using the Gartner Magic Quadrant.

Article substantiates the need for personnel training in advanced project management tools, as modern products and services are becoming increasingly complex and require a comprehensive project management methodology.

The connection between standardized project management tools/methods and sustainable development is explored in work [3].

Publication focuses on improving existing project control methods, as well as developing new methods for automating data collection, processing, and creating a more integrated project plan. The importance of collaboration and stakeholder management throughout the project management process and how best to achieve this using project management methodology and tools is considered in work [4].

Project management tools help effectively organize workflows, coordinate tasks among team members, and control project deadlines. They range from simple to highly functional systems and are suitable for different types of projects, teams, and businesses.

The existence of various methodological approaches and tools applied in project management requires their thorough scientific analysis and investigation of application features at different stages of the project life cycle.

The aim of the article is to identify the main methodological tools by stages of the project management process in the context of its life cycle.

The research is based on a set of general scientific and special methods: analysis and synthesis of information, comparison of different methodological project management tools, taxonomy – grouping of modern project management tools, induction and deduction, scientific abstraction, and logical generalizations.

Project management is a comprehensive process that involves using various methods, tools, and approaches for planning, executing, controlling, and closing projects to achieve set goals within established deadlines, with optimal resource utilization and ensuring high-quality results.

Project management methods and tools are practical ways and technical means that help organize effective project work, coordinate teams, control tasks, manage resources, and minimize risks during project execution. The choice of specific tools and methods depends on the project's specifics, its complexity, and stakeholder requirements [5].

Project management tools are physical resources, such as software, Gantt charts, Kanban boards, project calendars, task lists, or project management templates, which help manage and execute various aspects of the project. The application of modern project management tools promotes effective planning, improves communications, and enables constant performance monitoring [6].

Various methodological management tools at different stages of the project life cycle help structure processes, increase decision-making efficiency, and ensure goal achievement. That is why structuring methodological project management tools by stages of its life cycle is a necessary issue.

PRINCE2 [7] considers the project life cycle as five sequential stages: conception, definition, realization, handover, and closure.

The PMI standard [7] divides the project life cycle into initial, intermediate, and final stages.

Project management according to PMBOK is carried out by applying and integrating 47 project management processes, grouped into 5 process groups, namely [7]: initiation, planning, executing, monitoring and controlling, and closing.

Dividing the project life cycle into stages such as initiation, planning, execution, monitoring and control, and closure allows for systematic and effective project management, improves control over resources and results, reduces risks, and allows for clear progress tracking, making the project implementation process more organized and manageable.

The Initiation Stage is the first phase of the project life cycle, which lays the foundation for its implementation. The goal of this stage is to define the main idea, justify the need for the project, align its goals, resources, and participants. Table 1 shows the main tools and methodologies used at the "Project Initiation" stage.

Table 1. – Methodological tools employed during the Project Monitoring and Control phase.

Tasks	Content	Methodological Tools
Business Case Development	Defining the need for the project and assessing its benefits.	SWOT Analysis – analysis of the project's strengths and weaknesses, as well as opportunities and threats that may affect its implementation. Cost-Benefit Analysis – determining the economic feasibility of the project by comparing costs and expected benefits. Return on Investment (ROI) Analysis – assessment of the expected return on investment in the project. Stakeholder Analysis – identification and assessment of the impact of stakeholders on the project. PESTLE Analysis – assessment of the impact of external factors (political, economic, social, technological, environmental, and legal) on the project.
Formulating Goals and Objectives	Defining specific, measurable, achievable, relevant, and time-bound (SMART) goals.	SMART Methodology – using the SMART principle for formulating project goals: - Specific - Measurable - Achievable - Relevant - Time-bound Goal Tree – visualization of the hierarchy of project goals from general to specific. Critical Path Method (CPM) – identifying key tasks affecting the project timeline. Balanced Scorecard – using a balanced system of indicators to define and evaluate goals.
Stakeholder Analysis	Identifying all project stakeholders and determining their requirements and expectations.	Stakeholder Analysis – identifying and assessing the influence of stakeholders on the project. Stakeholder Matrix – classifying stakeholders by their level of influence and interest in the project. Interviews and Surveys – gathering information about stakeholder expectations and requirements. SWOT Analysis of Stakeholders – identifying strengths and weaknesses, opportunities and threats related to stakeholders. Power/Interest Grid – mapping stakeholders by their power (influence) and interest in the project.

Source: systematized by the authors.

The Planning Stage is critical for ensuring successful project execution, as this stage creates the framework according to which the project will be implemented. This stage involves creating a detailed plan covering all aspects of project execution. Table 2 shows the main tools and methodologies used at the "Project Planning" stage.

Table 2. – Methodological Tools Used at the "Project Planning" Stage.

Tasks	Content	Methodological Tools
Developing the Project Management Plan	Creating a comprehensive document describing how the project will be executed, monitored, and controlled.	Project Management Plan Template – using standard templates for creating the project management plan. Work Breakdown Structure (WBS) – breaking down the project into smaller, manageable tasks. RACI Matrix – responsibility assignment matrix for defining project participant roles and responsibilities. Project Charter – a document that formally authorizes the project and gives the project manager the authority to apply organizational resources. PMBOK (Project Management Body of Knowledge) – project management standards and practices.
Scope Management	Defining and documenting all tasks required to achieve the project goals.	Scope Statement – a document describing the project scope, including final deliverables and outcomes. Work Breakdown Structure (WBS) – a tool for decomposing the project into smaller, manageable components. Requirements Gathering – collecting requirements through interviews, surveys, meetings, and document analysis. Scope Management Plan – a plan describing how the scope will be defined, validated, and controlled. Change Control Process – the process for managing changes to the project.
Schedule Planning	Creating a detailed work schedule.	Gantt Chart – visualization of the project schedule showing tasks, their duration, and dependencies. Critical Path Method (CPM) – identifying key tasks affecting the project completion date. PERT (Program Evaluation and Review Technique) – estimating project duration based on three time estimates (optimistic, pessimistic, most likely). Milestone Chart – defining key project milestones for progress monitoring. Network Diagram – visualization of the sequence and interdependencies of project tasks.
Resource Planning	Identifying and allocating resources needed for project execution.	Resource Allocation Matrix – a table for allocating resources to project tasks. Resource Breakdown Structure (RBS) – a hierarchical structure showing the distribution of resources by categories. Resource Leveling – a method for smoothing resource usage to avoid peaks and troughs in their workload. Resource Histogram – a graph displaying resource usage over time. Capacity Planning – assessing the resources needed for project execution considering their availability.

Table 2 (continued)

Risk Management	Identifying, analyzing, and developing plans for responding to potential risks.	Risk Register – a log of risks containing information about potential risks, their probability, and impact. Risk Breakdown Structure (RBS) – a hierarchical structure for classifying risks by categories. SWOT Analysis – analysis of the project's strengths and weaknesses, as well as opportunities and threats. Qualitative Risk Analysis – assessing the probability and impact of risks based on expert judgment. Quantitative Risk Analysis – using mathematical and statistical methods to assess the impact of risks. Risk Mitigation Plan – an action plan to reduce the probability or impact of risks. Monte Carlo Simulation – simulation modeling to assess the probability of different project outcomes.

Source: systematized by the authors.

The Project Execution Stage is a key phase of the life cycle, during which planned tasks are implemented to achieve the defined goals. At this stage, resources are mobilized, team work is coordinated, and constant communication with stakeholders is maintained. Successful execution of this stage creates the basis for subsequent monitoring, control, and project closure. Table 3 discusses the main tools and methodologies used at the "Project Execution" stage.

Table 3. – Methodological Tools Used at the "Project Execution" Stage.

Tasks	Content	Methodological Tools
Resource Allocation and Coordination	Providing necessary resources and coordinating their use for task execution.	Resource Allocation Matrix – a table for allocating resources to project tasks, showing which resources are needed at which stages. Resource Leveling – a method for smoothing resource usage to avoid peaks and troughs in their workload. Resource Histogram – a graph displaying resource usage over time, helping to visualize resource load. Microsoft Project – a project management tool including planning and resource allocation functions. Capacity Planning – assessing the resources needed for project execution considering their availability. ERP (Enterprise Resource Planning) – systems for integrating and managing core business processes, including resource planning.
Project Team Management	Managing the team, ensuring motivation, training, and effective communication among project participants.	Team Management Software – tools for team management, such as Microsoft Teams, Slack, Asana, Jira. RACI Matrix – responsibility assignment matrix for defining project participant roles and responsibilities. Team Building Activities – activities to improve team interaction, e.g., trainings, seminars, and team events. Performance Reviews – assessing team member performance, regular reviews for feedback and improving efficiency. Conflict Resolution Techniques – conflict resolution methods, such as negotiation, mediation, facilitation. Leadership and Motivation Theories – using leadership and motivation theories, such as Maslow's theory, Herzberg's theory, for team management. Agile and Scrum Practices – agile management methodologies focusing on collaboration and regular iterations.

Table 3 (continued)

Quality Management	Ensuring project results comply with established quality standards .	Quality Management Plan – a document describing approaches and procedures for ensuring project quality. Six Sigma – a methodology for improving process quality by reducing variability, using DMAIC (Define, Measure, Analyze, Improve, Control). Total Quality Management (TQM) – a comprehensive quality management methodology involving continuous process improvement. Quality Assurance (QA) – quality assurance processes including planning, control, and verification of quality. Quality Control (QC) – quality control processes including testing, inspection, and evaluation of products and services. ISO 9001 – an international quality management standard defining requirements for a quality management system. PDCA Cycle (Plan-Do-Check-Act) – the Deming cycle for continuous quality improvement. Checklists – using checklists to verify compliance with quality requirements. Statistical Process Control (SPC) – using statistical methods for monitoring and controlling process quality.

Source: systematized by the authors.

Project monitoring and control involves ongoing supervision of project execution to ensure compliance with the plan. This stage lasts throughout the entire project life cycle, parallel to task execution, and ensures constant progress tracking, performance assessment, and making adjustments to ensure successful goal achievement. Table 4 shows the main tools and methodologies used at the "Project Monitoring and Control" stage.

Table 4. – Methodological Tools Used at the "Project Monitoring and Control" Stage.

Tasks	Content	Methodological Tools
Progress Tracking	Regular monitoring of task execution and comparison with the project plan.	Gantt Chart – visualization of project task progress compared to the plan. Earned Value Management (EVM) – analysis of the value of work performed to assess project progress and efficiency. Performance Reports – regular reports on project status, including information on task completion, costs, and deadlines. Milestone Tracking – tracking the achievement of key project milestones. Dashboard Tools – interactive management dashboards for monitoring project metrics in real-time (e.g., Power BI, Tableau). Project Management Software – tools for project management, such as Microsoft Project, Asana, Trello, Jira.
Change Management	The process of controlling changes in the project, including assessing their impact and taking appropriate actions.	Change Control Process – establishing procedures for submitting, evaluating, and approving changes in the project. Change Request Forms – formalized change requests, including details of the proposed change, reasons, and potential impact. Impact Analysis – assessing the impact of changes on the project, including analysis of cost, schedule, and resources. Configuration Management – project configuration management to ensure change control. Change Control Board (CCB) – a committee for evaluating and approving project changes. Traceability Matrix – a tool for tracking relationships between requirements and changes.

Table 4 (continued)

Quality Control	Regular checks and tests to ensure project results comply with established quality standards.	Quality Audits – formal reviews to assess the compliance of processes and products with quality standards. Control Charts – graphical methods for monitoring processes and detecting deviations from standards. Statistical Sampling – using sampling control to assess the quality of products and processes. Inspection and Testing – regular inspections and testing of products for compliance with requirements. Quality Metrics – defining and monitoring key quality indicators. Root Cause Analysis (RCA) – analyzing the root causes of problems to determine and implement corrective actions. ISO Standards – using international standards, such as ISO 9001, to ensure quality.
Risk Management	Ongoing monitoring of risks and implementation of risk response plans.	Risk Register – a risk log containing information on identified risks, their assessment, and response plans. Risk Audits – audits to assess the effectiveness of risk management processes. Risk Reviews – regular risk reviews to assess their relevance and the effectiveness of response plans. Risk Probability and Impact Matrix – a tool for assessing the probability and impact of risks. Monte Carlo Simulation – modeling possible scenarios to assess the impact of risks. Contingency Planning – preparing action plans in case risks materialize. Risk Response Strategies – developing strategies to reduce the probability or impact of risks, including avoidance, mitigation, transfer, and acceptance.

Source: systematized by the authors.

The Closure Stage is the final phase of the project life cycle, where formal completion of all work, evaluation of results, and handover of results (product or service) to the customer or end-user occur. This stage focuses on summarizing, closing finances and documents, and evaluating the achievement of project goals. The Closure Stage is important for conducting analysis and accumulating experience for future initiatives. Table 5 shows the main tools and methodologies used at the "Project Closure" stage.

Table 5. – Methodological Tools Used at the "Project Closure" Stage.

Tasks	Content	Methodological Tools
Formal Project Closure	Official confirmation of the completion of all project tasks and achievement of its goals.	Closure Checklist – a list of tasks to be completed to close the project. Formal Acceptance Documentation – documents confirming the official acceptance of project results by the customer. Closeout Meeting – a final meeting to discuss project performance and obtain feedback from the customer and stakeholders. Project Closure Report – a report summarizing project performance, including goal achievement and key results.

Table 5 (continued)

Project Evaluation	Analysis of project performance, including evaluation of goal achievement, costs, quality, and resource utilization efficiency.	Post-Project Review – a project review after its completion to assess goal achievement and execution effectiveness. Lessons Learned Analysis – analysis of lessons learned during project execution to identify successful practices and mistakes. Performance Metrics – measuring and analyzing key project performance indicators. Benefit Realization Analysis – assessment of the achievement of expected project benefits and outcomes. Stakeholder Feedback – collecting and analyzing feedback from stakeholders regarding project performance.
Handover of Results	Handover of project results to the customer or end users.	Transition Plan – a transition plan describing the process of handing over project results to end users. Handover Documentation – documentation including details of project results, instructions for their use and support. Training Sessions – training sessions for end users on using the project results. Service Level Agreement (SLA) – a service level agreement defining obligations and support standards after handover of results.
Documentation	Preparing reports and documentation summarizing project results and its performance.	Final Project Report – a final report describing project performance, goal achievement, costs, and results. Archiving Documentation – storing all project documentation for future use and audit. Knowledge Management Systems – knowledge management systems for storing and sharing information obtained during project execution. Document Management Systems – document management systems for organizing and storing project documentation.
Team Disbandment	Official completion of the project team's work and reassignment of participants to other tasks or projects.	Team Debriefing – concluding meetings with the team to discuss project performance and obtain feedback. Reassignment Plan – a plan for reassigning team members to new tasks or projects. Recognition and Reward Programs – recognition and reward programs for successful project completion. Exit Interviews – interviews with team members to assess their experience working on the project and obtain suggestions for improving future projects.

Source: systematized by the authors.

Thus, at each stage of the project life cycle, it is important to use appropriate methodologies and tools to ensure effective project closure, achievement of its goals, documentation of results, and preparation for future projects. Communication tools at all stages of project implementation can be Slack, Microsoft Teams, Zoom to ensure effective contact among project participants.

Each stage of the life cycle is important for the successful implementation of the project within time, budget, and resource constraints. The use of various methodological tools and techniques allows

for a systematic approach to project management, ensuring clarity, efficiency, and achievement of set goals. A structured approach to each stage of the life cycle, from initiation to closure, helps reduce risks and ensures high quality of project results. A key aspect is the correct application of monitoring and control tools at all stages, which allows for timely problem detection and effective response.

Thus, identifying the main methodological tools by stages of the project management process in the context of its life cycle is an important aspect for achieving successful project completion. Modern methodologies and tools help systematize and optimize management processes, provide clarity and control at all stages of the project life cycle, and also reduce the likelihood of errors, risks, and resource overruns.

Perspectives for further research include adapting methodological tools to the specifics of the project, taking into account industry differences (large infrastructure projects, startups, IT projects, etc.).

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THE USE OF ARTIFICIAL INTELLIGENCE IN ENTERPRISE MANAGEMENT

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In a world where data has become the new oil and decision-making speed determines competitive advantage, business can no longer rely solely on traditional management approaches. As

we approach 2025, strategic growth is impossible without the deep integration of artificial intelligence (AI) into the core of management processes. The modern dynamic environment requires companies not just to automate, but to undergo fundamental transformation – to move toward intelligent, predictive, and adaptive management. Today AI technologies offer a multilinear approach to achieving this goal. From optimizing internal operations to forming new business models, each AI tool – from machine learning to natural language processing – opens up unique pathways for development. The selection and combination of these strategies allow management to build a growth trajectory that perfectly matches the company's specific goals and the challenges of the rapidly changing market [1].

The need to improve the efficiency, speed and quality of managerial decisions today is caused by the strict requirements of modern business, where a delay in days or even hours can cost competitive advantages. Artificial intelligence extends beyond conventional automation, transforming the very basis of decision-making. It provides speed by analyzing data in real time and instantly warning about changes; increases quality by offering substantiated, data-driven options for action instead of intuitive assumptions; and enhances efficiency by freeing up managers from analytical routine for strategic thinking. Thus, AI becomes not just a tool, but a key factor in creating adaptive, well-grounded and competitive management.

The rapid development of artificial intelligence technologies, especially generative AI, causes excitement and raises questions for company executives around the world. However, for business management, this trend has no longer been just a theoretical possibility – it has become a concrete strategic vector for growth, confirmed by massive investments and clear forecasts.

According to data from Precedence Research, the generative AI market is experiencing explosive growth. While its volume was estimated at \$10.79 billion in 2023, it is expected to reach \$1.3 trillion by 2032. This means that the industry will grow by an average of 42% annually over the next decade.

This macrotrend not only states a fact, but also directly indicates that companies that ignore the integration of AI into their operational and management processes risk irreversibly falling behind. The leaders of technology market – such as Alphabet, Amazon, Apple, Meta and Microsoft – have already responded by allocating about \$400 billion on capital expenditures in 2024, most of which is related to the development of artificial intelligence. This is not speculation, but clear investments in future efficiency and competitiveness.



Fig.1. Dynamics of the forecasted growth of the generative AI market volume in 2023–2032, billion USD

As the graph illustrates, the generative AI market is at the beginning of an exponential growth trajectory. The projected increase in market volume from over \$10 billion in 2023 to \$1.3 trillion by 2032 clearly demonstrates the transformative potential of these technologies for the global economy and, consequently, for management approaches in each individual company.

After reviewing global trends, it is important to understand how these technologies can be applied in enterprise management. Below we will consider key artificial intelligence tools and their practical impact on the main business processes.

The crucial step from understanding global trends to their practical application is a clear understanding of specific artificial intelligence tools and their areas of impact on functional management. Technologies such as machine learning, natural language processing, and computer vision have already ceased to be technological novelties and are becoming standard tools for an effective manager [2].

Machine learning, as the most developed branch of AI, finds its application in operations management and marketing. In the field of supply chain management, ML algorithms are able to forecast demand with high accuracy, automatically adjusting inventory levels and optimizing logistic routes, which directly leads to cost reduction and improved service levels. In marketing, these same technologies allow creating deeply personalized offers, analyzing customer behaviour and automating communication, which significantly increases conversion and loyalty.

Natural language processing tools, which stand behind today's popular generative AI, allow companies to "communicate" with machines. AI assistants and chatbots are already effectively solving the majority of typical customer requests in a round-the-clock mode of operation, not only saving money on call centres but also increasing customer satisfaction due to quick response time. In addition, NLP systems are revolutionizing internal processes by automating report preparation and analyzing large amounts of unstructured data, such as contracts or reviews, freeing up valuable time of executives for strategic tasks.

Computer vision technology opens up new horizons for quality control and safety. In manufacturing, computer vision systems perform predictive maintenance, monitoring the condition of equipment and predicting the probability of failure before it occurs. In quality control, they inspect products for defects with incredible accuracy, sharply reducing the percentage of defects and raising production standards.

Table 1. – The Impact of AI Tools on Key Business Processes

AI tool	Area of application in management	Key Effect for Business
Machine Learning	Demand forecasting, supply chain optimization	Cost reduction, increased inventory turnover
Natural Language Processing	AI assistants, reporting automation, document analysis	Increasing efficiency, improving service, freeing up resources
Computer Vision	Predictive maintenance, quality control	Reduction of downtimes, reduction of defective products

Source: [3]

One of the best examples of successful use of machine learning is the experience of Siemens, which integrated AI into its production equipment monitoring system. Due to predictive analysis algorithms, the company was able to detect potential machine malfunctions before they caused the line to stop. This made it possible to reduce downtime by 30% and increase production efficiency by 15%.

Similar solutions are also actively used in logistics companies, where AI helps to optimize delivery routes and inventory planning, which directly affects the profitability of the business. Thus, even basic integration of machine learning algorithms can bring a noticeable economic effect without significant capital investments [4].

However, the digital transformation journey is not without its challenges. Executives, who make decisions about AI implementation, need to be aware of and proactively manage a number of risks. One of the most important issues remains data quality, as the effectiveness of any AI system is subject to the principle of "garbage in, garbage out". Unstructured or biased data inevitably leads to erroneous conclusions. In addition, the cost and complexity of integrating such solutions into existing IT infrastructure can be very high. And perhaps the most profound problem is ethical issues, in

particular algorithmic bias that can inherit and reinforce social stereotypes present in training data, leading to biased decisions in the in areas such as staff recruitment or lending.[5]

However, all these technological capabilities – from predictive algorithms to generative systems –remain only potential if they do not receive human support. Technologies do not implement themselves; their success directly depends on the readiness of the team to accept changes and learn to work in a new digital environment. The transition to intelligent, predictive management requires not only a software update, but also a profound transformation of corporate culture. Therefore, realizing all the benefits and challenges, the following key question arises: how can a team be effectively adapted to the inevitable changes associated with the integration of artificial intelligence into everyday work processes?

Undoubtedly, one of the most important factors determining the success of integrating artificial intelligence into work processes is effective team adaptation. It should be understood that technological solutions alone cannot change business processes: real transformations occur due to people who learn to use these tools competently. For this reason, it is critically important not only to introduce the latest tools, but also to form an adequate and open attitude towards innovations within the team.

The primary task of management is to relieve internal tension and the sense of uncertainty among staff. A significant number of employees may perceive automation as a direct threat to their own positions, fearing that algorithms will eventually replace them. Such attitudes often lead to passive resistance to change or even their open sabotage. The key role of a leader is to clearly explain that artificial intelligence is considered not as a replacement for specialists, but as their powerful assistant, taking over routine operations, thereby freeing up human potential for solving creative tasks and strategic planning.

The next step is the organization of a comprehensive and systematic training process. It is important not only to familiarize the team with the principles of AI operation, but also to provide them with the opportunity to gradually integrate new approaches into their daily practice. To achieve this, it is appropriate to conduct internal training sessions and practical workshops, provide access to online educational platforms, and create a knowledge base with detailed instructions. A highly effective practice is to promote internal exchange of experience, when employees who have already successfully mastered AI tools share their findings and practical techniques with colleagues.[6]

Internal innovation ambassadors play a special role in this process. In each team, there are people who are more open to experiments. They can be involved as mentors who will support the culture of change, motivate colleagues and help them understand new processes “in their own language”. It is also necessary to implement mechanisms for constant feedback, such as regular surveys on the usability of tools, open discussions of achievements and challenges, which make it possible to solve problems promptly. The main principle is not forcing, but inspiration. When employees are convinced of the real benefits of technologies through their own experience, they themselves become active changemakers, making the change organic, rather than administratively imposed. We'll systematize the stages of team adaptation to the implementation of AI (see Fig. 2)

Stage 1 Overcoming resistance: - Explaining the role of AI - Alleviating fears	Stage 2 Systematic learning - Training - Workshops - Sharing experiences	Stage 3 - Active implementation and feedback - Ambassadors - Surveys

Fig. 2. - Stages of team adaptation to AI implementation

Thus, the process of implementing artificial intelligence should be considered not as a one-time project, but as a long-term strategic initiative aimed at the profound transformation of work processes. To achieve maximum effect, it is important to carefully assess the level of digital maturity of the team, choose the most critical or routine process to start with, start with simple but effective solutions, carefully record and analyze the results for further improvement. And, most importantly, it

is crucial to maintain a culture of continuous learning and adaptation, as technologies are constantly evolving. At the initial stages, there is no need to invest in complex own models; it is much more important to lay the foundations for a culture of experimentation and flexibility. Under such conditions, artificial intelligence will become not just a fashionable statement, but a real strategic asset that provides a sustainable competitive advantage. [6]

To transform this strategic initiative into concrete actions, management is recommended to act consistently, focusing on quick and measurable results. An effective approach involves the implementation of a practical starting plan.

Table 2. Practical roadmap for AI implementation in an enterprise

Stage	Key tasks	Control questions	Expected outcome
1. Diagnosis and prioritization	-Business process audit. -Identification of “bottlenecks”. -Selection of 1-2 tasks for the pilot project.	-Which process is the most resource-intensive? -Where are the biggest expenses or mistakes? -Is quality data available for this?	A clearly formulated list of goals for the pilot project with priorities.
2. Resource assessment and solution selection	-Data quality assessment. -Analysis of available expertise and budget. -Choosing between a SaaS solution and custom development.	-Is our data ready for analysis? -What budget are we willing to set? -Do we need a unique solution?	A specific tool or service provider has been selected for the pilot project.
3. Launch of a pilot project (POC)	-Limit the project in time and scope. -Define clear metrics for success (KPI). -Conduct testing.	-What specific KPI are we improving? -Did we get the expected effect? -What challenges did the team face?	Confirming the value of AI for a specific task based on data.
4. Scaling and integration	-Analysis of POC results. -Development of a scaling plan -Integration of the solution into related processes.	-Can this solution be applied in other departments? -What changes in processes are needed? -Do you need more complex, custom development?	A strategy for full-scale AI implementation, justification by a successful pilot project

Source: [7]

The integration of artificial intelligence into management processes is not a short-term trend, but a strategic necessity to increase the competitiveness of enterprises. Effective implementation of AI requires not only technical investments, but also a shift in corporate mindset, the development of a digital culture and continuous staff training. Successful companies of the future are those that will be able to combine technological innovations with human potential, creating truly intelligent organizations.

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PROSPECTS FOR GLAMPING TOURISM DEVELOPMENT IN RURAL AREAS OF UKRAINE

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Glamping tourism - an innovative and rapidly growing segment of rural recreation - represents a new paradigm of travel that merges comfort, aesthetics, and ecological responsibility. Unlike traditional camping, glamping provides modern amenities and high-quality design while maintaining a close connection with the natural environment. This approach aligns with the global shift toward sustainable and experience-based tourism, emphasizing authenticity, emotional engagement, and respect for local ecosystems.

The present study explores the potential of glamping to stimulate socio-economic development in Ukrainian rural territories through job creation, income diversification, and the revitalization of small communities. Glamping sites can serve as catalysts for regional cooperation, attracting both domestic and international tourists seeking eco-friendly leisure and cultural

immersion. Moreover, they offer opportunities for inclusive growth, empowering local residents, especially youth and women, to participate in entrepreneurship and service provision.

Drawing on international best practices and domestic innovations, the study highlights that glamping can become a strategic driver of sustainable rural transformation, fostering environmental awareness, cultural preservation, and the rational use of natural and cultural resources. When integrated into regional development strategies, this model contributes not only to tourism competitiveness but also to the broader goals of green economy and resilience in post-war Ukraine.

Modern tourism is undergoing a profound transformation, increasingly oriented toward sustainability, personalization, and meaningful interaction with the natural environment. The shift from mass tourism to experience-driven travel reflects broader global trends in environmental awareness and social responsibility. Travelers today seek not only leisure but also emotional fulfillment, cultural connection, and ethical consumption. Within this context, glamping - a portmanteau of “glamorous” and “camping” - has emerged as a symbol of the new eco-luxury travel paradigm, offering the adventure of outdoor recreation combined with the comfort, safety, and aesthetics of boutique accommodation.

Unlike traditional camping, glamping incorporates eco-architecture, renewable energy solutions, and minimalist design that harmoniously blend with the landscape. This form of tourism appeals to a diverse audience - from nature enthusiasts to urban professionals - who value sustainability, privacy, and authentic rural experiences. It embodies the essence of the “slow travel” philosophy, encouraging visitors to spend more time in one place, engage with local communities, and develop a deeper appreciation for regional culture and biodiversity. By promoting conscious consumption and respect for nature, glamping contributes to the implementation of global green-economy goals and the United Nations Sustainable Development Agenda.

In Ukraine, where approximately 30% of the population resides in rural areas, glamping represents not only a promising tourism trend but also a strategic instrument for rural revitalization. Many rural territories, particularly in the Carpathians, Podillia, and Bessarabia, face challenges of depopulation, underdeveloped infrastructure, and limited economic diversification. Establishing glamping sites in such regions can serve as a catalyst for local economic recovery, providing employment opportunities, encouraging small business development, and stimulating investment in hospitality-related infrastructure.

Moreover, glamping fosters community participation and inclusive growth, allowing residents to become active stakeholders rather than passive beneficiaries. Through cooperation with local farmers, artisans, and cultural organizations, glamping enterprises can diversify services by integrating gastronomy, crafts, agritourism, and heritage-based experiences. These synergies not only enhance the attractiveness of destinations but also strengthen the resilience of rural communities, ensuring that tourism development proceeds in harmony with the environment and local identity.

Glamping emerged in the early 21st century as a hybrid form of eco-luxury tourism, offering an alternative to mass, resource-intensive models of recreation. It embodies a synthesis of two seemingly opposite concepts - the simplicity and authenticity of camping, and the comfort and exclusivity of luxury accommodation. The glamping model aligns with the growing global focus on responsible travel and sustainable development, integrating principles such as the use of renewable energy sources, local natural materials, environmentally friendly waste management, and the minimization of the ecological footprint. At the same time, glamping emphasizes aesthetic design, emotional comfort, and personalized experience, creating a distinctive value proposition for modern travelers.

According to the World Tourism Organization (UNWTO), the global glamping market demonstrates a stable annual growth rate exceeding 12%, which reflects a shift in tourist preferences toward open-air, low-impact, and wellness-oriented experiences. The COVID-19 pandemic further accelerated this transition, as travelers began seeking safer, more isolated forms of leisure that still offer comfort and meaningful engagement with nature. In this sense, glamping has become not merely a trend but a strategic direction for the post-pandemic recovery of the tourism sector, balancing economic viability with sustainability principles.

European countries have become leaders in glamping development due to their advanced infrastructure and strong focus on rural innovation. The United Kingdom, Italy, Norway, and Slovenia have successfully integrated glamping into regional development programs, combining it with wine tourism, agro-ecological initiatives, wellness retreats, and cultural heritage projects. For instance, in Tuscany and Provence, glamping is closely tied to vineyard landscapes and culinary experiences, while in Scandinavian countries it often emphasizes minimalism, environmental education, and immersion in pristine nature. These cases demonstrate how glamping can function as a driver of rural diversification, creating a symbiotic relationship between tourism, agriculture, and local identity. The architectural diversity of glamping accommodations further reinforces its appeal. Structures such as safari tents, geodesic domes, eco-cabins, tree houses, yurts, and converted wagons combine functional design with symbolic closeness to nature. Many of them are built using modular or prefabricated systems, enabling flexible installation without permanent environmental impact. The integration of renewable energy systems (solar panels, bioheating, and water recycling) underscores the model's ecological consciousness.

By providing a balance between exclusivity and sustainability, glamping attracts a broad segment of middle- and high-income travelers seeking authentic yet safe experiences. These visitors are typically characterized by higher environmental awareness, willingness to pay for quality, and interest in slow, meaningful tourism. Therefore, glamping not only represents a fashionable niche but also reflects a paradigm shift toward a more ethical and aesthetic form of travel, capable of reshaping the future of rural and nature-based tourism worldwide.

Ukraine possesses significant prerequisites for glamping expansion:

- diverse landscapes - from Carpathian mountains to steppe zones and Black Sea coasts;
- traditional hospitality and rural crafts;
- growing domestic tourism demand;
- post-war recovery programs encouraging sustainable infrastructure.

Glamping offers several socio-economic benefits:

1. Job creation in accommodation, catering, logistics, and maintenance sectors;
2. Support for local entrepreneurship, including family farms, food producers, and artisans;
3. Revitalization of cultural heritage through thematic glamping sites - eco-villages, ethno-camps, and wine-farm lodges;
4. Sustainable management of natural resources via renewable energy use, eco-design, and waste reduction.

Furthermore, glamping strengthens emotional connection between visitors and host communities, fostering empathy, environmental education, and cross-cultural dialogue.

The diagram illustrates the summarized results of the study on the key socio-economic benefits of glamping tourism for the development of rural areas in Ukraine. The indicators are expressed as percentages, reflecting the relative importance and impact of each factor on sustainable community development.

1. Job Creation (80%) - Glamping tourism generates new employment opportunities in hospitality, catering, transportation, maintenance, and creative industries. This aspect is particularly important for regions affected by labor migration and unemployment.

2. Support for Local Businesses (70%) - The growth of glamping encourages collaboration with local suppliers such as family farms, artisans, small producers, cheesemakers, and wineries. It stimulates income growth and diversification of rural economies.

3. Cultural Heritage Revitalization (65%) - Many glamping sites are designed in ethno-style or are connected to traditional crafts, festivals, and gastronomic events. This fosters the preservation of intangible cultural heritage and strengthens Ukrainian cultural identity.

4. Environmental Sustainability (85%) - The highest indicator demonstrates the importance of the ecological component: the use of renewable energy sources, waste minimization, eco-design, and the promotion of environmental awareness among tourists.

Overall, the diagram highlights that glamping tourism is not only an alternative leisure format but also a powerful tool for integrated rural development, balancing economic growth, social inclusion, and environmental protection.

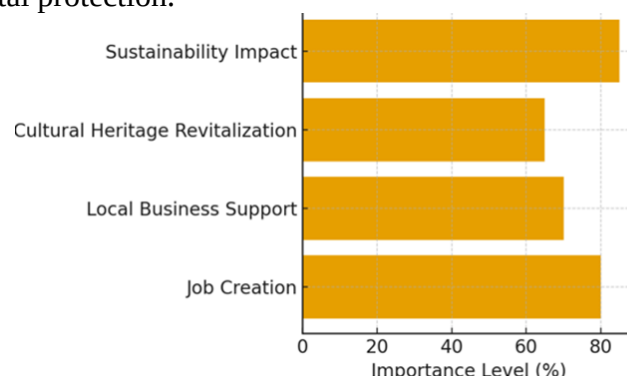


Fig. 1. The major contributions of glamping tourism to rural development in Ukraine.

To unlock the potential of glamping in rural Ukraine, the following directions are proposed:

1. Regulatory support - development of national standards for eco-accommodation and land use in protected zones.
2. Certification system - introduction of “Green Glamping Ukraine” quality label based on sustainability and comfort criteria.
3. Public–private partnerships - cooperation between local authorities, investors, and communities to provide infrastructure (roads, water, energy).
4. Digital marketing - creation of online maps and platforms integrating glamping with thematic routes (wine, wellness, agrotourism).
5. Integration into educational and innovation programs - training local youth in eco-design, hospitality, and entrepreneurship.

The pie chart presents the key strategic priorities for advancing glamping tourism development in rural Ukraine. Each component reflects a critical direction that collectively ensures the sustainable, innovative, and inclusive growth of the sector.

Public–Private Partnerships (25%) - identified as the most significant driver, these partnerships form the foundation for infrastructure development, investment attraction, and coordination between local authorities, communities, and private investors. Successful collaboration ensures that glamping projects are both economically viable and environmentally responsible.

Regulatory Support (20%) - establishing clear national standards for eco-accommodation, land use, and environmental compliance is vital for the legal and operational stability of glamping enterprises. Regulatory frameworks also protect natural areas from overexploitation and encourage sustainable tourism certification.

Digital Marketing (20%) - strong online visibility and branding are key to attracting both domestic and international tourists. The development of digital platforms, virtual maps, and interactive storytelling enhances the recognition of glamping destinations and connects them with other thematic tourism routes such as wine, wellness, or agro-tourism.

Education and Innovation (20%) - investment in training programs for local youth, entrepreneurs, and hospitality professionals is essential for maintaining quality standards and stimulating innovation in design, service, and sustainability practices. Educational initiatives empower communities to manage glamping projects independently and responsibly.

Certification System (15%) - the creation of a national quality label, such as “Green Glamping Ukraine,” would ensure compliance with ecological and comfort criteria, enhancing consumer trust and destination competitiveness. Certification promotes transparency, environmental ethics, and consistency across glamping sites.

Overall, the diagram highlights that the balanced implementation of these strategic directions can transform glamping tourism into a powerful instrument for rural renewal, regional branding, and the achievement of sustainable development goals in Ukraine.

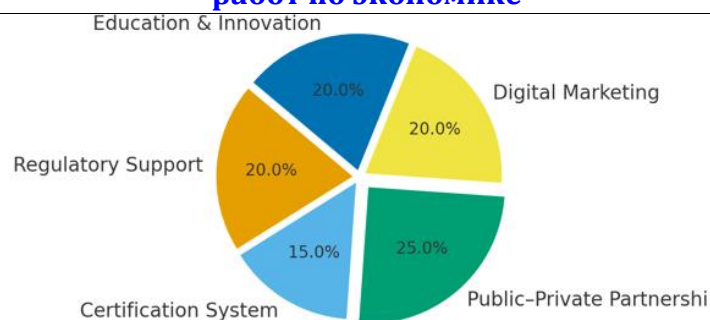


Fig. 2. The key strategic priorities for the development of glamping tourism in rural Ukraine.

Despite promising prospects, glamping development faces challenges - legislative gaps, lack of financing tools, and low awareness among local communities. Successful implementation requires alignment with regional development strategies and the involvement of non-governmental actors. A model pilot region may be Zakarpattia, where glamping can be combined with wine routes and thermal spas, or Odesa region, linking seaside eco-resorts with enogastronomic tourism (Bessarabia).

Glamping tourism represents an innovative mechanism for sustainable rural transformation. It combines ecological awareness with economic motivation, offering rural areas a chance to diversify their economies while preserving natural and cultural assets.

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ENVIRONMENTAL-ECONOMIC MECHANISM OF BALANCED LAND USE

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Land is the basis for the socio-economic development of the state. In a situation of increasing anthropogenic impact, soil deterioration and increased environmental risks, there is a need to form an

effective ecological and economic mechanism for land resource management. Such a mechanism should combine economic interests with the requirements of environmental protection, ensure the restoration and increase of soil fertility, preserve natural resources and maintain ecological balance in the territory.

The system of balanced use of land resources provides a process by which the profitability of territorial communities is ensured and ecological balance is maintained. In this regard, the following issues of environmental and land resource protection are resolved at the local level, in particular: improving the regulatory and legal support for land use management; conducting land assessment work; conducting ecological and economic policy for assessing land use; creating favorable conditions for the formation of balanced land use; creating favorable environmental conditions and implementing land protection measures; establishing control over the use of natural resources.[1]

The ecological aspect of land use is aimed at ensuring such a land use regime that does not violate the natural properties of the soil, maintains ecological balance and contributes to the preservation of the biodiversity of the territory. Land is not only an economic resource, but above all a component of the natural environment, therefore any activity related to changing its structure, fertility or functional purpose must be carried out taking into account natural and ecological limitations.

Rational land use should be considered as a system of approaches and measures aimed at ensuring the effective and environmentally safe use of land resources. At the same time, important aspects of rational land use are the optimization of land use for various types of activities, namely: agriculture, forestry, industry, etc. [2]

Economic regulation of the land use system is the process of influencing the subjects and objects of land use using economic levers by the state in order to ensure the effective use of land, as well as the implementation of property rights, possession, use and disposal of land plots, taking into account the regional and municipal features of the land use system. Two interrelated types of regulation of the land use system should be distinguished: state (normative) and market. State regulation forms the organizational and legal basis, regulates the economic behavior of subjects of the land use system. Market regulation is carried out on the basis of the interaction of demand and supply. Economic regulation of the land use system should be aimed at implementing the rights of subjects of the land use system, increasing the efficiency of land use as the main means of production and territorial base, environmental protection of land and other natural resources. Economic regulation of the land use system should be carried out mainly at the level of regions of Ukraine.[3]

In the structure of the economic mechanism of land use, two relatively independent, but interconnected subsystems are distinguished: organizational-economic and financial-economic mechanisms. The formation of land use goals is under the decisive influence of the socio-economic and environmental needs of society (people), which are directly (solid line in the diagram) and indirectly (dotted line in the diagram) related to the laws and principles of sustainable (balanced) land use. The most complete satisfaction of the resource-raw material and resource-ecological needs of society (people) in the context of sustainable development can be considered as a strategic goal of the functioning of the economic mechanism of land use. In general, today the structure of the economic mechanism of land use can be depicted as Fig. 1. [3]

According to the research of A.M. Tretiak, V.M. Tretiak, T.M. Pryidka, N.O. Kapinos[4], the main functions of land management and land regulation in relation to the types of land relations provided are: development (territorial and intra-economic planning) of land use, formation of rights to land plots, their shares and land use, assessment of the potential of land resources, the cost of land use and its ecological condition, and organization of the use and protection of land and other natural resources (land use), which together ensure rational, effective and sustainable management of land resources. Accordingly, the issues of land management and land administration economics are directly related to the solution of the above functions, given that the subject of land management and land administration economics are economic laws and patterns, forms of their manifestation during planning and organization of rational use of land and other natural resources, assessment and justification of land management decisions.

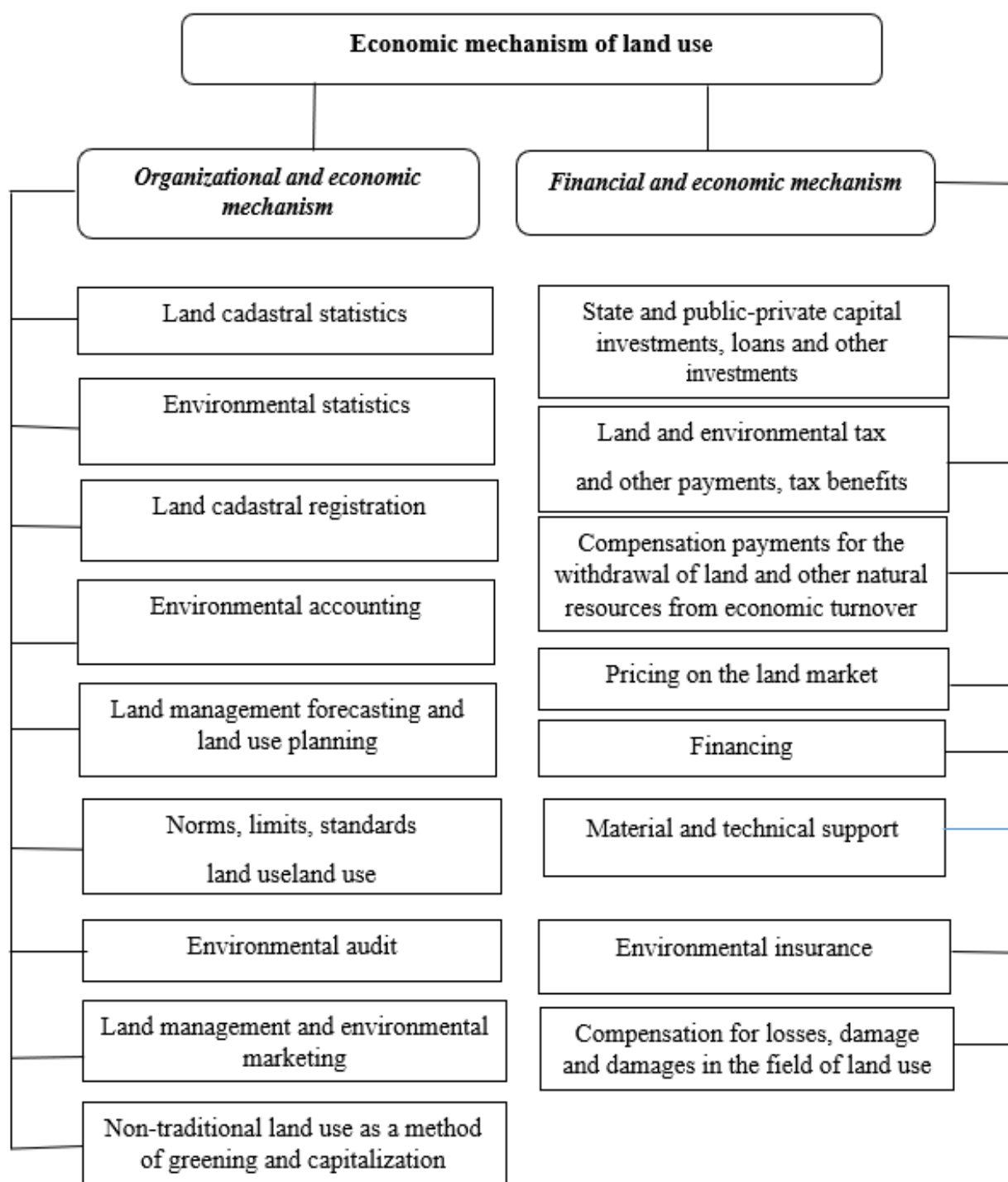


Figure 1. Logical and meaningful structural diagram of the economic mechanism of land use

Based on the subject of land management and land administration economics, the following main tasks are set before it as a science: - to reveal the economic essence of land management and land administration and their socio-economic content; — to show objective economic laws, to establish the forms and patterns of their manifestation in the organization of the territory of land tenure and land use, to assess their impact on land management; — to determine the role of land management and land management in the economic mechanism of regulating land relations; — to improve the methods of economic justification and assessment of the effectiveness of land management decisions; — to determine the most effective ways of forming sustainable land use,

improving the use of land and other natural resources; — to substantiate rational forms of land tenure and land use, agricultural production, nature management, etc. and the corresponding forms of territory organization; — to establish the optimal size and structure of land tenure and land use, to select priority areas for their development; — to determine ways of increasing the capitalization, ecologization and socialization of land use and the efficiency of land management in this process. The role of the economics of land management and land management is significantly increasing in the conditions of the transition of the Ukrainian economy to the market. The economic side is dominant in land management and land management and determines their essence. [4]

The model of sustainable (balanced) land use is not only land, efficient land use, but also the corresponding structure of land management and the institutional environment of the land management system. Sustainable (balanced) development of land use of territories is a strategic task of land policy, as well as the main priority of climate, food and environmental security of Ukraine. It should be noted that the state, using the land management mechanism of sustainable use of agricultural lands, has the ability to regulate the land market, demand and supply for land plots, etc. An analysis of the world experience of agricultural land use in the territory of the European Union countries confirms that sustainable land use is based on the Common Policy of the European Union, and the design of land management systems for rural areas is carried out when it is necessary to create new land ownership or change the boundaries of existing ones, to improve landscapes, eliminate existing land use shortcomings or optimize a specific territory, improve production technologies, change its functional purpose, etc. [5]

Optimization of the economic mechanism in the field of land use is based on a combination of fiscal impact instruments with stimulating elements that form economic motivation among land users for rational use of land and restoration of their resource potential. This not only increases budget efficiency, but also provides a strategically important function - the greening of land use at the level of the territorial community.

Thus, the ecological and economic mechanism of balanced land use is a complex system of measures, tools and regulators that ensure the optimal combination of the economic interests of the community with environmental requirements and restrictions of the natural environment. Its application allows to increase the efficiency of land resource management, form a transparent land policy, introduce economic incentives for rational land use, and also strengthen control over compliance with environmental standards.

An important task is to take into account the ecological capacity of territories, soil fertility, the level of anthropogenic load and potential risks of land degradation. This contributes to making informed decisions at the local government level, optimizing the structure of the land fund, preventing soil depletion and ensuring long-term economic benefits for the community. Thus, the implementation of the ecological and economic mechanism is a key condition for ensuring the sustainable development of territorial communities, preserving natural resources and creating an economically attractive environment for investment and economic activity.

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FORMATION OF AN EFFECTIVE CONTROL SYSTEM IN AN ENTERPRISE

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Control is one of the key management functions, without which the effective operation of any enterprise is impossible. Thanks to control, management receives reliable information about the state of affairs within the team, the implementation of plans, compliance with financial discipline, and the use of resources. Control acts as a kind of “feedback” between managers and executors, allowing timely identification of deviations from set goals and the adoption of corrective measures.

In scientific literature, the concept of control is considered from different perspectives. Some authors define control as the process of observation and verification of managerial decisions, while others see it as a mechanism for comparing actual results with planned ones. In our opinion, both approaches are complementary, since effective control not only records deviations but also helps to identify their causes and prevent recurrence in the future.

The formation of an effective control system in an enterprise involves identifying its key components such as objectives, functions, principles, and tools of control (Table 1).

Table 1 – Components of the internal control system in an enterprise

№	Component	Content
1	Objective	Ensuring the achievement of enterprise goals in the most rational ways
2	Functions	Informational, preventive, motivational, regulatory
3	Principles	Systematic, objective, timely, effective, flexible, economical
4	Tools	Internal audit, monitoring of key indicators, budgetary control, reports and analytical reviews, automated information systems

Source: developed by the authors based on data

The main objective of control is to ensure that the enterprise achieves its goals in the most rational ways. Control measures make it possible to evaluate the effectiveness of managerial decisions, the degree of implementation of strategic and tactical tasks, and to identify weaknesses in labor organization, finance, or communication.

Control performs several important functions. First, the informational function, as it provides management with reliable data about the enterprise’s activities. Second, the preventive function, since it helps to avoid errors and violations. Third, the motivational function, because awareness that work results are being checked encourages employees to perform their duties more responsibly. Finally, control has a regulatory function, as its results lead to decisions on the need to adjust plans or methods of work.

In modern economic conditions, the role of control increases significantly. Enterprises operate in a dynamic market environment characterized by high competition, price instability, and rapid technological changes. Therefore, without constant control over production processes, finances, and personnel, it is impossible to ensure business stability and profitability. Effective control not only

helps to identify problems but also fosters a culture of responsibility, discipline, and transparency within the team.

The effectiveness of any control system depends not only on its structure or technical means but primarily on the principles on which it is built. Principles are rules and guidelines that determine what control should be like in order to truly contribute to improving enterprise performance rather than turning into a formal inspection.

One of the key principles is systematicity. This means that control should cover all stages of the management process—from planning to analyzing results. It must be an integrated part of management, not a separate action after work is completed. If control is conducted only occasionally, it cannot provide a complete picture of the situation.

Equally important is the principle of objectivity. Control results must be based on reliable facts, verified documents, and independent evaluation. Any subjective attitude or bias can distort the results and lead to incorrect managerial decisions. Therefore, it is crucial to ensure the neutrality of controllers and transparency of all procedures.

The next principle is timeliness. Control should be carried out at the moment when it is still possible to influence the situation. If inspections are conducted only after the reporting period or after serious consequences have occurred, their usefulness is greatly reduced. Timely control allows for quick responses to deviations and prevents mistakes rather than merely recording them.

Another important principle is effectiveness. The essence of this principle is that control must lead to real results: managerial decisions, elimination of shortcomings, and improvement of processes. If control is limited to collecting information without subsequent action, it loses its meaning.

The principle of flexibility means that the control system must adapt to changes in the external environment, enterprise structure, and new technologies. In today's conditions, where the market is constantly changing, an overly rigid and bureaucratic control system becomes an obstacle to development. Flexible control, on the contrary, promotes rapid adaptation and effective decision-making.

Another significant principle is economy. Control should not be excessively costly for the enterprise. Its benefits must outweigh the costs of inspections. Therefore, it is advisable to avoid duplication of functions, optimize document flow, and use modern technologies to automate processes.

As for the tools of effective control, their choice depends on the specifics of the enterprise's activities. Among the most common are:

- internal audit, which allows systematic verification of financial discipline and management efficiency;
- monitoring of key performance indicators (KPI), ensuring continuous observation of employee and departmental performance;
- budgetary control, aimed at comparing actual expenses with planned ones;
- reports and analytical reviews, which help management make informed decisions;
- automated information systems, providing real-time data collection and processing.

Special attention today is paid to electronic control systems, which make it possible to track task execution, document flow, sales levels, and accounting of material resources. The use of such technologies makes the control process more accurate, faster, and objective.

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**BUILDING SUSTAINABLE COMPETITIVENESS IN THE PERISHABLE GOODS
SUPPLY CHAIN THROUGH FINANCIAL EFFICIENCY LOGISTICS OPTIMIZATION
AND QUALITY MANAGEMENT IMPROVEMENT**

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In the modern context of globalization, economic digitalization, and increasing competitive pressure, the issue of forming and maintaining the competitiveness of enterprises operating in the sphere of direct supply of perishable products has become particularly relevant. The efficiency of such enterprises is determined not only by the quality of their products but primarily by their ability to ensure uninterrupted logistics processes, optimize operational costs, implement innovative management models, and adapt promptly to changes in the external environment. In this regard, the examination of the activities of “Maki-Trade” LLC highlights the need for a comprehensive approach to enhancing competitive advantages based on the integration of organizational, technological, and digital solutions.

Enterprises operating in the wholesale trade of fruits and vegetables are characterized by a high level of dependence on external factors: production seasonality, fluctuations in international market prices, instability of logistics chains, shifts in regional trade flows, and the conditions required for proper storage of products. Under such circumstances, competitiveness is determined by the ability to minimize time losses at all stages of product movement, ensure product quality, manage inventory efficiently, develop flexible policies for interaction with suppliers and customers, and effectively use digital technologies. Efficient management also requires the development of a quality management system focused on process standardization, prevention of technological failures, and minimization of logistics risks.

“Maki-Trade” LLC is a company that has been operating in the Ukrainian market since 2018 and specializes in the import and wholesale distribution of fresh fruits and vegetables. The company supplies products from Turkey, Egypt, Spain, Italy, Poland, the Netherlands, and other countries, carrying out direct deliveries without intermediaries. Such a model significantly shortens the product movement cycle, reduces costs, and improves control over product quality at every stage of the supply chain. The availability of modern refrigeration equipment, a proprietary vehicle fleet, and a functional organizational structure creates favorable conditions for efficient logistics operations. However, the company faces several challenges, including an increase in accounts receivable, substantial growth in credit liabilities, the need for digital transformation, and improvements in management processes.

The financial and economic analysis presented in Table 1 confirms the dynamic development of the enterprise and its ability to expand operational volumes.

Table 1. Financial Analysis (Balance Sheet)

No.	Balance Sheet Item	Period						Changes for the Reporting Period			
		2022		2023		2024		Absolute change (+/-), thousand UAH (col.5 – col.1)	Rate of change, % (col.7 / col.1 × 100%)	Change structure, % (based on col.7)	Change in share of items (col.6 – col.1)
		thousand UAH	% of total	thousand UAH	% of total	thousand UAH	% of total				
	a	1	2	3	4	5	6	7	8	9	10
1.	Total Assets	56620,6	100,0	121724,5	100,0	115746,1	100,0	59125,5	104,4	100	-
1.1	Non-current assets	699,8	1,2	4309,8	3,5	5253,8	4,5	4554,0	650,8	7,7	3,3
1.2	Current assets	55920,8	98,8	117414,7	96,5	110492,3	95,5	54571,5	97,6	92,3	-3,3
1.2.1	Inventories	39214,0	69,3	39543,8	32,5	41685,4	36,0	2471,4	6,3	4,2	-33,2
1.2.2	Accounts receivable for goods, works, services	9908,8	17,5	64961,9	53,4	64387,3	55,6	54478,5	549,8	92,1	38,1
1.2.3	Other current receivables	501,5	0,9	6761,5	5,6	456,5	0,4	-45,0	-9,0	-0,1	-0,5
1.2.4	Cash and cash equivalents	1093,8	1,9	41,1	0,0	676,4	0,6	-417,4	-38,2	-0,7	-1,3
1.2.5	Prepaid expenses	107,5	0,2	96,7	0,1	106,5	0,1	-1,0	-0,9	0,0	-0,1
1.2.6	Other current assets	5095,2	9,0	6009,7	4,9	3180,2	2,7	-1915,0	-37,6	-3,2	-6,3
2.	Total sources of assets	56620,6	100,0	121724,5	100,0	115746,1	100,0	59125,5	104,4	100,0	0,0
2.1	Equity	6369,9	11,3	9945,6	8,2	14569,1	12,6	8199,2	128,7	13,9	1,3
2.1.1	Registered (share) capital	100,0	0,2	100,0	0,1	100,0	0,1	0,0	0,0	0,0	-0,1
2.1.2	Retained earnings (uncovered loss)	6269,3	11,1	9845,6	8,1	14469,1	12,5	8199,8	130,8	13,9	1,4
2.3	Current liabilities	50250,7	88,7	111778,9	91,8	101177,0	87,4	50926,3	101,3	86,1	-1,3

The total assets of “Maki-Trade” LLC in 2024 amounted to 115.7 thousand UAH compared to 56.6 thousand UAH in 2022, which indicates more than a twofold increase. Particularly significant is the growth in non-current assets, which reflects the company's investment activity and modernization of its material and technical base. At the same time, the growth rate of current assets also remains positive, although the dominance of accounts receivable in their structure creates additional risks.

The 128.7% increase in equity indicates the accumulation of retained earnings and the strengthening of the company's financial stability. However, the growth of short-term bank loans by more than 2.7 times — reaching 38 thousand UAH — suggests an increasing dependence on external sources of financing. A significant rise in trade payables, combined with a simultaneous increase in accounts receivable, may indicate certain difficulties in maintaining liquidity and highlight the need to optimize payment discipline.

As shown in Table 2, the company's performance over 2022–2024 demonstrates a substantial increase in sales volumes and stable profit generation.

Net revenue increased by 138%, reaching 423.4 thousand UAH, which indicates effective expansion of the customer base and an increase in operational volume. An important aspect of assessing competitiveness is the analysis of the company's operational and organizational structure. “Maki-Trade” LLC uses a functional management principle, which ensures a clear division of responsibilities between departments and allows strategic decision-making to be centralized at the management level. This structure is optimal for enterprises operating in the supply of products with a short shelf life; however, its effectiveness largely depends on the degree of process automation. The need for digital transformation of the management structure is intensified by the growing scale of operations, which requires faster information processing, optimization of document flow, and increased transparency of operational processes.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Table 2. Financial Results

No.	Indicator	Period			Changes	
		2022	2023	2024	thousand UAH col.3-col.1	% of Total col.4/col.1
1	Net revenue (income) from product sales	177398,3	349864,1	423451,3	246053	1,39
2	Cost of goods sold	156427,3	314526,6	358882,7	202455,4	1,29
3	Gross profit from sales (row 1 – row 2)	20971	35337,5	64568,6	43597,6	2,08
4	Other operating expenses	21068,1	33867,6	58422,7	37354,6	1,77
5	Other expenses	0	0	4914,1	4914,1	0,00
6	Total cost (row 2 + row 4 + row 5)	177495,4	348394,2	422219,5	244724,1	1,38
7	Profit from sales (row 1 – row 6)	-97,1	1469,9	1231,8	1328,9	-13,69
8	Other operating income	2248,8	2949,3	4399,1	2150,3	0,96
9	Operating profit (row 7 + row 8)	2151,7	4419,2	5630,9	3479,2	1,62
10	Other income	0	0	7,5	7,5	0,00
11	Profit before tax (row 9 + row 10)	2151,7	4419,2	5638,4	3486,7	1,62
12	Income tax	389,9	798	1014,9	625	1,60
13	Net profit (loss) (row 11 – row 12)	1761,8	3621,2	4623,5	2861,7	1,62

Quality management at the enterprise (Table 3) is carried out based on the principles of Total Quality Management (TQM), which involve engaging all employees in ensuring consistent product quality, conducting systematic deviation analysis, and controlling storage and transportation conditions. However, in a competitive market environment, the company must implement international standards such as ISO 9001 and ISO 22000, which will make it possible to formalize all processes, increase the trust of retail chains, and optimize the supply chain.

Table 3. Implementation of TQM Principles

Quality Management Principle	Current Implementation	Possible Direction of Implementation
Customer orientation	The company ensures the supply of fresh products in accordance with the requirements of retail chains and conducts regular customer satisfaction monitoring.	Implementation of a CRM system for personalized customer cooperation and automated feedback.
Leadership	Management actively supports quality standards and is personally involved in controlling procurement and supply processes.	Introduction of an internal leadership system and training for middle managers in modern management methods.
Employee involvement	Employees undergo internal training in quality control and proper product storage.	Development of a personnel motivation program based on service quality indicators and the speed of responding to customer requests.
Process approach	A clear logistics and documentation system has been organized, and delivery routes have been optimized	Implementation of Lean methods to reduce time and resource losses in logistics processes.
System-based management approach	A product quality control system is functioning during the receipt and shipment of goods; batch inspections are carried out.	Automation of quality control through digital accounting tools (scanning, GPS monitoring of vehicles, online reporting).
Continuous improvement	Regular analysis of customer complaints and improvement of supply processes are performed.	Implementation of a Kaizen system to identify and implement employee initiatives aimed at improving work quality.
Decision-making based on facts	Daily data collection is carried out regarding supply volumes, stock levels, and customer complaints.	Use of analytical tools such as Power BI or Google Data Studio for management decision-making.
Mutually beneficial relationships with suppliers	The company maintains long-term partnerships with importers and farmers from various countries.	Implementation of a joint electronic platform for supply planning and raw material quality control.

An important component of the study is the analysis of problematic aspects of “Maki-Trade” LLC that affect its competitiveness. These include uneven logistics flows, insufficient automation of route planning, risks associated with technical failures of refrigeration equipment, the absence of a

unified warehouse management information system, significant accounts receivable, and fragmented internal control. The application of the “5 Whys” method in the case of product spoilage revealed systemic shortcomings in technical supervision, confirming the need for a systematic equipment audit.

Enhancing the company’s competitiveness requires the implementation of a set of strategic measures. One of the key directions is logistics modernization, which should include the introduction of GPS vehicle monitoring, automated route planning systems, digital tools for temperature control, and optimization of vehicle loading. This will reduce costs, shorten delivery times, and improve the quality characteristics of logistics services.

Digital transformation of management also plays a critical role, involving the implementation of an ERP system that will integrate all business processes — procurement, logistics, finance, warehouse accounting, sales, and human resources. This will reduce errors, speed up information processing, ensure transparency in supply chains, and create conditions for fast decision-making based on accurate data.

The quality management system must be improved through the implementation of international ISO standards, enhancement of technological control, introduction of internal audits, process standardization, and the development of clear interaction regulations between departments.

The company’s development strategy should also include the expansion of sales markets, especially in the HoReCa segment, the formation of a corporate brand, increased digital marketing activity, and the creation of an electronic B2B platform that will enhance customer convenience and optimize the order-processing workflow. Improving staff qualifications and developing competencies in logistics, inventory management, ERP systems, and quality control is also essential.

The financial component of the strategy should include reducing accounts receivable, improving credit policy, diversifying suppliers, and insuring currency and logistics risks. Comprehensive implementation of these measures will strengthen the company’s competitive position, optimize costs, improve service quality, and ensure sustainable development.

In summary, the competitiveness of enterprises in the direct supply sector is formed under the influence of logistics, organizational, financial, and technological factors. The experience of “Maki-Trade” LLC confirms that effective management is possible only through the combination of strategic planning, digital transformation, improvement of the quality control system, and enhancement of employee qualifications. Implementation of the recommended measures will improve the company’s operational efficiency, strengthen its competitive advantages, and create a foundation for long-term development in the face of modern market challenges.

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THE PROSPECTS FOR PROMOTING LOCAL PRODUCTS IN GASTRONOMIC TOURISM

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Gastronomic tourism has emerged as a dynamic sector of the tourism industry, driven by travelers' growing interest in authentic culinary experiences that go beyond mere consumption and reflect the cultural and historical essence of a destination. As tourists increasingly seek meaningful engagement with local traditions, food has become a powerful medium of storytelling, identity, and emotional connection. This type of tourism fosters direct interaction between visitors and regional food producers, chefs, and local communities, offering immersive experiences such as food tastings, farm visits, culinary workshops, and traditional festivals.

Local food products serve not only as essential components of regional identity but also as catalysts for rural economic development. They contribute to the sustainability of small-scale producers and traditional agriculture, preserve biodiversity, and promote the intergenerational transmission of culinary knowledge. Moreover, incorporating local gastronomy into tourism can enhance the visibility of lesser-known destinations and extend the average length of tourist stays.

Ukraine, rich in culinary heritage and diverse local ingredients, presents significant potential for developing a competitive gastronomic tourism sector. From the vibrant street food culture of Kyiv to the artisanal cheese of the Carpathians and the winemaking traditions of Odesa and Bessarabia, the country offers a wide spectrum of flavors rooted in its multicultural history. By investing in the promotion and infrastructure of local gastronomic experiences, Ukraine can position itself as a unique and attractive destination on the global tourism map [1, 2].

Local food products act as ambassadors of regional culture, embodying the history, values, and way of life of a community. These products are often tied to specific geographic conditions, agricultural practices, and traditional processing methods that have been passed down through generations. Whether it's Transcarpathian cheese, Bessarabian wines, Poltava dumplings, or Hutsul smoked meat, each culinary item tells a unique story about the people who produce it and the environment in which it is made.

By serving as tangible expressions of cultural heritage, local foods help preserve culinary traditions while also distinguishing one destination from another in an increasingly globalized tourism market. Tourists today are not only seeking to taste local dishes—they want to understand their

origins, learn how they are prepared, and connect with the communities behind them. This desire for authenticity transforms local products from simple commodities into cultural symbols.

Incorporating these items into tourism offerings—such as farm-to-table experiences, cooking classes, market tours, and heritage festivals—allows for immersive, multi-sensory experiences that appeal to both domestic and international travelers. Additionally, promoting local products contributes to the diversification of regional economies, supports small producers and artisans, and enhances the overall competitiveness and sustainability of the destination [3,4].

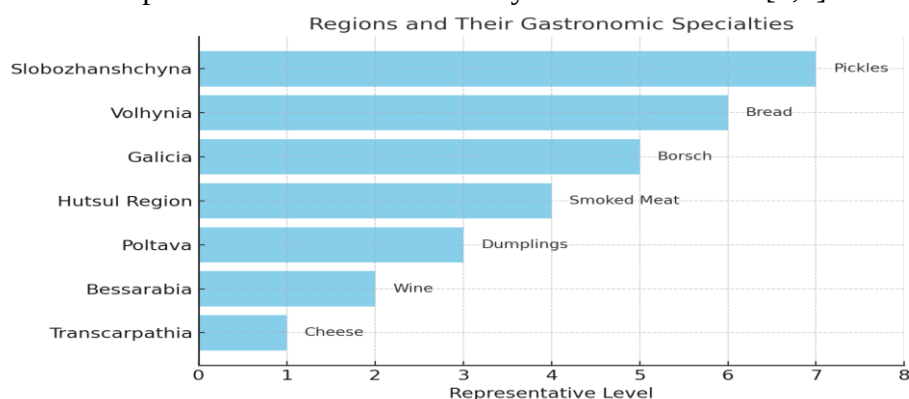


Figure 1 – Regional Ukrainian Specialties and Their Representation Levels

To better understand the role of local products in gastronomic tourism, it is essential to evaluate tourist preferences, behaviors, and expectations. Modern travelers increasingly value authenticity and cultural depth in their experiences, and food plays a central role in shaping their perception of a destination. Numerous international and regional surveys consistently show that more than half of tourists actively seek out regional cuisine as a vital component of their journeys.

This growing interest in local culinary traditions is fueled by a desire to connect with the cultural and historical context of a region. Tasting local dishes allows tourists to experience the everyday life of a community, while participating in food-related activities—such as visiting traditional markets, dining in family-owned restaurants, or attending food festivals—offers meaningful, immersive encounters. For many travelers, local cuisine is no longer just a meal; it's a memory, a story, and an emotional imprint of the place visited.

The diversity of tourist preferences also reflects global trends toward healthy eating, sustainability, and ethical consumption. Tourists are increasingly conscious of the origin of food, production methods, and the economic impact of their choices. As a result, destinations that successfully integrate local food into their tourism strategies gain a competitive edge and foster deeper engagement with visitors.

In this context, collecting and analyzing tourist feedback becomes a key tool for improving gastronomic offerings. Understanding the motivations, likes, and dislikes of different tourist segments enables destination managers, hospitality businesses, and food producers to tailor experiences that resonate with their audiences. Moreover, promoting regional cuisine can significantly enhance a destination's brand image and differentiate it in a crowded global market [5, 6].

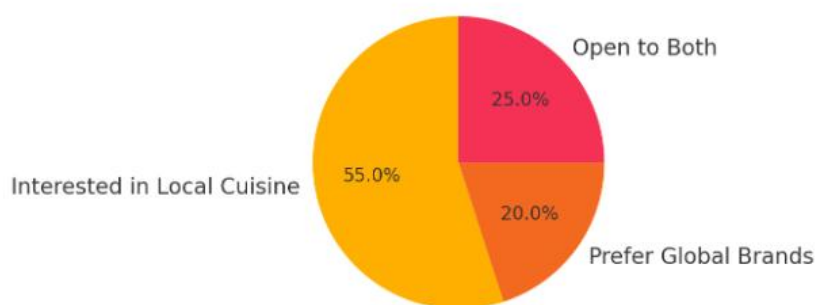


Figure 2 – Tourists' Preferences Toward Food

It shows that:

- 55% of tourists prefer local cuisine;
- 20% choose global brands;
- 25% are open to both options.

Promoting local food within the framework of gastronomic tourism requires a comprehensive and well-coordinated strategic approach. It is not enough to simply offer regional dishes or advertise local products; a systematic effort is needed to integrate gastronomic elements into the broader tourism and regional development agenda. Such an approach should align with cultural preservation goals, rural economic development, and sustainable tourism practices.

One of the most effective tools is the development of certified gastronomic routes and culinary tours. These routes help organize and connect local producers, restaurants, farms, wineries, and markets into cohesive experiences that allow tourists to explore a region through its flavors. Certification ensures quality and consistency, building trust among visitors and fostering long-term destination loyalty.

Another crucial direction is the organization of regional food festivals and cultural events. These festivals not only celebrate local cuisine but also create vibrant platforms for knowledge exchange, marketing, and community engagement. They attract both locals and tourists, stimulate seasonal travel, and boost the visibility of smaller destinations.

Support programs for small-scale producers and family farms are essential for ensuring the authenticity and sustainability of local food offerings. Training in product development, food safety, marketing, and tourism collaboration enhances their capacity to participate effectively in gastronomic tourism. Government incentives, access to micro-financing, and the creation of local cooperatives can also play a transformative role.

Finally, in today's digital age, enhanced digital marketing and tourism branding with a culinary focus are vital. A strong online presence, including websites, mobile apps, social media campaigns, and virtual tastings, allows regions to reach global audiences. Promoting local gastronomy through storytelling, influencer collaborations, and engaging multimedia content helps build emotional connections with potential visitors even before they travel.

Together, these strategic directions contribute to a holistic ecosystem that not only supports tourism growth but also uplifts local economies, preserves culinary heritage, and fosters cultural pride.

The promotion of local products through gastronomic tourism represents a powerful and multifaceted opportunity for sustainable regional development, cultural preservation, and economic growth. As travelers increasingly seek authentic, meaningful experiences, food becomes more than nourishment—it evolves into a medium through which people connect with place, history, and community.

Local food products, deeply rooted in tradition and geography, not only embody regional identity but also serve as key differentiators in a competitive global tourism market. Their integration into tourism offerings enhances the attractiveness of destinations, especially rural and underdeveloped regions, by providing tourists with memorable sensory experiences that cannot be replicated elsewhere.

This study highlights that successful development of gastronomic tourism requires:

1. A coordinated strategy involving all stakeholders: producers, tourism operators, local authorities, and cultural institutions;
2. Institutional support in the form of certification, branding, funding, and education;
3. Strong emphasis on digital tools and storytelling to reach global audiences and build long-term brand value;
3. Sustainable practices that respect local ecosystems, culinary traditions, and the rights of small-scale producers.

Ukraine, with its rich culinary diversity and untapped potential in rural tourism, stands at the threshold of becoming a notable player in the international gastronomic tourism arena. However, to

fully realize this potential, systematic investments in infrastructure, human capital, and international promotion are essential.

In conclusion, by embracing local food as a strategic asset, regions can foster deeper cultural understanding, stimulate inclusive economic development, and create high-value, low-impact tourism experiences that benefit both hosts and guests.

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FUNDRAISING FOR SOCIAL PROJECTS IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT: THE ROLE AND PROSPECTS OF CROWDFUNDING

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In today's environment of globalization challenges, financial and economic instability, and limited public funding, fundraising is becoming an extremely important tool for financing social, humanitarian, educational, and cultural initiatives, as well as for rebuilding infrastructure and supporting strategically important sectors of the economy. Fundraising is a professional activity aimed at mobilizing financial and other resources for the implementation of socially significant and scientific research non-profit projects. A non-profit project should be understood as a set of planned activities united by common goals, the purpose of which is to achieve a socially significant effect, rather than to make a profit.

It should be noted that charity has been widespread in many countries since ancient times, including Ukraine, but it is currently undergoing active development, transforming as a result of global digitalization processes and structural changes in the financing of the social sphere [1].

Ensuring the sustainable economic development of social projects requires not only effective resource management, but also the use of modern fundraising tools capable of mobilizing support from communities, businesses, and international donors. Fundraising in the context of sustainable

development is the process of attracting financial and other resources (human, informational) for the implementation of projects that contribute to economic, social, and environmental development, as well as improving the well-being of citizens. It is becoming a strategic tool for financing sustainable development, especially for local communities, and helps to strengthen the economy and ensure recovery in crisis situations [2].

Fundraising, as a strategic tool for attracting financial resources to support various initiatives and projects, is taking on new dimensions in order to achieve the global Sustainable Development Goals (SDGs). Fundraising for the SDGs encompasses financial, material, and human resources and relies on building relationships and raising awareness of goals and projects. Fundraising allows for the financing of additional public and private organizations that address social and environmental issues. This, in turn, helps to actively integrate global strategies for achieving the SDGs. According to an analytical report by the Organization for Economic Cooperation and Development, innovative financial mechanisms—in particular crowdfunding and social investment—are seen as an important element of the sustainable development ecosystem that complements public funding. Crowdfunding is one of the modern fundraising tools that allows you to raise funds from a large number of people through online platforms to implement a specific project related to the SDGs [3].

Scientists have determined that crowdfunding is an innovative type of fundraising that is actively used to finance projects in the fields of education, healthcare, and ecology, which are directly related to the implementation of the SDGs. Hundreds of social campaigns are implemented annually through collective financing. Crowdfunding in Ukraine is gradually establishing itself as a mechanism for implementing social projects, as it is based on broad citizen participation and forms sustainable links between initiators and communities.

Crowdfunding, as a component of the sharing economy, encompasses online models for raising funds for social and socially important initiatives. Its key feature is the accumulation of funds from a large number of backers (individuals or organizations) who usually make small voluntary contributions, guided by social motivation and trust in the project initiators. Crowdfunding is an innovative type of fundraising that is actively used to finance projects in the social sphere. Its flexibility and digital nature allow it to attract resources where traditional tools are limited or slow [4].

Crowdfunding quickly raises funds from a wide audience, provides project visibility, and validates demand, but at the same time requires significant promotional efforts and creates public obligations to donors. Therefore, it is necessary to integrate and actively apply classic fundraising methods alongside modern digital tools, and clearly understand the difference between traditional and innovative fundraising approaches.

Table 1. Classification of fundraising methods

Traditional fundraising methods	Інноваційні методи фандрайзингу
Grant – competitive funding from state, international or private foundations for the implementation of social projects.	Crowdfunding – an online model of collective financing that involves attracting small contributions from many people through special platforms.
Direct appeals – personal contacts with potential donors, patrons, businesses or communities aimed at obtaining charitable contributions.	Crowdfunding (social lending) – online loans for socially important causes with the expectation of repayment (sometimes with interest).
Public events – charity evenings, marathons, fairs, etc. Fundraising through ticket sales, contributions, sponsorship.	Crowd investing – investment by participants in social or socially oriented enterprises in exchange for a share or other property rights.
Lotteries, raffles and prize competitions – organisation of lotteries, raffles or competitions with prizes to raise funds for the organisation.	Peer-to-peer fundraising – raising funds through the personal online networks of campaign participants, where supporters create fundraising pages and engage their own circle of acquaintances.

Source: compiled based on [4; 5]

It should be noted that today, traditional forms of fundraising continue to play a key role in financing social projects, particularly those aimed at achieving the SDGs. These forms of charitable activity remain the basis of financial stability for many non-profit organisations in the fields of social services, education and healthcare. Traditional fundraising tools remain critical to supporting basic social initiatives and form the basis of long-term partnerships between civil society, business and the state.

It is useful to analyse the comparative development of crowdfunding in the United Kingdom and Ukraine, as countries with different socio-economic contexts but with a common goal – the use of innovative fundraising methods to support social projects.

The global trend towards the spread of crowdfunding can be traced in the example of the United Kingdom, a country with a highly developed culture of charity. In this country, there is a clear trend towards the growth of digital fundraising, especially after the start of the COVID-19 pandemic, when restrictions on personal events and cash donations encouraged charitable organisations to move to online formats.

According to research, 51% of charity supporters used cash for donations before the pandemic (2019), but this figure fell sharply to 29% in 2021. In 2022, this figure rose to 35%, which is still far from the pre-pandemic level. According to CAF, charitable giving via websites or apps increased from 20% before the COVID-19 pandemic to 26% in 2022. Enthuse's Donor Pulse: Spring 2023 report found that 44% of the British population made charitable donations using online donations, despite a decline in overall donations. And while the 2024 Digital Skills in Charity report showed that nearly half of charities said they were 'poor' at digital fundraising, and another 25% do not engage in digital fundraising, at the beginning of 2025, more than half (52%) of charities said that increasing digital fundraising was a priority, making it the sector's second largest digital priority this year [6].

A striking example of a successful crowdfunding company is Spacehive, a British platform focused on funding community/local projects that improve local spaces: parks, community centres, green spaces, energy-efficient solutions and other initiatives that have a social and environmental impact. Spacehive has already raised over £40 million for projects in the UK and Ireland, 85% of which achieve their goals. Spacehive also works with governments, local councils, foundations and business partners to provide match-funding or additional funding for projects that raise funds through the platform (i.e. combined models).

An example of an initiative implemented with the help of this crowdfunding company is Stroud Waters – a natural outdoor pool – a Community Waters CIC project in Stroud, UK. The project aims to create a natural outdoor pool that will operate year-round, be environmentally friendly and accessible to the community. As part of this project, £37,597 was raised from 577 backers in a campaign that ended on 23 February 2025. The project is already in the Continuous Fundraising stage, meaning that even after reaching its goal, it continues to accept contributions. The project includes bathing areas, a section of the pool heated by geothermal energy, seasonal temperature changes, biofiltration systems for water purification, and infrastructure (showers, changing rooms, playgrounds, recreation areas). This project contributes to sustainable development goals by promoting mental and physical health through swimming in nature, popularising connection with nature, and increasing biodiversity.

It should be noted that there are currently 12 crowdfunding platforms in Ukraine focused on social projects. The most popular ones are My city, Unbroken, and UNITED24 [7].

A striking example of the development of the crowdfunding ecosystem from the regional to the national level is the transformation of the Odesa platforms Moy Gorod and Na-Starte.com. Initially, both initiatives operated mainly within Odesa, supporting local community and social projects. Subsequently, in the process of development and consolidation of the teams' efforts, the national platform My City was created, which retained the social orientation of local projects.

An example of a Ukrainian social project posted on national crowdfunding platforms is the ECOnomics of Dreams project, which is being implemented on the My City platform. The project

launched a crowdfunding campaign with the aim of combining an environmental initiative with support for the Armed Forces of Ukraine. The goal of the fundraiser is to purchase a press for compressing secondary raw materials and a plastic crusher. Thanks to this project, it is planned to increase the added value of raw materials by 30% and reduce logistics costs by 20%. The goal is also to provide funds to help the military through income from recycling. In addition to recycling, the project has organised retreat weekends for the military.

Another example is the 'Heart of a Hero' campaign on the My City platform. The initiative is aimed at children who have lost their parents in the war, providing them with psychological, emotional and social support. The project's goal is to hold a summer camp for 50 children aged 10–13 who have lost their parents.

In the United Kingdom, crowdfunding is widely used to support environmental, urban and community initiatives. The vast majority of campaigns are dedicated to local community development projects. Such initiatives have clearly defined long-term goals and are focused on improving the quality of life of local residents, which contributes to sustainable development.

In Ukraine, on the other hand, crowdfunding has become widespread primarily as an emergency response tool. The vast majority of campaigns are focused on humanitarian needs, defence, and support for the army. This is a response to the conditions of full-scale war. However, it is worth noting that campaigns in the fields of culture, inclusion, and ecology are also being implemented in Ukraine – the restoration of cultural objects, the creation of health programmes, and the development of creative industries.

The situation in the Odesa region is particularly indicative. Here, crowdfunding is used to support defence and humanitarian needs. However, unlike in the UK, the share of sustainable projects remains limited, and the amount of funding is significantly lower. The main barriers to the development of innovative fundraising tools are:

1. Insufficient institutional support. This barrier manifests itself in the lack of adequate support from local authorities, which complicates the scaling and sustainability of projects.

2. Lack of a match funding system. Unlike the UK, where additional funding for projects from governments and businesses is common, such a system is underdeveloped in Ukraine, limiting the potential for growth in fundraising.

3. Low level of trust and weak communication infrastructure. Insufficient transparency and lack of broad communication support negatively affect the attraction of a wide range of donors.

4. Limited share of sustainable projects and smaller amounts of funding. As a result of all these barriers, the share of initiatives aimed at long-term sustainable development remains small, and the total amount of funding does not allow for the implementation of large-scale infrastructure and social projects.

At the same time, the prospects for the development of fundraising in the Odesa region remain significant. The Odesa region has local crowdfunding platforms, as well as successful examples of innovative projects that combine social and economic goals.

Overcoming the identified barriers to the development of fundraising for social projects in Ukraine requires the implementation of successful international experience, in particular the model that works effectively in the United Kingdom. First of all, it is necessary to create conditions for the introduction of match-funding mechanisms, which can significantly increase the attractiveness of crowdfunding campaigns. By analogy with the British platform Spacehive, where local councils and large businesses provide additional funds to projects that have reached a certain threshold of community fundraising, Ukraine should encourage the formation of a tripartite partnership between local councils, businesses (through corporate social responsibility) and crowdfunding platforms. Such a system would not only increase the amount of funding, but also boost confidence in initiatives by guaranteeing their implementation.

Thus, the themes and nature of crowdfunding campaigns in the United Kingdom and Ukraine demonstrate significant differences, which are due to differences in the socio-economic context and, as a result, the priorities of communities.

At the same time, it is critically important to strengthen institutional support and trust in fundraising tools. To ensure sustainable economic development in the post-war period, it is necessary to develop a strong partnership between the public sector, government and business. The key mechanism here is the introduction of strict reporting and transparency standards, referring to international practices such as the Code of Fundraising Practice (UK). Clear and understandable rules governing the process of collecting and using funds will increase the trust of the population and institutional donors in crowdfunding platforms, thereby removing one of the main barriers to the development of the sector.

It is equally important to begin shifting the focus of funding, gradually transitioning from a dominance of emergency response to support for long-term sustainable development projects. While support for defence and humanitarian needs remains a priority, conditions must be created for the growth of initiatives in the fields of education, health and the environment. The successful case of Stroud Waters in the United Kingdom is an example of how public crowdfunding can create long-term infrastructure to address environmental issues (e.g., restoration of waterways), which directly contributes to the achievement of SDGs, in particular improving health and increasing biodiversity.

The analysis confirms that fundraising is a powerful and critical tool for ensuring the financial sustainability of social projects in conditions of limited budgetary resources. In an era of global digitalisation and structural changes in financing, crowdfunding opens up new, flexible opportunities for attracting resources, contributing to the implementation of the SDGs.

The example of the Odesa region has revealed the significant potential of innovative tools, which has been particularly evident as a mechanism for emergency response to challenges associated with full-scale war. However, this potential is limited by a number of systemic issues: the dominance of an emergency focus over long-term sustainable development projects, insufficient institutional support from local authorities, the lack of match funding mechanisms, and low levels of trust due to weak communication infrastructure and transparency.

To sum up, attention should be focused on the development of digital fundraising. Given the global trend, confirmed by the example of the United Kingdom, where the share of digital donations is growing, increasing digital fundraising should become a priority for Ukrainian non-profit organisations. This requires not only technical improvements to platforms, but also the systematic organisation of training programmes aimed at improving the digital skills of fundraising staff. The ability to effectively use online tools and social networks to attract resources is crucial to ensuring the competitiveness and financial sustainability of public initiatives in the digital world. To ensure the sustainable development of the social sector, it is necessary to engage in social dialogue, involve representatives of business and the public, ensure social security, develop effective governance, and promote cooperation between the state and the private sector.

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UNIT ECONOMICS AS A TOOL FOR ASSESSING THE EFFECTIVENESS OF BUSINESS MODELS IN DIGITAL AND TECHNOLOGY ENTERPRISES

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Relevance of the Topic. Unit Economics (UE) is a key analytical tool for evaluating the efficiency and scalability of the business models of digital and technology-oriented companies. It determines whether an individual product unit or a single customer generates a positive marginal profit, which forms the foundation of a company's financial sustainability [1]. A realistic assessment of core metrics – LTV, CAC, ARPU and the Payback Period – requires a conservative approach: using fully loaded CAC and net ARPU helps avoid overestimating profitability and allows for a more accurate evaluation of the actual state of unit economics. The LTV:CAC ratio, ideally close to 3:1, together with the length of the CAC payback period, indicates how quickly a company can recover its investments and accelerate growth [2]. As a result, unit economics becomes a fundamental element of strategic management, directly influencing the choice of marketing channels, monetization models and future investment decisions.

Unit economics is a fundamental tool for evaluating the effectiveness of a business model, as it enables companies to determine whether they generate profit from selling a single unit of a product or serving an individual customer. Its primary role lies in measuring the financial sustainability and scalability of a business, particularly in digital and technology-driven companies where costs for marketing, support, and product development can fluctuate rapidly. The core logic of unit economics is straightforward: if each unit generates a positive marginal profit, the business model has the potential for profitable scaling; however, if a unit is unprofitable, increasing sales will only deepen financial losses [2].

One of the central components of unit economics is the Customer Acquisition Cost (CAC). This metric represents the total expenses a company incurs to acquire one new user or customer. CAC includes marketing expenditures, salaries and bonuses of the sales team, costs of CRM systems, agency fees, expenses for creating advertising creatives, and other resources that directly or indirectly support the customer acquisition process [3]. In the practice of digital enterprises, it is essential to use the "fully loaded CAC" approach – a comprehensive cost allocation model that ensures a realistic and

conservative calculation. This method helps prevent overestimation of profitability and enables more accurate assessment of the economic efficiency of marketing channels [2].

The second key indicator is the Average Revenue Per User (ARPU), which reflects how much revenue a single customer generates over a specific period, most commonly a month or a year. For technology businesses, ARPU is not only a measure of current profitability but also an important indicator of the quality of product or service monetization. It is essential to calculate net ARPU, meaning that payment system fees, refunds, chargebacks, and customer support costs must be deducted. These expense categories scale together with the growth in the number of users, and ignoring them can significantly distort the picture of financial flows.

The third fundamental component of unit economics is the Lifetime Value (LTV), which represents the total net revenue a customer generates over the entire period of interaction with a company. LTV is calculated as the product of net ARPU and the average length of time a customer continues to use a product or service [3; 4]. For digital platforms, SaaS solutions, and mobile applications, this metric is critically important because it shows whether a customer ultimately compensates for the costs associated with their acquisition and ongoing support. A high LTV indicates strong customer loyalty, stable recurring revenue, and a high-quality user experience, all of which are essential characteristics of a sustainable and scalable business model.

Despite the apparent simplicity of the general formula, the most accurate and realistic method for forecasting LTV is cohort analysis. This approach groups customers not by average values across the entire user base but by the date they were acquired (their cohort). Such segmentation makes it possible to observe how customer behavior evolves over time, including changes in ARPU, retention rates, and activity levels. Unlike aggregated calculations, cohort analysis helps avoid distortions caused by comparing incomplete or mixed cohorts, which can lead to misleading conclusions about long-term value. This method provides a reliable, data-driven foundation for forecasting future revenue and assessing the true lifetime value of different customer segments. It is particularly important for digital products with long usage cycles, where small variations in retention or monetization patterns can significantly affect long-term financial outcomes [5].

The final key element is the CAC Payback Period – the amount of time required for the net revenue generated from a customer to fully cover the cost of acquiring that customer. In technology companies, this metric plays a particularly important role because a significant share of operating expenses is deferred. The shorter the payback period, the faster a business can reinvest funds into growth, expand marketing campaigns, or enhance product development. In highly competitive digital segments, a CAC Payback Period of 3 to 12 months is considered standard, depending on the market and pricing structure [3].

Taken together, the metrics CAC, ARPU, LTV, and Payback Period allow companies to form a comprehensive and realistic assessment of the effectiveness of their business model. These indicators determine whether an enterprise is capable of sustainable scaling, whether it can efficiently convert expenses into profit, and how economically sound its strategic decisions are.

At the same time, for complex two-sided marketplaces – where efficiency depends on maintaining a balance between supply and demand – traditional metrics need to be expanded [6]. A company must calculate two separate CAC values (CACs for sellers/providers and CACb for buyers/consumers) along with their corresponding LTVs. In this case, the key strategic indicator becomes the Marketplace Ratio, which shows how many new buyers are attracted by one new seller (or vice versa), and this is critical for maintaining the platform's overall economic performance [6].

The LTV-to-CAC ratio is a fundamental indicator of the viability and scalability of a business model, as it demonstrates how much net revenue a customer generates relative to the cost of acquiring that customer.

The higher the LTV:CAC ratio, the more efficiently a business converts marketing expenses into long-term financial returns. This metric allows companies to assess whether the business has the potential for scaling or requires optimization of pricing, product offerings, or marketing strategy. Based on the LTV:CAC ratio, modern technology enterprises distinguish the following interpretations and strategic conclusions, as presented in Table 1.

Table 1 – Benchmarks and Interpretation of the LTV:CAC Ratio

TV:CAC Ratio	Interpretation	Strategic Implications
LTV < CAC	Negative unit economics	Product, pricing, or acquisition channels need to be adjusted. Lack of Product-Market Fit
≈ 3:1	Venture ratio	Ideal moment for aggressive but efficient scaling
≥ 6:1	High efficiency	The business may be underutilizing its growth investment potential; opportunity to increase marketing budgets

Compiled by the author based on [2; 3]

However, the LTV:CAC ratio alone is not sufficient for a complete assessment of the economic sustainability of a digital or technology-driven business. The Payback Period — the time required to recover customer acquisition costs — also plays a crucial role. Even with an optimal LTV:CAC ratio (for example, 3:1), it is the speed at which invested funds are recouped that determines the company's growth rate and capital turnover, which is particularly critical for startups and rapidly scaling enterprises.

A short Payback Period – less than 12 months – indicates that the business can quickly reinvest the revenue generated into acquiring new customers, reducing dependence on external financing. This enables faster and more cost-effective growth. For instance, a company with a 3-month payback period will grow significantly faster and more efficiently than a company with a 9-month payback period, even if both have the same working capital [3]. Therefore, the combination of the LTV:CAC ratio and the Payback Period forms the foundational system for evaluating the effectiveness of business models in digital and technology-driven environments.

Pricing strategy is a key tool that defines a product's financial model, the company's ability to scale, and its profitability level. A properly chosen pricing model shapes user behavior, affects conversion rates, determines the expected customer lifetime value (LTV), influences the structure of acquisition costs (CAC), and impacts overall business margins. In SaaS companies, the monetization model often becomes the foundation of the entire business strategy, as it reflects the value delivered to different customer segments. Table 2 provides a comparative overview of the most common pricing models and their impact on the key components of unit economics [4].

Table 2. – Impact of pricing models on LTV, Margin, and CAC

Pricing model	Impact on LTV and Margin	Impact on CAC
Tiered	Allows optimization of LTV by differentiating offerings for different customer segments. The possibility of upgrading to higher tiers generates expansion revenue, increasing the long-term value of the customer. Margin rises due to predictable subscription revenue.	CAC is higher for enterprise segments due to longer sales cycles, but lower for basic plans thanks to simpler conversion.
Usage-Based	Increases LTV, as revenue grows with customer activity or scaling. Margin is high because there is no need to sell plan upgrades – the growth happens naturally.	CAC is low due to the minimal entry barrier: users start with small consumption and gradually increase it without significant effort from the seller.
Value-Based	Provides the highest margins (80–90%) because pricing is directly tied to the value delivered to the customer. LTV is maximized due to high willingness to pay when the product delivers measurable economic benefits.	CAC is higher due to the need for personalized value demonstrations, complex negotiations, and economic justification of ROI for the client.

Compiled by the author based on [4]

The choice of a pricing model determines how effective a product's unit economics will be. Tiered pricing provides flexibility for different customer segments, usage-based models generate natural revenue scaling, and the value-based approach maximizes profitability but requires a professional and costly sales process. It is important for companies to align their monetization model with the product's development stage, competitive environment, and target audience characteristics in order to achieve sustainable growth and financial efficiency.

The expansion of unit economics in large digital and technology enterprises encompasses not only customer interactions but also a deep evaluation of internal operational efficiency, particularly

related to the use of technological resources. In the corporate sector, IT expenses grow on average up to 8% annually; however, this increase does not always correspond to a proportional rise in productivity or the creation of additional value. This creates the so-called ROI problem, where increased investment in technology does not demonstrate a proportional economic effect. Companies are therefore compelled to analyze how each investment in the technology stack truly impacts the efficiency of business processes and how this is reflected in the cost of a single product or service unit.

One of the key directions for improving internal efficiency is the implementation of the Consumption Metering concept, which becomes particularly important during the transition from traditional capital-intensive IT models to cloud-based solutions and as-a-service offerings. An operational expenditure (OpEx)-based payment model allows companies to track resource usage more accurately, analyze workload in detail, and link the actual cost of infrastructure consumption to specific business units or products [6]. This approach creates the foundation for establishing transparent and precise unit costs, making the internal economics of the enterprise more manageable.

Additionally, Consumption Metering enables more informed decision-making by providing real-time visibility into resource utilization and cost drivers. It allows finance and operations teams to identify inefficiencies, optimize resource allocation, and implement cost-saving measures without compromising service quality. Over time, this approach not only enhances operational discipline but also supports strategic planning, as managers can better forecast expenses, assess ROI on technology investments, and align spending with business priorities. In rapidly scaling digital and technology companies, such precise internal cost management is critical for sustaining profitability while pursuing aggressive growth and innovation initiatives.

Building on this foundation, the discipline of FinOps (Financial Operations) has emerged – a management approach that integrates financial analytics, engineering, and operational management to optimize cloud expenditures. FinOps provides organizations with tools to measure the cost of each unit of cloud resource, enhancing transparency in consumption and enabling IT leaders (CIOs) and financial directors (CFOs) to make data-driven decisions based on actual expenses and their contribution to value creation.

Beyond simple cost tracking, FinOps establishes a structured framework for continuous monitoring, forecasting, and optimization of cloud spending. It encourages cross-functional collaboration between finance, engineering, and operations teams to ensure that investment in cloud infrastructure is aligned with business priorities and performance objectives. By implementing FinOps principles, companies can prevent excessive or inefficient spending, set cost optimization policies, and improve budgeting accuracy.

Moreover, FinOps allows organizations to link operational metrics to financial outcomes, providing insights into the profitability and efficiency of specific projects, products, or business units. This approach not only increases financial accountability but also supports strategic decision-making, such as scaling cloud resources in line with growth projections or evaluating ROI on technology initiatives. For digital and technology-driven enterprises, adopting FinOps is critical to achieving a balance between innovation, operational efficiency, and sustainable financial performance, ensuring that technological investments contribute meaningfully to the overall business value.

A separate critical factor in internal unit economics is technical debt (Tech Debt). It arises from rushed technical decisions, lack of standardization, misalignment between teams, and the prioritization of short-term results over long-term stability. In large technology enterprises, technical debt can increase the cost of executing any project by 10–20%, and sometimes even more [1; 2]. This not only slows down development but also directly raises the unit cost of product functionalities, making it more difficult to achieve target margin levels.

Therefore, managing technical debt, conducting regular audits, and incorporating it into the overall financial model have become essential elements of modern unit economics. By actively monitoring and addressing technical debt, companies can prevent inefficiencies from compounding over time, optimize resource allocation, and ensure that investment in product development translates into sustainable value. Proper technical debt management also supports strategic planning, allowing

organizations to balance innovation speed with long-term operational stability and profitability, which is particularly crucial for rapidly scaling digital and technology-driven enterprises.

Together, these factors form an expanded approach to unit economics for digital enterprises, making it a tool not only for commercial assessment but also for deep operational and technical efficiency of the business.

Strategic recommendations for leaders of digital and technology enterprises are based on the need to ensure a sustainable, scalable, and financially efficient business model that can adapt to market fluctuations and changes in user behavior. One of the key principles is a conservative approach to calculating LTV, which involves pessimistic forecasts regarding the duration of customer interaction with the product. For B2C companies, a horizon of 18 months is recommended, while for B2B it should not exceed 36 months. Longer forecasts often become unrealistic and lead to an artificial overestimation of expected customer value, which in turn creates the illusion of a sustainable unit economy where it may not actually exist. This approach helps avoid market overvaluation, misguided investments in scaling, and reduces the risk of accumulating “paper” growth that is not backed by real revenue.

Equally important is the requirement to calculate unit economics separately for each customer acquisition channel. Channels differ in efficiency, cost structure, user behavior, and speed of return on investment, so aggregated (blended) metrics often obscure problem areas and create the illusion of overall effectiveness. For example, during aggressive growth (scale-up), a company inevitably shifts to more expensive and less productive channels, causing profitability to decline, even though aggregated metrics may not reflect this. Segmented analysis allows for budget optimization, identification of the most efficient funnels, improvement of marketing strategy, and avoidance of overspending on low-ROI channels. This is critical for enterprises scaling in highly competitive environments where the cost of acquiring users (CAC) is rising.

The third key principle is the implementation of the “Run Everything Like a Product” model. This approach involves applying product management practices not only to customer-facing services but also to internal IT initiatives. In this model, each project has a clearly designated product owner—a product manager—responsible not only for the functional aspects but also for the financial model of the project. This model encompasses all direct and indirect costs, infrastructure expenses, cloud services, as well as technical debt. It ensures full transparency regarding the economic justification of individual IT solutions and eliminates situations where projects consume resources without generating corresponding business value. This approach significantly improves operational efficiency, enhances team accountability, and aligns technological initiatives with the company’s strategic objectives.

These three recommendations form a comprehensive management framework that enables leaders to make more informed decisions, improve the quality of financial planning, and ensure the long-term sustainability of the business model in highly turbulent digital market conditions.

Conclusions. Unit Economics (UE) serves as a fundamental tool for evaluating the efficiency and scalability of business models in digital and technology enterprises, transforming broad financial indicators into concrete measures of profitability at the level of a single product unit or individual customer. It enables executives to make well-grounded strategic decisions based on real data regarding profitability, payback, and resource utilization efficiency.

Maintaining an optimal LTV:CAC ratio of approximately 3:1 is a key marker of a business model’s viability and readiness for scaling, while a short Payback Period ensures stable capital turnover and the ability to fund growth through internal revenue rather than external financing. A conservative approach to calculations, including the use of fully-loaded CAC and segmented analysis by acquisition channels, minimizes the risks of flawed strategic decisions.

At the same time, modern technology companies require a comprehensive understanding of UE that extends beyond external customer economics to include internal IT infrastructure costs, technical debt, and cloud resource management through FinOps and Consumption Metering. Integrating these elements allows for a realistic assessment of unit costs, operational efficiency, and the long-term sustainability of investments.

Therefore, unit economics for leaders of digital and technology enterprises is not merely an analytical tool but a continuous strategic process. Only the systematic application of UE across all levels of business enables a shift from uncontrolled “burning of capital” to efficient “investment in growth,” ensuring long-term competitive advantage in the market.

Furthermore, by embedding UE into strategic planning, companies can identify high-performing acquisition channels, optimize pricing models, and align technological initiatives with financial objectives. This holistic application strengthens the company’s capacity to respond to market volatility, anticipate changes in user behavior, and make proactive adjustments that maximize both profitability and scalability. Ultimately, UE becomes a core enabler of disciplined growth, financial resilience, and sustainable innovation in the highly dynamic digital economy.

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CROWDFUNDING AS A TOOL FOR STARTUP FINANCING: A MANAGERIAL APPROACH

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today's dynamic digital world and the globalization of market processes, startups are an important source of innovation, contributing to the renewal of the economy and the formation of new

business models. However, most startups in the initial stages face the problem of limited access to traditional sources of financing due to the lack of credit history, collateral, or insufficient level of trust from investors.

In this context, crowdfunding appears as an alternative form of capital raising that combines elements of financing, marketing, and community building around a product. Despite the growing popularity of this tool, the issue of its effective use from a managerial point of view remains insufficiently researched. In particular, the problems of choosing an appropriate crowdfunding model, strategic campaign planning, risk management, and building effective communication with potential donors or investors are relevant.

Trends and new directions of development of crowd technologies for the future include several key areas:

1. Expansion of applications in business - crowd technologies are becoming indispensable in the fields of marketing, product development, finance and project management, providing rapid collection of ideas and resources.

2. Micro-initiatives and local communities - the popularity of small groups and local crowd projects is growing, which helps to involve people in local initiatives with greater flexibility and speed of response.

3. Integration of artificial intelligence - the use of AI to automate data analysis, idea generation and selection of participants, which improves the efficiency and accuracy of crowd technologies.

4. Crowdfunding with new models - the spread of mechanisms such as DAO (Decentralized Autonomous Organizations), which allow decentralized management of financial flows and projects.

5. Strengthening integrity and security — development of technological solutions to prevent fraud, forgery and abuse, in particular the use of blockchain technologies.

6. Hybrid models and innovations in regulation — combination of online and offline crowd initiatives for greater adaptability and legitimacy, as well as — development of the regulatory framework.

7. Social and environmental initiatives — increasing importance of crowd technologies for solving global problems (climate change, support for small communities, charity).

Therefore, there is a need for a comprehensive analysis of crowdfunding as a management tool for financing startups, which will increase the efficiency of innovative projects and contribute to the development of the entrepreneurial environment.

Startups have become an important element of the modern economy, contributing to innovation and creating new market opportunities. One of the main problems faced by startups at the initial stages of development is limited access to financing. Traditional financial instruments, such as bank loans or venture capital investments, are often unavailable due to the lack of credit history or high risk for investors. The answer to this challenge is crowdfunding - a tool that allows you to raise funds from a large number of small investors or donors through online platforms (Table 1).

Table 1. Crowdfunding platforms

Crowdfunding platforms	Characteristic
Kickstarter	One of the largest crowdfunding platforms, where entrepreneurs can raise money to implement creative or technological projects. The project initiator lays out the idea, details, and goals, and users can financially support the project in exchange for rewards or prototypes. Many technology startups, computer games, and artistic initiatives have been launched thanks to Kickstarter. An example is the Pebble Smartwatch, which raised over \$10 million, exceeding its initial goal.
Indiegogo	This platform allows both startups and charitable projects to raise funding. Projects can operate on a flexible or fixed goal basis. For example, Flow, a portable water purifier, raised over 300% of its funding goal, drawing attention to the need for clean water.

Table 2 (continued)

GoFundMe	This platform is often used for personal fundraising as well as small businesses and initiatives. For example, an entrepreneur might launch a fundraising campaign to open a cafe or supermarket in their community, calling on friends, family, and the community to support their idea.
Crowdcube	This platform specializes in crowdfunding for startups and small businesses. It allows investors to get a stake in companies. An example is BrewDog, a Scottish brewery that raised millions to expand its business thanks to amateur investors.
Patreon	This is a crowdfunding platform that allows creators (musicians, artists, writers, etc.) to receive regular financial support from their fans. Creators can offer exclusive content in exchange for access to their patrons.
MightyCause	This platform allows non-profit organizations to raise funds for various social projects. For example, initiatives aimed at helping the homeless or protecting the environment can receive funding from a large number of donors.
Fundable	This platform, which allows startups to launch fundraising campaigns, uses both crowdfunding and traditional investment models. For example, new technology startups can attract investors for their innovative solutions.
AppBackr	This platform specializes in fundraising for mobile app developers. Investors can finance the development of a new app in exchange for a share of the sales revenue.
Biggggidea	This is the largest Ukrainian crowdfunding platform for social, cultural, and educational projects. If the project raises the entire amount, the author receives it in full, if less than 50%, he can take part, and if less, the money is returned to donors.

Source: compiled by the authors based on materials from [1;2;3].

Thus, crowdfunding allows enterprises and projects not only to raise financial resources, but also to test ideas on the market, engage the community, and form a base of potential customers even before the product is launched. In Ukraine, crowd innovation is gaining popularity, particularly in management and business processes. Here are some examples of crowd innovation being implemented in Ukraine (Table 2).

Table 2. Crowd innovations implemented in Ukraine

Crowdinnovation	Characteristic
Ukrainian Startup Fund	This fund supports startups in Ukraine through crowd-funding projects. Entrepreneurs can submit their ideas, and the fund selects the most promising ones for funding. This stimulates the development of innovative businesses and attracts investors.
CEO Club Ukraine	This club brings together business leaders and entrepreneurs to exchange experiences and ideas. Through the organization of workshops and conferences, participants can jointly develop new business initiatives based on collective knowledge.
StartUp Ukraine	This is a crowd-funding project that supports startups by bringing together investors and developers. The platform allows investors to find promising startups and collaborate with them in the early stages of development.
Project "Kyiv - Open City"	This initiative engages citizens in active discussion and proposals for improving the urban environment through online idea-gathering platforms. Citizens can propose projects and solutions that will improve the infrastructure and quality of life in the city.

Table 2 (continued)

SocialBoost	This initiative helps social enterprises and non-profit organizations develop and implement innovative projects that improve social conditions in Ukraine. The program organizes hackathons where teams develop solutions to specific social problems.
Projector	This Ukrainian project offers training courses and workshops on design, technology, and IT. Within the educational programs, participants can work together on innovative projects, receiving feedback from mentors and industry experts.
Wise Guys	This business incubator works with startups in Ukraine, offering acceleration programs, mentoring, and access to investors. During the program, participants can discuss their ideas with other startups.

Source: compiled by the authors based on materials from [1].

However, to effectively use crowdfunding in startups, you need to understand how to choose the right model, form a campaign strategy, manage risks and interact with potential investors.

The main crowdfunding models are:

1. Donation-based crowdfunding: This model is focused on social, charitable and creative projects. Under this model, participants do not expect to receive material benefits from their support. It is suitable for startups that have a social or cultural impact, ideas that cause emotional engagement.

2. Reward-based crowdfunding: One of the most popular models among technology startups. Support of crowdfunding campaign participants in this model is usually rewarded with products or services that will be available after the campaign is completed. This model allows startups to receive initial funding for product or prototype development.

3. Equity-based crowdfunding: In this model, investors receive a share in the company in exchange for funding. This allows startups to attract significant amounts of capital from investors who are willing to take risks for the sake of potential returns. It is suitable for startups that have high growth potential but require significant investment during the development phase.

4. Lending-based crowdfunding: This model involves startups receiving funding from a crowdfunding platform in exchange for a commitment to repay the borrowed funds with a certain interest rate. It is suitable for startups that already have a specific product or business model that generates revenue, but need additional capital to expand.

Planning and implementing a successful crowdfunding campaign requires a strategic approach and management skills.

Key steps include:

1. Choosing a crowdfunding model: A startup manager should assess the company's stage of development, industry, and funding goals to choose the optimal crowdfunding model. For example, in the early stages of a startup's development, a reward model may be appropriate, while in the later stages, when the company needs significant investments, an investment model may be appropriate.

2. Creating engaging content: For a successful crowdfunding campaign, it is important to create high-quality content that presents the startup. This can be a video presentation, a project description, a prototype visualization, and other materials that give potential investors an understanding of the idea and its prospects.

3. Building a communication strategy: A successful crowdfunding campaign requires active communication with the audience. This includes providing regular updates on the progress of the campaign, engaging with donors via social media and email, and answering questions from potential investors.

4. Risk Management: Risk management is an important part of crowdfunding. Startups need to be prepared for potential setbacks, such as not enough investors, problems with delivering on promised rewards, or delays in meeting commitments to financial backers. This requires having a plan in place in case the campaign doesn't meet its goals.

Startup managers should carefully choose the crowdfunding model that best suits their needs at different stages of development. Crowdfunding models differ not only in fundraising mechanisms,

but also in the level of interaction with supporters, financing terms, and monetization strategies. Different models have their advantages and disadvantages depending on the nature of the startup, the goals of the campaign, and the resources available to the team.

Comparing the main crowdfunding models allows you to identify which one is best suited for a particular startup (Table 3). For example, startups in the early stages of development, in particular those that do not yet have a product or prototype, can choose a donor or reward model. Startups that are in the active growth stage, where there is already a minimum viable product (MVP) or a finished product, can use an investment or loan model to attract significant financial resources.

In this case, it is worth considering the specifics of each crowdfunding model, the capabilities and requirements of the platforms on which they will be implemented, as well as the feedback and needs of the target audience.

Table 3. Comparative analysis of crowdfunding models for startups

Model	Advantages	Disadvantages	Recommended for
Donor	Simple, no obligation	Limited funding	Social/creative projects
Rewarding	Marketing effect, pre-order	The need to manufacture the product	Technology startups
Investment	Raising significant amounts	Legal complexities, controlling stake	Startups with growth potential
Loan	Relatively stable funding	Obligation to repay with interest	Small business

Source: Composed by the authors

Crowdfunding has become an important tool for implementing creative, technological and social initiatives.

A study of successful crowdfunding campaigns has shown that important factors for success are a clear positioning of the startup, the ability to emotionally engage the audience and the presence of a real prototype or minimum viable product (MVP). Among the most famous projects, it is worth mentioning the Pebble Smartwatch - one of the first "smart" watches that could synchronize with a smartphone via Bluetooth, which raised over \$ 20 million on the Kickstarter platform [2]. Another example is Exploding Kittens - a board game that received over \$ 8.7 million thanks to its original humor and active fan support.

Among the innovative inventions, we can highlight the Coolest Cooler — a portable refrigerator with a built-in blender and Bluetooth speaker, which raised over \$13 million, although the project later encountered production problems. Another successful project was the Flow Hive — a beehive that allows you to collect honey without interfering with the life of bees, which received support of over \$13 million on the Indiegogo platform. Ukrainian developers have also achieved significant success in this area. For example, the Petcube project — an innovative device for monitoring and interacting with pets from a distance — raised over \$250,000 on Kickstarter [3].

Crowdfunding is a powerful tool for financing startups, allowing them to raise the necessary resources for business development through collective investment. It not only provides financial support, but also creates opportunities for interaction with potential customers and partners, which can become the basis for the further successful development of the startup. Depending on the stage of development and goals of the startup, the choice of crowdfunding model has a decisive impact on the effectiveness of the campaign.

Each of the crowdfunding models (donor, reward, investment and loan) has its advantages and limitations. The donor model is best suited for social and cultural initiatives, while the reward model is effective for technological startups that need funding to develop prototypes. The investment and

loan models allow startups to raise large amounts of capital, but require high trust and a clear strategy for attracting investors.

The key factors for the success of a crowdfunding campaign are a clear positioning of the startup, emotional engagement of the audience, transparency of communication, as well as effective risk management and the creation of mutually beneficial conditions for supporters. Startups implementing crowdfunding campaigns must pay close attention to detail: from developing attractive rewards to building strong relationships with potential investors and customers. Overall, crowdfunding is an important tool that can significantly increase the chances of startups for success, but its effectiveness depends on a competent management approach, clear planning and active interaction with the audience.

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**MODERN APPROACHES TO IMPROVING THE MECHANISMS OF
RECRUITING AND SELECTING PERSONNEL IN A MARKET ECONOMY**

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In today's dynamic market environment, the effectiveness of recruitment and selection processes has become critically important to the successful operation of enterprises. It is precisely a well-designed system of recruiting and selection that enables the full use of human potential, raises employee professionalism and business competitiveness, and also serves as a safeguard against mass unemployment [1]. The need for companies to respond quickly to new opportunities or threats requires the engagement of qualified labor, which brings the improvement of hiring mechanisms to the fore. In a market economy, where the importance of human capital is growing geometrically, the search for effective approaches to staff selection is one of the key factors of a company's strategic development [1].

The accelerated digitalization of recent decades has fundamentally changed recruiting practices. Traditional hiring methods—posting vacancies in newspapers, on radio or television—have gradually been displaced by online tools. Today vacancies are posted on electronic job platforms and in social networks, and the hiring process itself is increasingly described by the concept of e-recruitment—a method of sourcing and selecting personnel using Internet resources [1]. Digital technologies have made it possible to significantly expand the pool of potential candidates and speed up communication with them. According to current data, almost 79% of job seekers use social

networks in their job search, and over 84% of organizations actively recruit through these networks [3]. Thus, social platforms (LinkedIn, Facebook, professional forums, etc.) have become full-fledged recruiting channels for engaging talented professionals. At the same time, internal sources remain no less important: many companies implement referral programs whereby employees recommend candidates. By some estimates, about 84% of firms have introduced referral programs, underscoring their effectiveness in attracting high-quality hires [4]. Statistics show that candidates hired through referrals have a significantly higher chance of passing selection and do so faster compared to traditional candidates (the probability of hire for referrals is about 1 in 6 versus 1 in 14 for others, and the average time-to-fill decreases from ~39 to 29 days) [4]. Hence, modern recruiting combines external digital channels (online job portals, social media, professional platforms) with internal resources (talent pools, promotions, employee referrals) to achieve optimal results.

The widespread adoption of e-recruitment has brought both new opportunities and certain challenges. The advantages of digital hiring methods are evident: rapid information exchange with candidates, 24/7 access to a large résumé database, automated initial screening, and lower direct costs for posting announcements (compared to print media). At the same time, there are drawbacks inherent to the online environment: the need for Internet access, issues with data structure and reliability, and the fact that electronic selection cannot fully replace traditional approaches and often needs to be combined with them. A summary of the advantages and disadvantages of e-recruitment is presented in Table 1.

Table 1. Advantages and disadvantages of e-recruitment

Advantages	Disadvantages
Rapid exchange of information between employer and potential employee	Mandatory access to the Internet
Round-the-clock access to a large database of candidate résumés	Unstructured and excessive résumé databases
Automated filter for unwanted candidates	Significant time required to verify résumé data and its compliance with vacancy requirements
Low material costs (compared with posting vacancies in the media)	Need to combine with traditional recruiting methods

Source: compiled by the author based on [6].

The development of technology affects not only sourcing channels but also personnel selection methods. The modern recruiting system increasingly relies on the automation of routine processes, allowing specialists to focus on strategic tasks and the human factor [2]. Software solutions based on artificial intelligence (AI) and applicant tracking systems (ATS) are being introduced to process large volumes of applications. It has been shown that using AI in recruiting can increase efficiency and objectivity by automating many tasks and reducing the time required for initial candidate screening [5]. In particular, algorithms can perform preliminary résumé filtering by specified criteria, chatbots can answer typical applicant questions and even schedule interviews, thereby offloading recruiters. Digital tools have become an integral part of modern hiring: social media marketing for targeted talent search, mobile apps and even gamified assessments, cloud platforms for collaborative work with candidates—all this is forming a new HR reality [1]. Importantly, automation does not eliminate the role of humans: technology is an auxiliary tool that takes over routine work, while final hiring decisions, assessment of soft skills, and cultural fit remain with HR managers [2].

The procedure for evaluating candidates has also changed. The traditional interview is supplemented or replaced by new formats. Video interviews, including asynchronous interviews in which candidates record responses to standardized questions at a convenient time, have become widespread [2]. This approach makes it possible to process a large number of applicants quickly, especially at the initial selection stage. Some modern AI systems can analyze nonverbal behavior on

video—speech patterns, facial expressions, confidence—for additional assessment [2]. Although such technologies do not replace live communication, they speed up early-stage screening. In addition, various tests and case tasks are actively used to verify professional knowledge and skills. For example, IT companies invite candidates to complete test projects or pass gamified assessments in simulated work conditions. Assessment centers and stress interviews remain effective for managerial and specialized positions, providing a more comprehensive picture of a candidate's competencies. Attention to the candidate experience during selection has also increased markedly: prompt feedback, communication via convenient channels (email, messengers), and transparency of the stages have become the norm, as they affect employer brand and the willingness of talented specialists to join the company. In parallel, companies focus on inclusivity and transparency of the process: vacancy announcements are written in clear, non-discriminatory language (avoiding biased requirements such as “young energetic man/woman”), to broaden the pool of potential candidates and ensure equal opportunities [2].

Improving recruitment and selection mechanisms is not only about implementing new technologies, but also about addressing common hiring problems. Researchers note that typical mistakes by recruiters and candidates (e.g., subjectivity in evaluation, unclear selection criteria, communication barriers) can reduce hiring effectiveness, so they need to be proactively identified and eliminated [7]. In particular, the use of structured interviews and standardized assessment methods helps minimize the influence of bias and the human factor. Practice shows that companies that regularly review and optimize their recruiting procedures (based on feedback, time-to-hire and cost-per-hire metrics, success of new hires, etc.) achieve better outcomes. Within modern human resource management, a culture of continuous improvement in recruiting is emerging. The illustration (see Fig. 1) shows how an HR department systematically enhances recruiting based on data and KPIs.

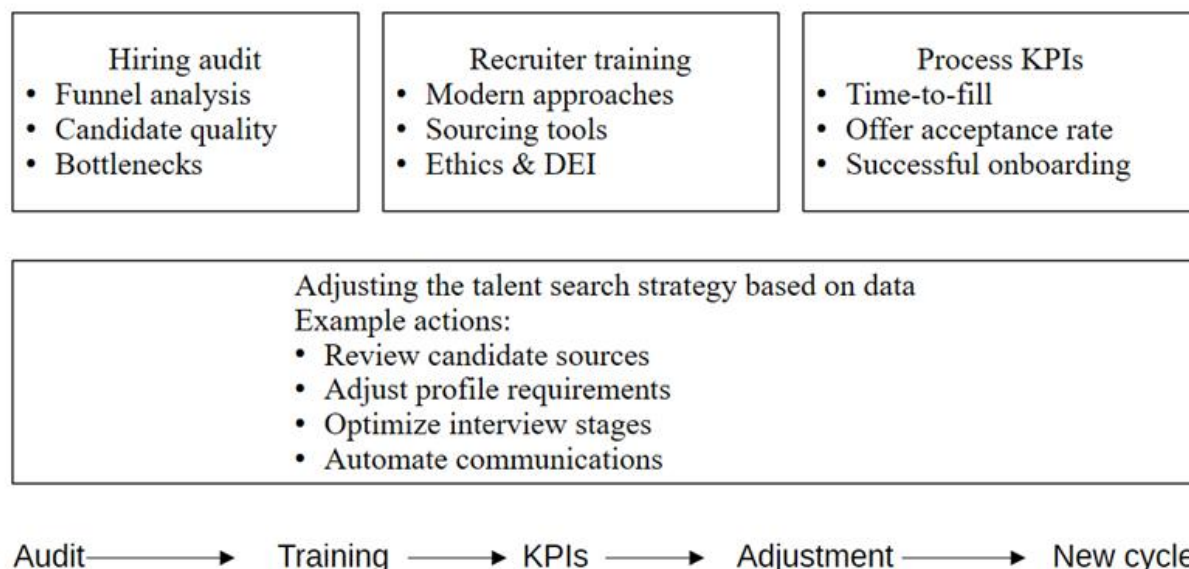


Figure 1. Culture of Continuous Improvement in Recruiting (HR).

Thus, modern approaches to sourcing and selecting personnel under market conditions are based on the synergy of technological innovation and humanity. The use of electronic platforms, social networks and artificial intelligence makes it possible to significantly expand the candidate funnel and accelerate the administrative aspects of hiring. At the same time, an emphasis on qualitative evaluation, corporate culture and employer branding ensures the attraction of the “right” specialists. Companies that adapt their recruiting mechanisms to new realities—automating processes without losing a personal touch—gain competitive advantages in the labor market. Continuous improvement of sourcing and selection tools contributes to more effective HR management and the long-term success of organizations in today’s economy.

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**CHANGE MANAGEMENT AT PJSC «KHMELNYTSKA MASLOSRYBAZA»
THROUGH THE DEVELOPMENT OF ITS STAFF**

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In the context of globalized markets, intense competition, and rapid technological advancement, the ability of enterprises to effectively manage change becomes a critical factor in ensuring their competitiveness and long-term success. This is particularly true for the food industry, where the continuous updating of quality standards, the implementation of new processing technologies, and rapid responsiveness to consumer trends are imperative. Private Joint-Stock Company "Khmelnytska Maslosyrbaza", as one of the leaders in Ukraine's dairy sector, regularly faces the need to modernize and optimize its processes. Successful implementation of these changes is impossible without the development and adaptation of personnel. Human capital, therefore, acts both as the primary driver and the main object of change. Insufficient attention to training, motivation, and overcoming employee resistance may lead to the sabotage of innovations, a decline in product quality, and the loss of market positions. Consequently, the study of change management mechanisms

through targeted personnel development in the context of such a large-scale enterprise is timely and practically significant.

An analysis of scholarly sources indicates that Ukrainian researchers consider change management through personnel development as a strategic factor for successful organizational transformations. In particular, O. Dykan and P. Kosintseva emphasize the role of human resources in supporting strategic changes [1], A. Kolot highlights the importance of training and coaching in overcoming resistance to innovations [2], and D. Korolov interprets change management as a project-based activity, where personnel development serves as a key tool for implementation [3]. O. Krushenlytska stresses the rational use of resources in the process of staff development [4], while our own research [5] demonstrates that investments in the personal and professional growth of employees enhance their motivation and readiness for change.

The aim of this article is to examine the role of personnel development as a primary instrument of change management at PJSC "Khmelnyska Maslosyrbaza" and to substantiate approaches for enhancing the effectiveness of these processes to ensure the enterprise's successful adaptation to contemporary conditions.

The Ukrainian school of management and human resource administration actively investigates organizational change processes, adapting global approaches to the realities of a national economy characterized by instability and the need for rapid transformation. Domestic scholars consider personnel development as one of the key factors for effective change management, emphasizing its strategic, competency-based, cultural, and adaptive roles.

In particular, A. Kolot, in his works, highlights the strategic significance of personnel development as a means of forming the socio-psychological readiness of the workforce for change. He notes that processes such as training, coaching, skills enhancement, and professional development have a dual effect: on one hand, they contribute to the growth of employees' competencies, and on the other, they help overcome fears, uncertainty, and resistance to innovations. According to him, personnel development should therefore become an integral function of strategic HR management, as it cultivates the internal readiness of the workforce for innovations and changes in organizational structure, technologies, and culture.

O. Krushenlytska approaches the issue from a systems management perspective, considering personnel development as a holistic cycle that includes needs assessment, planning of training programs, performance evaluation, staff rotation, and results assessment. She emphasizes that only the consistent implementation of all these elements can bridge the so-called "competency gap" — the difference between the current capabilities of employees and the requirements imposed by the organizational environment during change. Without comprehensive preparation of personnel, she argues, any innovations remain theoretical and fail to translate into practical outcomes.

D. Korolov, in turn, views change management through personnel development as a deliberate, project-oriented process. He asserts that changes must be implemented through people rather than solely through directives or regulations, as employees are carriers of organizational culture, knowledge, and skills. He interprets change management as a project — or even a portfolio of interrelated projects — with clearly defined objectives, stages, resources, and timelines. Within this approach, personnel development — through training, coaching, mentoring, and adaptation programs — serves as the main instrument for implementing change, as the updating of competencies and enhancement of employee readiness ensures the company's real transformation rather than merely the formal introduction of reforms.

Synthesizing the approaches of Ukrainian scholars, it can be concluded that effective change management is impossible without the purposeful development of personnel, which ensures employees' adaptation to new conditions, enhances their competencies, loyalty, and engagement in the transformation process. Thus, personnel development emerges as both an instrument of HR management and a strategic prerequisite for the success of organizational change.

Regarding the practical aspect of this issue, it can be illustrated by the example of PJSC "Khmelnyska Maslosyrbaza". A survey was conducted among 283 employees of the enterprise to assess the current state of personnel development and the possibilities for its transformation [5], as

these factors determine the feasibility and, ultimately, the effectiveness of implemented changes in the company's operations. The majority of respondents (91.5 %) indicated that professional skill assessments are conducted only occasionally, while 8.5 % reported that such evaluations are not carried out at all. This points to the absence of a systematic approach to competency monitoring, which constitutes a fundamental condition for effective change management and for building individual development trajectories for employees.

The assessment of corporate culture and teamwork also revealed a moderate level of group cohesion, with most employees rating it 4 out of 10 possible points. This result may indicate low trust among employees, weak communication, and a lack of corporate initiatives aimed at fostering shared values and a culture of collaboration. Consequently, any changes in organizational structure or managerial processes are likely to encounter passive or even resistant behaviors from personnel.

Particularly indicative are the results regarding management support for professional development. Only 12 % of respondents reported a moderate level of support, while 84.1 % considered it low, and 3.9 % stated that no support was provided. This reflects the absence of a strategic HR policy in the area of competency development, as well as insufficient involvement of managers in training, mentoring, and employee evaluation processes.

Regarding development opportunities, most respondents mentioned only career advancement (254 responses) and mentoring from experienced colleagues (74 responses). Notably, no respondent indicated the availability of internal or external training programs. This suggests that training is not a systematic process, and opportunities for skill enhancement depend more on the initiative of individual employees than on enterprise policy. The lack of support for external training also reflects limited funding for educational activities, which impedes the formation of a culture of continuous professional development.

The findings concerning participation in educational activities further confirm this trend: 57.6 % of respondents had not participated in any educational initiatives and did not perceive a need for them, while 42.4 % wished to engage in learning but lacked the opportunity. Accordingly, the enterprise faces a dual challenge — low employee motivation and the absence of organizational conditions for learning.

At the same time, regarding career advancement, the majority of respondents (69.9 %) believe that promotion opportunities exist, but the system is opaque and not always fair. This may create a sense of social injustice, reduce motivation, and increase staff turnover.

The most frequently cited obstacles to professional development among respondents were the lack of opportunities within the enterprise (193 responses) and the absence of motivation (193 responses). Additionally, a significant number of employees (156 individuals) mentioned financial constraints, and 132 reported a lack of time. This underscores that the issue of personnel development is complex, encompassing both organizational and individual factors.

These survey results indicate a systemic absence of a strategic approach to human capital development. The enterprise practically does not conduct regular competency assessments, effective mechanisms to incentivize learning have not been established, and managerial support is largely formal. Under such conditions, managing change through personnel development is minimally effective, as employees are unprepared for new requirements, unclear about their prospects, and lack resources for professional growth. The consequences of this situation for enterprise management are presented in Table 1.

Table 1. Consequences of insufficient personnel development and their impact on the change management process within the enterprise

Problem	Manifestations of the problem	Impact on the change management process
Resistance to future changes	Employees do not understand the objectives, fear losing their jobs, and fail to see personal benefits.	Slowing down of changes, disruption of implementation timelines.
Decreased productivity	Lack of new knowledge and skills renders personnel unprepared or unable to work with new technologies and processes.	Reduced efficiency and quality of work during and after changes.

Table 1 (continued)

Increased staff turnover	Motivated and professionally oriented employees may move to other enterprises that provide development opportunities.	Increased costs for recruitment, selection, and training of new employees.
Reduced employee loyalty	Absence of opportunities for professional growth fosters indifference and passivity among personnel.	Loss or weakening of a corporate culture that supports change.
Increased management risks	Management is forced to make decisions based on incomplete or low-quality information due to subordinate incompetence.	Errors in strategic planning, financial losses.
Decreased competitiveness	The enterprise fails to keep up with market trends, and innovations are implemented slowly.	Loss of competitive positions, market share, and clients.

Source: formed by the author

In order to enhance the effectiveness of change management, activate the internal potential of employees, and ensure the sustainable development of the enterprise, it is advisable to establish an advisory and consultative body—a change management team. The primary task of this team is to facilitate the implementation of strategic and operational changes, foster a positive corporate culture, coordinate employee initiatives, and ensure their effective communication with management. The main principles of the change management team's functioning are presented in Table 2.

The introduction of an advisory and consultative body — a change management team — on a voluntary basis, with subsequent rewards for active participants, has the potential to significantly transform the identified trends. Primarily, by establishing regular dialogue between employees and management, an increase in corporate cohesion is expected, which, according to the results of future surveys, may raise the average assessment of teamwork from 4 to 7–8 points. Continuous involvement of personnel in the processes of analysis, planning, and implementation of changes will contribute to reducing resistance to innovations and fostering an atmosphere of trust.

Table 2. Characteristics of the advisory and consultative body — change management team at PJSC "Khmelnyska Maslosyrbaza"

Element	Content
Purpose of establishment	To facilitate the implementation of strategic, organizational, and technological changes within the enterprise through the alignment of management and employee actions, and to foster a culture of development, innovation, and teamwork.
Responsibilities	– analyze the current state of processes and identify directions for change; – develop proposals to improve work organization, communications, and personnel development; – participate in planning training and motivation programs; – conduct informational sessions, seminars, and internal consultations for employees; – identify risks of resistance to change and prepare recommendations for overcoming them; – monitor the effectiveness of implemented changes and prepare reports for management.

Table 2 (continued)

Authority	– initiate discussions on managerial decisions related to changes in the enterprise's structure, processes, and policies; – engage specialists from various departments in developing proposals; – obtain necessary information from structural units to analyze the effectiveness of changes; – develop recommendations for training, mentoring, and personnel competency development programs; – participate in internal meetings regarding the enterprise's transformation.
Accountability	– ensure the accuracy of analytical materials and the validity of recommendations; – adhere to ethical standards and maintain confidentiality of internal information; – submit reports on time and participate in team meetings; – maintain quality communication with personnel and ensure effective dissemination of change-related ideas.
Conditions of operation	The team functions on a voluntary basis, without additional funding from the salary fund. Participation is based on initiative, corporate responsibility, and the desire to improve enterprise performance. Activities are conducted during free time from primary duties or within a flexible schedule.
Rewards and incentives	After the implementation of projects with a positive impact (economic, social, or organizational), team members may receive monetary bonuses, letters of appreciation, internal leadership certificates, or participation in corporate development programs. Bonus amounts are determined by management based on the evaluation of the team's effectiveness.
Expected outcomes	– reduction of resistance to change among personnel; – formation of a culture of open dialogue between management and employees; – increased employee involvement in the implementation of innovations; – optimization of communication processes and internal training; – enhanced overall effectiveness of implemented changes.

Source: formed by the author

The systematic activities of the change management team, focused on organizing training events, facilitating knowledge exchange, and providing mentoring, will ensure increased employee participation in educational programs (from the current 42.4 % to approximately 70–75 %), as well as enhanced motivation for professional self-development. Participation in the team will serve not only as a tool for engagement but also as a mechanism of internal leadership, reducing perceptions of social injustice and the lack of transparency in career opportunities, which were noted by 69.9 % of respondents.

Consequently, the implementation of a change management team will contribute to increased managerial support for professional development, the strengthening of corporate culture, and the growth of trust and motivation among employees. Expected quantitative outcomes include an increase in the proportion of employees satisfied with development opportunities (from 15 % to over 60 %), a reduction in staff turnover, and an improvement in the overall effectiveness of change management. Thus, the establishment of a change management team may become a key element in transitioning

the enterprise to a strategic personnel development model focused on partnership, initiative, and shared responsibility for organizational outcomes.

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**FORMATION OF THE CONCEPT OF ENSURING THE MANAGEMENT OF THE
ECONOMIC SECURITY OF THE ENTERPRISE ON AN INNOVATIVE BASIS**

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The modern economic situation in which industrial enterprises operate is characterized by a high level of instability and risk, therefore the problem of self-preservation and sustainable development arises. In today's complex reality, industrial enterprises play a key role in the process of innovative development of the entire society, since they have all the necessary resources, including human, financial, material and intellectual. In our opinion, the introduction of innovations and modern digital technologies, which are an important means of increasing the efficiency of the enterprise's activities, ensuring its competitiveness in the global and national markets, can guarantee the economic security of the enterprise and its success in the competitive struggle in the market [1].

The process of successful functioning and economic development of domestic enterprises largely depends on the improvement of their activities in the field of ensuring economic security. The economic security of the functioning of an enterprise depends on the ability to timely and sufficiently satisfy the economic needs and requirements of interest groups. Ensuring the safe functioning and

development of enterprises is inextricably linked with solving the problematic aspects of ensuring their economic security. Ensuring the economic security of a modern enterprise must be organized in a certain way, thanks to which the interaction of all elements, means and measures in the system of economic security of the enterprise is achieved. Management of ensuring the economic security of an enterprise is a continuous process of ensuring the stability of its functioning, financial balance and regular profit, as well as the possibility of fulfilling the set goals and objectives, its ability to further develop and improve at different stages of the enterprise's life cycle and in the process of changing competitive market strategies.

Issues of economic security of enterprises are becoming increasingly relevant in the dynamically developing global space, as enterprises have to operate in an uncertain and unstable market environment [2].

The process of forming and updating the economic security of an enterprise depends on the level of innovative development of the enterprise, which increases the degree of realization of the needs of society, ensures the development of enterprises and increases the level of their competitiveness.

Innovation is one of the main factors of economic security and competitiveness of an enterprise and potentially contains the foundations of financial success. In the context of activating the processes of forming the economic security of an enterprise by means of innovative development, three main functions of innovation have been identified: ensuring growth and qualitative renewal of products; implementing the latest achievements of scientific and technological progress and increasing production efficiency on this basis [3].

Accordingly, an adequate level of economic security is impossible without an innovative component that ensures the high position of this enterprise and its ability to resist various dangers. However, complete economic security is an ideal, which means the constant need to maintain already achieved economic results and obtain new ones, in particular in the field of innovation. The conceptual scheme of ensuring the components of innovative development in the context of economic security of an enterprise is presented in Figure 1.

The figure shows that the subject of assessment receives information about the state of the external macro- and microenvironment, as well as the state of the internal environment of the business entity through the information support system. Based on the information received, an analysis of the market, production and sales and innovation potential is performed, as well as the degree of their mutual compliance. The loops marked with dotted lines show the stages of analysis and alignment of the components of the innovative development potential:

1. The compliance of the technical and economic characteristics of the product and the methods of its promotion on the market (product, price, sales policy, as well as the sales promotion policy) with the needs and requests of consumers, the level of competition is analyzed, taking into account the trends in their change. If necessary, the possibility of aligning them is checked. If its positive results are found, changes are made to the system of production and sales of products.

2. Consumer needs (including hidden or potential) in changes (differentiation) of the characteristics of the product and methods of their promotion on the market are identified. An analysis of the achievements of science and technology in the selected field of activity or related ones is carried out. The possibility of improving or developing new products, improving methods of organizing production and sales in order to ensure more effective satisfaction of consumer needs and requests than competitors is analyzed. If the analysis results are positive, appropriate developments are carried out.

3. The technical feasibility and economic feasibility of producing and promoting new products on the market, introducing new methods of organizing production and sales, which is aimed at ensuring a greater degree of consumer satisfaction in order to make a profit, are analyzed. If the results are positive, then appropriate measures are taken to orient production and sales towards the production and promotion of innovations on the market.

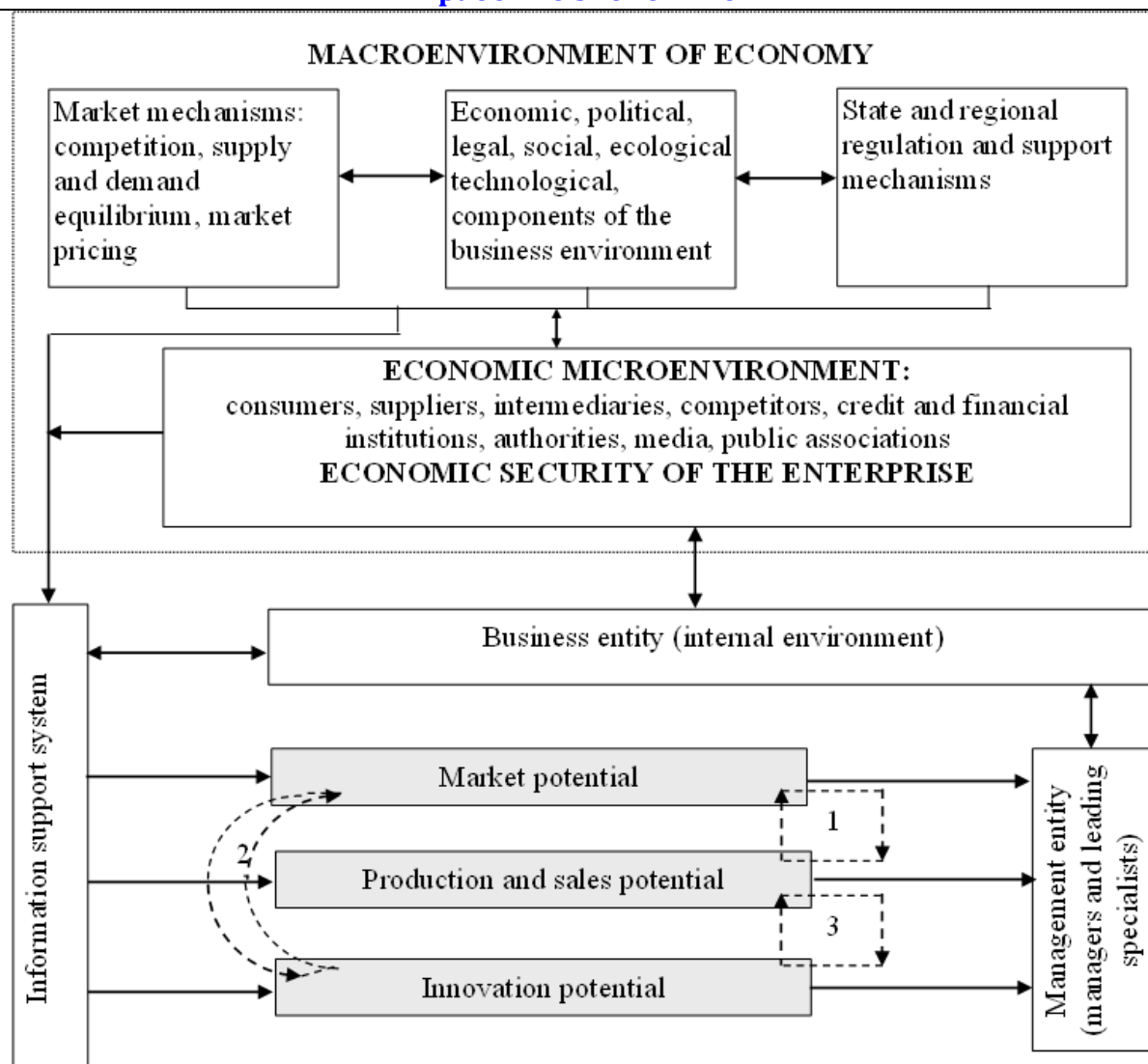


Figure 1 – Conceptual scheme of managing the potential of innovative development in the context of the economic security of the enterprise

To analyze market potential, it is possible to apply, as is proven in practice, and therefore quite reliable marketing tools. However, the assessment of the adequacy of market potential, as the ability to perceive innovations of a certain direction, has a certain specificity, which is that the development of innovations (especially those based on the latest achievements of science and technology, the results of fundamental research and discoveries) in many cases is associated with the creation of goods, analogues of which simply did not exist before due to the following reasons: the needs and demands of consumers, for the satisfaction of which new goods are intended, were previously satisfied in a completely different way (the first type of fundamentally new innovations); the needs, for the satisfaction of which new goods are intended, simply did not exist before (the second type of fundamentally new innovations).

In these conditions, it is possible to operate only with probabilistic concepts, since there is significant uncertainty in future needs and demands of consumers, future actions of competitors, etc. In addition, it is necessary to determine the threshold values of indicators that characterize market potential and indicate its sufficiency.

The implementation and development of the potential for innovative development occurs on the basis of a constant exchange of information and managerial influences with the micro- and macro-environment of the economy. The main managerial actions aimed at ensuring the compliance of internal development opportunities with external ones, grouped by components, are given in Table 1.

Table 1 – Management actions aimed at increasing the economic security of the enterprise

Potential	Management actions
Market	Clarification of the market positions of the business entity and its place in the market, carrying out marketing complex activities, improving the work of the marketing service. Search for areas of activity and goods that best meet the needs of the economic counterparties of the innovative enterprise (consumers, intermediaries, suppliers, etc.). Search for compromises. Improvement of the activities of the marketing service. Reduction of the degree of inaccuracy, incompleteness and contradiction of information by conducting market research. Improvement of the work of the marketing service and information services (patent and licensing, technical information department, etc.)
Production and sales	Updating equipment and technologies. Introducing highly productive modern, flexible equipment. Mastering low-waste, economical and environmentally friendly production technologies at all stages. Training and retraining of personnel. Hiring highly qualified specialists. Establishing relations of mutual economic interest with economic counterparties, for example, exchange of shares, payment of commissions, etc.
Innovative	Stimulation of creative work, including rationalization and inventive activity. Activation of scientific and research activities. Expansion of its financing. Creation of project-oriented matrix management structures and relevant teams specializing in the most promising areas of scientific and research activities. Creation of a system of intra-production stimulation of scientific and research activities. Mastering the methods of conducting research on computer simulation models of market situations, in order to save money and expand the horizon of choice.

Decisions on the feasibility of implementing specific management actions should be made on the basis of analysis and assessment of the adequacy of market, innovation, production and sales potentials, as well as the degree of their correspondence to each other.

In order to determine which innovations, what direction, with what technical and economic characteristics a specific enterprise will be able to develop and promote on the market, based on market needs, the capabilities and abilities of the enterprise to satisfy these needs by implementing the achievements of science and technology in the development and manufacture of new products - effective in production and consumption.

That is, it is advisable to analyze, together with the innovative, market and production potentials, together they constitute the potential for innovative development, as well as analyze and assess the degree of their mutual compliance and consistency.

Thus, the main means of ensuring the economic security of an enterprise is to bring internal development opportunities into line with external ones, based on the introduction of new goods, technologies for their production, methods of organizing production and sales. Innovative development has a chance of success only if there is and coordinated interaction of the market, innovative and production and sales potentials of the enterprise, which together constitute the potential for innovative development. The innovative orientation of enterprises is a key tool for their stability and economic security. To increase the level of economic security of an enterprise, it is necessary to apply an innovative strategy that will allow you to form and strengthen business relationships, acquire profitable market positions and increase the level of business activity of the enterprise. The innovative strategy of the enterprise should be aimed primarily at producing competitive products, increasing production efficiency, carrying out correct marketing activities, obtaining high profits and will become an insurance reserve, the presence of which is a mandatory factor of economic security.

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**THE SYNERGY BETWEEN MARKETING AND LOGISTICS AS A FACTOR OF
COMPETITIVE ADVANTAGE**

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The modern economy, characterized by high dynamics, market globalization, and intensifying competition, requires enterprises to not only achieve a high level of production efficiency but also to skillfully manage all flows informational, material, and financial. It is precisely at the intersection of marketing and logistics that a comprehensive system is formed, ensuring business competitiveness, customer satisfaction, and the sustainable development of enterprises in the global market [1].

This synergy has ceased to be a mere operational advantage; it has transformed into a key strategic imperative. Modern consumers evaluate not only the product itself but also the entire complex of services accompanying its acquisition, including the speed, reliability, and flexibility of delivery, as well as the quality of after-sales service.

Today, companies that successfully integrate marketing and logistics are able to create a seamless customer journey - from need recognition to final consumption - ensuring a level of service that becomes a competitive differentiator. For example, Amazon's "Prime" ecosystem demonstrates how logistics excellence (same-day delivery, real-time order tracking, and automated warehouses)

reinforces marketing promises of convenience and customer value. Similarly, Zara's vertically integrated supply chain, which allows the brand to bring new collections to stores within 2–3 weeks, supports its marketing strategy of fast fashion and trend responsiveness.

In the Ukrainian market, this synergy is also evident. Retailers such as Rozetka and Comfy build powerful customer loyalty not only through promotional strategies but also through efficient last-mile delivery, wide pick-up networks, and transparent return policies. This alignment of marketing communication with logistical performance strengthens trust and positively influences purchase decisions. As global competition grows, companies that effectively synchronize these functions gain measurable advantages - reducing operational costs, improving customer satisfaction, and enhancing brand loyalty.

Marketing plays a crucial role in studying and shaping demand, managing customer relationships, and creating value for the consumer. It determines the company's behavioral strategy in the market, shaping not only product, pricing, and communication policies but also defining the standards of service that the consumer has a right to expect. The "Customer Service Level" (CSL) concept serves as a key link here. It is marketing, based on target segment research, that determines which CSL parameters are critical: for example, acceptable lead time, required delivery reliability and accuracy (on-time, in-full delivery), the percentage of immediate order fulfillment from stock (fill rate), or the flexibility of the logistics system in handling special requests. These parameters, in essence, constitute the technical specifications for the logistics system [2].

In turn, logistics is responsible for the effective organization of supply, storage, transportation, and customer service processes, which ensures the actual fulfillment of marketing promises. Its role is not limited to passive execution. Effective logistics is a system for managing complex trade-offs. For instance, reducing transportation costs through cargo consolidation and using slower modes of transport can increase the overall delivery time, which directly contradicts marketing goals to reduce lead time. Similarly, maintaining high safety stocks to ensure 100% product availability (a marketing requirement) generates significant costs for storage, warehousing, and the "freezing" of working capital. The task of logistics is to design and manage a supply chain that finds the optimal balance of these Total Logistics Costs to achieve the CSL level that marketing has defined as competitive.

The integration of marketing and logistics is a critical condition for the successful functioning of modern companies. If marketing is focused on creating demand, logistics is focused on its cost-effective satisfaction. Modern enterprises combine these areas through the "marketing logistics" concept, which posits that logistics service itself (speed, reliability, order completeness) is a powerful marketing tool and a source of sustainable competitive advantage. Synchronization is achieved through joint planning, unified end-to-end key performance indicators (KPIs), and common information systems [3].

In practice, this integration often faces significant barriers: conflicting KPIs (e.g., the marketing department is rewarded for sales volume growth and market share, which can stimulate ill-conceived promotions; the logistics department is rewarded for reducing costs per unit), traditionally separate budgets, and informational isolation. Overcoming these "functional silos" requires cross-functional management and the implementation of end-to-end business processes (e.g., S&OP - Sales and Operations Planning), where both marketing and logistics share responsibility for final profitability and customer satisfaction.

One of the key tools for integration is Supply Chain Management (SCM). This system integrates marketing research, production planning, logistics operations, and customer service. Thanks to digitalization, modern companies use integrated ERP (Enterprise Resource Planning) and CRM (Customer Relationship Management) systems, which allow for real-time tracking of shipments, demand analysis, and consumer behavior forecasting [4].

The interaction of these systems is critically important: the CRM system collects detailed data on customer behavior, order history, and preferences. This data, often using Big Data and predictive analytics tools, is used to build accurate demand forecasts. This forecast is transmitted to the ERP system, which optimizes the production plan, raw material procurement, and logistics schedules. Modern SCM platforms also integrate Internet of Things (IoT) data sensors on transport, containers,

and goods that track their status and location in real-time. Machine Learning (ML) algorithms analyze these massive data streams along with external market signals (e.g., weather, social trends) to build highly accurate predictive models, enabling a shift from a reactive model (responding to orders already received) to a proactive one (anticipating demand).

In practice, the interaction between marketing and logistics manifests in aspects such as inventory management, delivery route planning, supplier selection, and the organization of reverse flows. A well-designed marketing-logistics strategy can reduce costs, improve service quality, and strengthen brand image. Particular attention is paid to optimizing the "last mile" - the final and most expensive stage of delivering goods to the end consumer, where it is crucial to combine speed, reliability, and service accessibility [5].

This stage has the greatest impact on the customer's final perception. Innovative solutions here include the development of parcel locker networks, pick-up and drop-off (PUDO) points, as well as the implementation of dynamic route planning and crowdsourcing delivery models. No less important is the management of "reverse logistics." This area is acquiring strategic importance in the context of e-commerce growth and the "circular economy" concept. It involves not only processing returns from online stores but also organizing the collection, refurbishment, repair, and resale of used goods, as well as waste disposal and recycling. A well-structured reverse logistics system not only reduces costs but also increases customer loyalty, building the image of a responsible brand.

In the face of global competition, logistics is becoming not only a supportive but also a strategic function of marketing. Companies strive to build sustainable supply chains that consider environmental, ethical, and social aspects. The concept of "green logistics" is being actively implemented in European Union countries and is gradually becoming the norm for major international brands [6].

This concept goes beyond mere compliance with environmental regulations; it becomes part of the marketing strategy, appealing to the growing segment of environmentally-conscious consumers. A "green" supply chain (e.g., using electric vehicles for urban delivery, optimizing routes to reduce CO₂ emissions, using recyclable packaging) becomes a significant argument in brand communication. Furthermore, the pandemic and geopolitical crises of recent years have brought the concept of supply chain resilience and flexibility to the forefront. This has led to a revision of global strategies, stimulating trends toward "nearshoring" moving production closer to consumer markets to mitigate risks. This is a strategic decision made at the intersection of marketing (assessing market risks) and logistics (designing a new supply network).

For Ukraine, which is striving for full integration into the European economic space, the integration of marketing and logistics is of particular importance. The development of digital technologies, the rapid growth of e-commerce, and the need to rebuild transport infrastructure open up new opportunities for business. Ukrainian companies are increasingly using modern methods of data analysis, demand forecasting, and automation of logistics processes [7].

However, businesses also face serious challenges: the need to modernize transport and warehouse infrastructure, its integration into European transport corridors (particularly the TEN-T network), and adaptation to EU standards and regulations. The development of digital infrastructure, the implementation of a "single window" system at customs, and the harmonization of legislation are key prerequisites for reducing logistical barriers. This contributes not only to increased efficiency but also to improved interaction between producers, distributors, and consumers, thereby enhancing the competitiveness of Ukrainian goods in international markets.

Thus, marketing and logistics represent two inextricably linked systems united by a common strategic goal satisfying customer needs while optimizing resource use and managing total costs. In the modern economy, it is impossible to achieve success with strong marketing but weak logistics, or vice versa. It is the synergistic integration of these areas that ensures the sustainable development of enterprises, the growth of their competitiveness, and the formation of a modern, process-oriented approach to management. Moving away from narrow functional thinking, where marketing "sells" and logistics "delivers," in favor of a unified system focused on managing customer value, is the only path to achieving long-term success.

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**FEATURES OF STRATEGIC MANAGEMENT OF INDUSTRIAL ENTERPRISES
IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT**

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Modern industrial enterprises operate in a complex and dynamic environment, where the key requirement is to combine economic efficiency with the principles of sustainable development. The deepening of globalization processes, increased competition, climate challenges and the growing role of social responsibility determine the need to implement strategic management, which takes into account economic, environmental and social aspects of activity. Strategic management in the context of sustainable development is not only a tool for long-term planning, but also a mechanism for forming competitive advantages based on the rational use of resources, innovations and partnership with stakeholders. At the same time, industrial enterprises face a number of specific problems: the need to modernize production, introduce energy-saving technologies, comply with environmental standards and ensure social security of employees. The relevance of the topic is due to the growing role of strategic management as a tool that allows harmonizing the economic interests of the enterprise with the needs of society and the environment [1].

Sustainable development, in turn, is considered as the ability of an enterprise to ensure economic efficiency, social responsibility and environmental safety at the same time. The relationship between these categories is manifested in the fact that strategic management without taking into account the principles of sustainability becomes incomplete, and sustainable development without a strategic vision cannot be systemic.

Management based on the principles of sustainable development focuses on taking into account the interests of all stakeholders and provides businesses with the opportunity to gain competitive advantages and operate effectively in conditions of uncertainty. This approach requires constant improvement of management models, since the dynamic environment creates new risks and challenges. An important factor is the development of personnel competencies, which allows the organization to adapt to changes and respond to threats in a timely manner. No less important are network forms of management, which are based on partnership and cooperation between stakeholders, promote knowledge exchange, increase the flexibility of the system and readiness for innovative transformations. The direction of management towards achieving sustainable development

goals involves the modernization of organizational structures, transparent planning, business diversification and the implementation of innovative solutions. Ultimately, this practice serves as a strategic approach to corporate management that aligns commercial and social goals, ensures a balance of resources, and minimizes risks to the company's long-term success [2].

That is, based on this, effective sustainable development management becomes not only a tool for increasing competitiveness, but also a way to form a sustainable corporate culture that is able to quickly adapt to changes. The integration of innovations, partner networks and the development of personnel competencies creates conditions for the company not only to respond to the challenges of the external environment, but also to anticipate them, forming its own strategic advantages.

Sustainable development of modern companies involves not only a sequence of management decisions, but also the definition of formats in which business interaction with stakeholders and society is carried out. Integration of the stages of making management decisions and formats of socially responsible business management allows you to create a holistic management system focused on long-term results [3].

An integrated model of business management based on the principles of sustainable development combines two complementary blocks: stages of making management decisions and formats of socially responsible business management. The model reflects the integration of process and institutional approaches, which allows to effectively combine strategic management decisions with practices of social responsibility and sustainable development, allowing: to systematically plan the company's activities; to implement standards of social and environmental responsibility; to ensure effective dialogue with society and stakeholders; to optimize costs and at the same time increase competitiveness. This process creates the basis for the formation of innovative approaches to business that combine the economic interests of companies with the social and environmental needs of society [4].

Considering the essence of strategic management and the principles of sustainable development, it can be argued that there is a close relationship between them. Sustainable development determines the long-term guidelines of economic, environmental and social responsibility, and strategic management provides practical mechanisms for their implementation in the activities of the enterprise. Through strategic decisions, environmental standards, innovations and social initiatives are integrated into production processes, which allows industrial companies to achieve competitiveness without disrupting the balance between economic growth and environmental protection. The combination of strategic management and sustainable development forms a comprehensive model of management activities, focused not only on economic efficiency, but also on long-term environmental and social performance. This approach allows enterprises to adapt to the challenges of the modern market and create competitive advantages through the rational use of resources, the introduction of innovations and a responsible attitude towards society and the environment.

Accordingly, the strategic management of an industrial enterprise should be based on the principles of sustainable development, which involves the coordination of economic, social and environmental goals within a single management system. The so-called "sustainable development triangle" reflects the main components, the balance of which is necessary to achieve long-term efficiency. The economic aspect covers the growth, stability and competitiveness of the enterprise without depleting the resources needed by future generations. The social aspect emphasizes the involvement of different groups of society in decision-making, adherence to the principles of equality and strengthening social institutions, which forms trust and harmony in society. The environmental aspect defines the rational use of natural resources, minimization of pollution and preservation of ecosystems as a key condition for maintaining life on the planet. The combination of these three components within the framework of strategic management ensures not only the stable functioning of an industrial enterprise, but also creates the basis for its sustainable development in the conditions of global transformations [6].

Foreign sources present a large number of studies devoted to the implementation of modern methodologies in the practice of strategic management of industrial enterprises. They focus on finding

effective approaches to integrating the principles of sustainable development into production processes, analyzing problem aspects and developing practical solutions. In addition, the works of foreign authors show a desire not only to outline the conceptual framework of sustainable development, but also to demonstrate practical ways of their implementation in the strategic management of industrial enterprises. Thus, studies devoted to the implementation of Industry 4.0 in manufacturing SMEs emphasize the importance of flexibility, phasing and adaptation of digital solutions to the real capabilities of the enterprise, which allows simultaneously increasing productivity and reducing environmental risks. Analysis of the experience of the mining company Jastrzębska Spółka Węglowa S.A. showed that the application of a sustainable strategic approach changes the very culture of management: environmental and social goals are integrated into strategic priorities along with economic ones. At the same time, the results of a systematic review of eco-innovation strategies in the manufacturing sector confirm that the key to success is a combination of eco-design, energy-efficient technologies and financial support for innovation, which creates new opportunities for the long-term competitiveness of enterprises [5].

Overall, these studies show that strategic management practices in industry, based on the principles of sustainable development, have proven their effectiveness in different countries and sectors. They demonstrate that the combination of economic, social and environmental aspects in strategic decisions not only strengthens the resilience of enterprises, but also opens up prospects for innovative growth. These findings become an important basis for analyzing the opportunities and challenges in the activities of Ukrainian industrial enterprises, where the implementation of such approaches is particularly relevant in the context of a transformational economy.

For Ukraine, the issue of strategic management of industrial enterprises on the basis of sustainable development is particularly relevant, because they operate in difficult war conditions, when it is necessary to ensure the continuity of production, maintain labor potential and at the same time meet the requirements of the international market. Under such circumstances, the adaptation of global practices to Ukrainian realities should be based on a combination of economic sustainability with increased social responsibility and environmental safety. Which allows enterprises not only to survive in the current conditions, but also to form the basis for long-term competitiveness and integration into the European economic space.

Given the relevance of the problem, it is necessary to formulate specific recommendations for adapting the principles of sustainable development in the strategies of Ukrainian industrial enterprises (Table 1).

At the same time, it is important to note that the implementation of strategic management based on sustainable development in Ukrainian industrial enterprises is accompanied by a number of objective difficulties. Among them are limited financial resources that hinder the implementation of environmental and social projects, a lack of management competencies in the field of ESG, as well as an insufficient level of digitalization, without which it is impossible to ensure transparency and effective monitoring. An additional challenge is the uncertainty of the external environment caused by the war, which creates risks for the stability of supplies, the preservation of production capacities and human resources. Taken together, these factors complicate the rapid implementation of global practices, but at the same time create the need to find our own innovative solutions that would meet the specifics of Ukrainian realities.

Despite the outlined challenges, the experience of individual Ukrainian enterprises confirms that the implementation of sustainable development principles in strategic management is quite possible and gives tangible results. A prime example is the Metinvest group, which integrated the principles of sustainable development into its corporate strategy. The company invests hundreds of millions of dollars in modernization and greening of production, implements energy efficiency programs, certification according to international standards and develops educational initiatives to train a new generation of specialists. Of particular importance is the fact that even in the crisis conditions of the war, the company did not abandon the course towards sustainability, continuing to implement projects on decarbonization and social support for employees and communities. This example shows that strategic management based on the principles of sustainable development is not

only possible in Ukrainian realities, but is also an effective tool for strengthening the sustainability and competitiveness of industrial enterprises [2].

Table 1. Recommendations for adapting the principles of sustainable development in the strategies of industrial enterprises

Direction	Specific recommendation	Expected effect
ESG integration	Incorporating environmental, social and governance principles into the company's strategic documents	Increasing transparency of activities, investor confidence, compliance with international standards
Rational use of resources	Implementation of modern energy-saving technologies and resource optimization systems	Reducing production costs, reducing environmental risks
Partnerships and cluster initiatives	Cooperation of enterprises with scientific institutions and authorities to disseminate sustainable development practices	Activation of innovation activities, acceleration of ecological modernization
Social responsibility	Preservation of human resources, improvement of occupational safety, participation in social projects	Increasing employee motivation, improving the company's reputation
Non-financial reporting	Regular disclosure of environmental and social performance results	Accountability, strengthening competitive positions in the international market
Digitalization of business processes	Using digital platforms to manage resources, monitor emissions and control supply chains	Increasing management efficiency, transparency, reducing environmental impact
Circular economy	Moving from a linear production-consumption-waste model to reuse, recycling and waste minimization	Reducing disposal costs, creating a "green" image, entering new markets
Investment in R&D	Development and implementation of environmentally friendly technologies, new materials and "green" products	Long-term competitiveness, access to innovative markets
Environmental certification	Obtaining international certificates (ISO 14001, EMAS, etc.) confirming compliance with sustainable development standards	Increased trust among partners and consumers, expanding export opportunities

Summarizing the above, we can conclude that strategic management of industrial enterprises in the context of sustainable development plays a decisive role in ensuring their competitiveness and long-term sustainability. The combination of economic, social and environmental aspects within a single management system creates the basis for the formation of new competitive advantages based on the rational use of resources, the introduction of innovations and the development of partnerships. An analysis of foreign research has shown that the practical implementation of the concept of sustainable development in industry is carried out through the integration of the principles of Industry 4.0, eco-innovations, ESG standards and systemic strategic planning, which has proven its effectiveness in various sectors. At the same time, Ukrainian enterprises face additional challenges caused by war conditions, resource constraints and institutional instability. This requires adapting world experience to national realities, in particular through the development of innovative management models, strengthening social responsibility, the introduction of energy-efficient technologies and the formation of non-financial reporting. Thus, strategic management, focused on

the principles of sustainable development, should become not only a tool for stabilizing the activities of Ukrainian industrial enterprises in crisis conditions, but also the basis for their innovative growth and integration into the European economic space.

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**МОТИВАЦИЯ УПРАВЛЕНЧЕСКОГО ТРУДА
МЯСОПЕРЕРАБАТЫВАЮЩЕГО ПРЕДПРИЯТИЯ**

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Важным условием для поддержания устойчивого экономического развития перерабатывающей промышленности является повышение эффективности производства путем мотивации труда, которая является эффективным средством качественного изменения трудовой активности персонала. Следует подчеркнуть, что достижение устойчивого роста производительности труда невозможно без совершенствования функционирования механизма мотивации и стимулирования труда работников [1].

Исходя из вышеизложенного проведен детальный анализ основных мотивационных теорий, среди которых выделяются содержательные: теория иерархии потребностей Маслоу, двухфакторная модель мотивации Герцберга, трехфакторная модель Мак-Клелланда, Х-, У-теория Мак-Грегора, диспозиционная и аттитюдную модели, система сбалансированных

показателей Х. Рамперсада и типологическая модель Герчикова [2, с. 23–47]; и процессуальные: теория Портера-Лоулера, теория ожиданий Врума, теория справедливости Адамса, целевая теория мотивации Э. Локка, теория подкрепления Скиннера [2, с. 48–57], выявлены их преимущества и недостатки. Стоит отметить, что с учетом проведенного теоретического анализа, на наш взгляд, наиболее удачной является двухфакторная модель мотивации Герцберга [3, с. 125–130], имеющая такие преимущества, как простота и относительная дешевизна применения на практике, и систематизация факторов, оказывающих влияние на отношение работника к трудовой деятельности. Вместе с тем, каждая из вышеизложенных теорий имеет и недостатки, что свидетельствует о невозможности на базе теоретических исследований выявить наиболее универсальную теорию мотивации и требует их дальнейшего рассмотрения в практических условиях на базе конкретного объекта исследования – ОАО «Гомельский мясокомбинат».

ОАО «Гомельский мясокомбинат» – одно из крупнейших предприятий мясной промышленности Республики Беларусь. Основная продукция ОАО «Гомельский мясокомбинат» – это мясо (говядина и свинина), колбасные изделия, копчености и полуфабрикаты, предназначенные для реализации в торговой сети. Производственные мощности мясокомбината в настоящее время составляют: мяса – 107 т/см; колбасные изделия – 25,9 т/см. Среднесписочная численность работников в 2024 г. составила 767 чел., среднемесячная заработная плата – 1483,6 руб. ОАО «Гомельский мясокомбинат» от реализации продукции в 2024 г. получил 1766 тыс. руб. прибыли, но с учетом всех видов деятельности предприятие работает убыточно. В отчетном периоде было получено 5540 тыс. руб. чистого убытка.

В настоящее время в ОАО «Гомельский мясокомбинат» численность работников аппарата управления составляет 145 чел., из которых 57 чел., т.е. 39,3 % – женщины, удельный вес работников с высшим образованием составляет 59,3 %, со среднеспециальным – 37,2 %. В ОАО «Гомельский мясокомбинат» помимо материального стимулирования применяется также нематериальное стимулирование. Анализ мотивационного ядра мотивации труда управленческих работников предприятия показал, что основными задействованными мотивами для управленческих работников являются содействие, самореализация, развлечения, карьерный рост, уверенность. Задействованными стимулами для работников комбината являются деньги, путевки в санаторий, арендное жилье и общежитие, доска почета, благодарности, почетные грамоты. Выявлено, что к внутренним факторам мотивационного ядра управленческих работников ОАО «Гомельский мясокомбинат» относятся социально-психологический климат, структура управления, стиль управления, условия труда, столовая, спортзал. Следовательно, анализ мотивации труда управленческих работников ОАО «Гомельский мясокомбинат» показал, что на предприятии уделяют значительное внимание вопросам стимулирования труда. Оплата труда руководителей и специалистов – повременнo-премиальная. Отмечается устойчивая динамика роста заработной платы всех категорий работников, но при этом снизилась производительности труда и эффективность работы предприятия. Поэтому возникает необходимость выявления мотивов трудовой деятельности руководителей и специалистов, которые напрямую влияют на трудовое поведение.

Для выявления преобладающих мотивов руководителей и специалистов ОАО «Гомельский мясокомбинат» в соответствии с классификацией потребности А. Маслоу было проведено тестирование. Тест включает 20 вопросов. Анализ анкет позволил установить, что в структуре потребностей: 1) главного экономиста наибольшее значение имеют потребность в безопасности, а также базовые потребности и потребность в уважении; 2) для заместителя директора-главного инженера наиболее значимыми в настоящее время являются потребность в самоактуализации, уважении и принадлежности; 3) для главного бухгалтера значимыми потребностями являются базовые потребности, потребность в безопасности и принадлежности.

Для определения мотивационных типов отдельных руководителей и специалистов ОАО «Гомельский мясокомбинат» был применен тест В. Герчикова. Установлено, что: 1)

преобладающими типами мотивации главного экономиста являются инструментальный и профессиональный. Следует отметить, что сотрудник с инструментальным типом мотивации будет работать с максимальной отдачей на любой работе, если его труд будет справедливо и высоко (в его понимании) оплачиваться. Велика также доля профессионального типа мотивации, следовательно, немаловажное место в работе имеет ее содержание, возможность развиваться, повышать профессиональный уровень, само реализовываться, решать сложные задачи; 2) преобладающим типом мотивации заместителя директора-главного инженера является хозяйский. Следует подчеркнуть, что такой работник готов взять на себя полную ответственность за выполняемую работу. Предпочитает действовать самостоятельно. Не приветствует промежуточный контроль. Работник с таким типом мотивации будет выполнять свою работу с максимальной отдачей, не настаивая на ее особой интересности или высокой оплате, не требуя дополнительных указаний; 3) преобладающим типом мотивации главного бухгалтера является профессиональный. Главный бухгалтер ценит в работе ее содержание, возможность проявить себя и доказать (не только окружающим, но и себе), что он может справиться с трудным заданием, которое не каждому по силам. Этот работник предпочитает самостоятельность в работе и отличается развитым профессиональным достоинством.

Для разных мотивационных типов необходимо использовать различные формы стимулирования. Так, применительно к главному экономисту наиболее эффективной формой стимулирования являются денежная и организационная, для главного бухгалтера – организационная, для заместителя директора-главного инженера – участие в управлении.

На основании проведенного анализа актуального состояния мотивации управленческого труда рекомендуются следующие направления ее совершенствования: 1) использование системы «кафетерия». Основными инструментами мотивации будут: фотосессия профессионального фотографа в студии, билеты в кино, билеты в театр, билеты на концерт, именная ручка, именной блокнот, экскурсия в музей (г. Гомель), экскурсия в музей (на территории Республики Беларусь), публикация статьи о сотруднике в отраслевом издании; 2) внедрение в практику работы предприятия Положения о нематериальном стимулировании работников ОАО «Гомельский мясокомбинат»; 3) совершенствование материального стимулирования труда путем повышения удельного веса премиальных выплат в заработной плате. Тарифные оклады руководителям всех уровней, специалистам и другим служащим за компетентность, ответственность и инициативность в работе рекомендуется увеличить до 50 %. Рекомендуется также повысить тарифные оклады руководителям всех уровней, специалистам и другим служащим: за напряженность и специфику труда до 15 %; за навыки работы со специальным программным обеспечением до 15 %; за работу с филиалами, управляемыми и дочерними предприятиями до 10 %; за сложность курируемых вопросов, координацию и контроль за деятельностью подчиненных, а также за высокую степень ответственности при принятии решений до 40 %; 4) автоматизация производства и управления путем внедрения в производство подсистем технологической информации, а также убоя скота и расчетов с поставщиками компании Golden Software of Belarus, Ltd. Подсистема убоя скота и расчетов с поставщиками предназначена для автоматизации процессов снабжения мясокомбината, убоя и переработки скота. Обеспечивает идентификацию и прослеживаемость мясного сырья. Установлено, что для реализации проекта необходимо 210 тыс. руб. Финансирование проекта будет осуществляться за счет кредитных ресурсов. Срок кредита – 3 года, ставка – 10 % годовых. Дата начала проекта – декабрь 2025 г. Чистый дисконтированный доход в 2028 г. составит 120,9 тыс. руб. Простой срок окупаемости проекта – 1 год 7 месяцев. Динамический срок окупаемости составляет 2 года. Индекс рентабельности проекта – 1,5. Внутренняя норма доходности – 27,0 %; 5) повышение информированности работников о мотивации труда, путем размещения информации на сайте мясокомбината, на предлагаемом стенде «Мотивация труда управленческого персонала», где рекомендуется разместить: выписки с Положения об оплате труда, Положения о премировании работников, Положения о нематериальном стимулировании работников; информацию о победителях соревнований,

конкурсов; фотографии процесса награждения лучших работников; поздравления победителям.

Установлено, что эффект от предлагаемых мероприятий по совершенствованию мотивации управленческого труда в 2026 г. составит 212,4 тыс. руб. дополнительной чистой прибыли. Реализация мероприятий по совершенствованию мотивации управленческого труда приведет к росту производительности труда. В 2026 г. на 1 работника аппарата управления будет получено 13,5 тыс. руб. прибыли, что на 12,5 % выше ожидаемого значения за 2025 г.

Детальный анализ функционирования ОАО «Гомельский мясокомбинат» показал, что одним из путей повышения эффективности производства мясной продукции является наиболее эффективное использование имеющихся ресурсов за счет оптимизации объемов производства и реализации продукции с более высокой добавленной стоимостью [4]. Для обоснования перспективных параметров развития мясокомбината предлагается использовать базовую экономико-математическую модель, включающую следующие ограничения: по заготовке сырья, по распределению сырья по направлениям переработки, по производству мяса и мясных продуктов в ассортименте, по производству товарных групп, по предельным объемам производства продукции в ассортименте, по использованию мощностей перерабатывающих цехов мясоперерабатывающего предприятия, по связи производства и реализации продукции, по сбыту продукции товарных групп, по предельным объемам сбыта продукции по каналам реализации, по формированию затрат (труда, затрат на производство и реализацию продукции, основных производственных фондов), по выручке от реализации продукции [5, с. 269–272; 6]. Используя выявленные в процессе анализа тенденции формирования показателей, была обоснована исходная информация экономико-математической модели оптимизации программы развития мясокомбината.

Проведенные исследования показали, что приоритетными направлениями развития мясокомбината является усиление материальной заинтересованности сельскохозяйственных предприятий в росте объемов поставок высококачественного сырья и повышение качества готовой продукции. При этом для стимулирования поставок высококачественного сырья для производства мясной продукции рекомендуется предусмотреть премию к договорной закупочной цене в размере до 30 %. Обоснование размера премии за 1 т сырья в зависимости от его качества целесообразно производить на основе экономико-математической модели оптимизации выплаты премий сельскохозяйственным предприятиям – поставщикам сырья [5, с. 178–180; 7].

С целью роста заинтересованности поставщиков в повышении качественных и количественных характеристик сырьевых ресурсов целевая функция предлагаемой модели ориентирована на максимизацию уровня рентабельности сырья сельскохозяйственных организаций и имеет следующий вид:

$$F_{\max} = \bar{\bar{y}}_i.$$

Ограничения:

1. По формированию поставок скота на мясоперерабатывающее предприятие –

$$\sum_{k \in K_0} k_{jk} V_{jk} = B_j, j \in J_0.$$

2. По формированию прибыли для стимулирования качества скота, поставляемого сельскохозяйственными организациями –

$$\sum_{j \in J_0} \sum_{k \in K_0} (x_{ijk} - \tilde{M}_{ijk}) V_{jk} = \tilde{y}_i, i = 1.$$

3. По использованию прибыли для стимулирования качества поставок скота –

$$\tilde{y}_i \leq k_i P_i, i = 1.$$

4. По предельному уровню закупочных цен за поставленный на мясоперерабатывающее предприятие скот –

$$\tilde{M}_{ijk} \leq x_{ijk} \leq M_{ijk}, i=1, j \in J_0, k \in K_0.$$

5. По формированию выручки сельскохозяйственных организаций от поставок скота на мясоперерабатывающее предприятие –

$$\sum_{j \in J_0} \sum_{k \in K_0} x_{ijk} V_{jk} = \bar{y}_i, i=1.$$

6. По формированию затрат на производство и реализацию скота сельскохозяйственных организаций –

$$\sum_{j \in J_0} \sum_{k \in K_0} c_{ijk} V_{jk} = y_i, i=1.$$

7. По формированию коэффициента рентабельности скота –

$$\frac{(\bar{y}_i - y_i)}{y_i} = \bar{\bar{y}}_i, i=1.$$

8. По предельному уровню рентабельности скота –

$$\bar{\bar{y}}_i \leq p_i, i=1.$$

9. Неотрицательность переменных –

$$x_{ijk}, y_i, \bar{y}_i, \bar{\bar{y}}_i, \tilde{y}_i \geq 0.$$

Индексация:

i – номер вида ресурса (денежных средств); I_0 – множество видов ресурсов (материально-денежных средств); $i=1$ – номер вида ресурса (денежных средств); j – вид или половозрастная группа животных; J_0 – множество видов или половозрастных групп животных; k – категория животных; K_0 – множество категорий животных.

Неизвестные величины:

x_{ijk} – количество денежных средств вида i , полученных от поставок сельскохозяйственными организациями на мясоперерабатывающее предприятие 1 т скота вида j категории вида k (договорная закупочная цена 1 т скота для убоя соответствующей категории); y_i – затраты на производство и реализацию скота (денежных средств) вида i ; $\bar{y}_i$ – выручка от реализации скота (сырья) вида i ; $\bar{\bar{y}}_i$ – коэффициент рентабельности скота (сырья) вида i ; $\tilde{y}_i$ – сумма денежных средств вида i , выделенных мясоперерабатывающим предприятием для стимулирования качества скота, поставляемого на переработку сельскохозяйственными организациями.

Известные величины:

V_j – объем поставок скота вида j на мясоперерабатывающее предприятие; V_{jk} – количество скота вида j категории вида k ; k_{jk} – доля скота вида j категории вида k в общем объеме поставок этого скота; $\tilde{M}_{ijk}, M_{ijk}$ – соответственно минимальная и максимальная договорная закупочная цена (количество денежных средств вида i) 1 т скота вида j категории вида k ; c_{ijk} – затраты (количество денежных средств вида i) на производство и реализацию сельскохозяйственными организациями единицы скота вида j для убоя категории вида k ; p_i – коэффициент рентабельности производства продукции мясоперерабатывающего предприятия; k_i – коэффициент использования прибыли (денежных средств вида i) мясоперерабатывающего предприятия для стимулирования качества поставок скота сельскохозяйственными организациями; P_i – прибыль, т. е. сумма денежных средств вида i , полученных от реализации продукции мясоперерабатывающим предприятием.

Проведенные исследования показали, что для стимулирования поставок высококачественного сырья сельскохозяйственными предприятиями рекомендуется применять премирование за поставки 1 т взрослого КРС 1-й категории, молодняка КРС категории «супер», «прима», «экстра», «отличная» и молодняка КРС категории «хорошая», а также свиней 2-й и 3-й категорий. Премию рекомендуется выплачивать ежемесячно при подведении итогов по реализации продукции мясоконсервным комбинатом. Рекомендуемые

VII Международный конкурс студенческих научно-исследовательских работ по экономике

мероприятия позволят увеличить объемы закупки сырья на 12,8 %. Мощности цехов предприятия увеличатся на 7,2 п. п. и 5,9 п. п. по мясу и субпродуктам и колбасным изделиям и составят 79,4 и 68,9 % соответственно.

Исследования показали, что рекомендуется увеличить объемы производства всех видов продукции. Отметим, что предлагаемая структура производства продукции позволит ОАО «Гомельский мясокомбинат» только за счет перераспределения имеющихся сырьевых ресурсов в пользу более конкурентоспособной продукции увеличить выручка от реализации продукции на 13,1 % и довести ее до 102,0 млн. руб. (таблица 1).

Таблица 1. – Состав и структура товарной продукции

Вид продукции	Факт, 2024 г.		Расчет		Расчет к факту	
	тыс. руб.	%	тыс. руб.	%	п. п.	%
Мясо: говядина и свинина	52318	58,0	58401	57,2	-0,8	111,6
Колбасные изделия	19440	21,6	21644	21,2	-0,3	111,3
Мясные полуфабрикаты	18302	20,3	21813	21,4	1,1	119,2
Жиры животные пищевые топленые	137	0,2	155	0,2	0	113,1
Всего	90197	100	102013	100	0	113,1

Наибольший удельный вес в ее структуре будет занимать мясо – говядина и свинина, их доля составит 57,2 %. Удельный вес колбасных изделий уменьшиться до 21,2 %, мясных полуфабрикатов незначительно увеличится на 1,1 п. п. до 21,4 %. Следует отметить, что по всем видам продукции планируется увеличить объемы реализации.

Усиление материальной заинтересованности сельскохозяйственных предприятий в поставках качественного сырья на мясокомбинат, рост закупок сырья, оптимизация его использования, обоснование объемов производства продукции и реализации ее по каналам сбыта позволит ОАО «Гомельский мясокомбинат» увеличить выручку от реализации продукции на 13,1 % (таблица 2).

Таблица 2. – Основные показатели финансовой деятельности предприятия

Наименование	Фактическое значение (2024 г.)	Расчётное значение (2027 г.)	Расчёт к факту, %, п. п.
Выручка от реализации продукции, тыс. руб.	90197	102013,0	113,1
Себестоимость реализованной продукции, тыс. руб.	88431	98423,7	111,3
Прибыль от реализации продукции, тыс. руб.	1766	3589,3	203,2
Рентабельность реализованной продукции, %	2,00	3,65	1,65
Рентабельность продаж, %	1,96	3,52	1,56

Анализ таблицы 2 показал состоятельность рекомендуемых мероприятий, так как в результате их осуществления ОАО «Гомельский мясокомбинат» получит прибыль в размере 3589,3 тыс. руб., что в 2,0 раза выше фактического значения за 2024 г. В целом, предлагаемые мероприятия позволят ОАО «Гомельский мясокомбинат» довести рентабельность продукции до 3,65 %.

Таким образом, установлено, что совершенствование материального стимулирования, улучшение нематериального стимулирования работников мясокомбината, совершенствование автоматизации производственных процессов на мясокомбинате, усиление материальной заинтересованности сельскохозяйственных предприятий в поставках качественного сырья на мясокомбинат, рост закупок сырья, оптимизация его использования, обоснование объемов производства продукции и реализации ее по каналам сбыта, увеличение объема производства продукции с повышенной добавленной стоимостью, сокращение непроизводственных расходов, выполнение мероприятий по экономии материально-денежных затрат, недопущение производства и реализации убыточной продукции, наращивание объемов экспорта продукции позволят ОАО «Гомельский мясокомбинат» значительно улучшить конечные результаты хозяйствования.

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**ЦИФРОВИЗАЦИЯ АГРАРНОГО БИЗНЕСА: ЭКОНОМИЧЕСКАЯ
ЭФФЕКТИВНОСТЬ И УПРАВЛЕНЧЕСКИЕ ВЫЗОВЫ**

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Современное сельское хозяйство переживает период серьезных испытаний. Согласно оценкам Организации Объединенных Наций, к середине текущего столетия численность населения планеты превысит 9,7 миллиарда человек, что повлечет за собой необходимость наращивать производство продуктов питания на 60–70%. Однако имеющиеся ресурсы ограничены: пахотные земли уменьшаются вследствие деградации почвы и распространения городов, запасы воды стремительно сокращаются, а изменение климата создает неопределенность для сельскохозяйственного производства. Исходя из этого, традиционная модель развития, предполагающая увеличение посевов и использование больших количеств удобрений, больше не является эффективной.

Оптимальное решение обозначенных проблем – это смена парадигмы в пользу более продуктивного, технологичного подхода в сельском хозяйстве, опирающегося на аналитику

данных. Внедрение цифровых технологий теперь необходимо не как дань моде, а как ключевой фактор сохранения конкурентоспособности и повышения рентабельности в агропромышленном комплексе. Это уже не расходы на инновационные решения, а важные инвестиции в стабильное и прибыльное развитие. В данном материале мы наглядно продемонстрируем экономическую выгоду от использования цифрового инструментария и рассмотрим трудности, возникающие у управленцев при его интеграции.

Современный агрохолдинг или ферма все больше напоминает высокотехнологичное предприятие, где решения принимаются на основе точных данных, а не интуиции.

Точное земледелие. Это концепция, основанная на использовании систем глобального позиционирования (GPS/ГЛОНАСС), датчиков и геоинформационных систем (ГИС). Ее суть – учет неоднородности внутри одного поля. Благодаря трактору с автопилотом и датчиками, удобрения и семена не вносятся равномерно по всему полю, а делается это дифференцированно, на основе заранее составленной карты переменного внесения. Данная карта формируется с учетом информации о почве, включая её химический состав, проводимость электрического тока, показатели прошлых урожаев и данные аэрофотосъемки. Результат: существенное сокращение потребления ресурсов (семян, удобрений, топлива) и уменьшение негативного влияния на природу.

Сельское хозяйство преобразуется благодаря Интернету вещей (IoT). Разветвленная сеть взаимосвязанных устройств, включая интеллектуальные датчики, охватывает поля и сельскохозяйственную технику. Встроенные в почву сенсоры оперативно сообщают информацию об уровне влаги, температуре и количестве необходимых элементов питания. А датчики, размещенные на технике, мониторят потребление топлива, скорость перемещения, давление в гидравлике и периоды простоя оборудования. Как результат, агроном может организовать орошение строго по необходимости, избегая негативного воздействия дефицита влаги или избыточного увлажнения на растения. Кроме того, экономист анализирует эффективность работы техники и выявляет оборудование, которое расходует чрезмерное количество дизельного топлива.

В сельскохозяйственной отрасли накапливается огромное количество информации. Она включает в себя актуальные измерения от различных устройств, исторические записи о погоде, сведения об особенностях почв и информацию о стоимости продукции на рынке. Сегодняшние аналитические системы, нередко использующие технологии искусственного интеллекта, позволяют эффективно работать с этими большими объемами данных. В результате появляется возможность прогнозировать урожайность с высокой степенью достоверности – до 90%, определять наиболее подходящую последовательность культур для улучшения состояния почвы и увеличения доходов, а также рассчитывать оптимальные пути транспортировки собранного урожая к местам хранения или потребителям.

Внедрение цифровых технологий напрямую влияет на ключевые финансовые показатели агропредприятия.

Снижение себестоимости. Это самый очевидный и легко подсчитываемый эффект.

Экономия на ГСМ: системы параллельного вождения и автопилотирования исключают перекрытия проходов техники, экономя до 10-15% топлива.

Экономия на семенах и удобрениях: дифференцированное внесение позволяет снизить их расход на 15-30% без ущерба для урожайности, а в некоторых случаях – и с ее повышением.

Экономия на воде: точный полив по данным датчиков влажности почвы сокращает водопотребление на 20-50%.

Рост производительности.

Увеличение урожайности: за счет более точного и своевременного ухода за растениями (полив, подкормка, защита) средняя урожайность по хозяйству может возрасти на 5-20%.

Снижение потерь: мониторинг состояния растений позволяет на ранней стадии выявлять очаги болезней или вредителей и локализовать их, минимизируя потери.

Повышение конкурентоспособности.

Качество продукции: стабильные и контролируемые условия выращивания приводят к получению продукции с более высокими и предсказуемыми качественными характеристиками (например, содержание белка в пшенице), что ценится на рынке.

Стабильность объемов: возможность прогнозирования урожая позволяет заключать более выгодные контракты на поставку и укреплять свою репутацию как надежного партнера.

Управленческие вызовы: с какими проблемами столкнется руководство?

Несмотря на очевидные преимущества, путь цифровой трансформации сопряжен с серьезными трудностями, которые должны быть учтены в стратегии управления.

Высокие первоначальные инвестиции. Закупка датчиков, спутниковых терминалов, лицензий на специализированное ПО, модернизация парка техники требуют значительных капиталовложений. Для многих средних и мелких хозяйств это является основным барьером. Решением может стать модель «технология как услуга» (Technology-as-a-Service), когда предприятие оплачивает не покупку оборудования, а подписку на сервис.

Нехватка квалифицированных кадров. Возникает потребность в принципиально новых специалистах – агрономах, способных работать с цифровыми картами и данными, IT-агрономах, data-сайентистах. Найти таких специалистов на рынке труда сложно и дорого. Единственным долгосрочным решением является программа переподготовки и повышения квалификации существующих сотрудников и активное привлечение молодых кадров из аграрных и технических вузов.

Сопrotивление персонала. Механизаторы со стажем, агрономы старой школы часто с недоверием относятся к новым технологиям, видя в них угрозу своему авторитету и привычным методам работы. Преодолеть это сопротивление можно только через прозрачную коммуникацию, обучение и демонстрацию прямых выгод новой системы для самого работника (например, облегчение труда за счет автопилота).

Вопросы кибербезопасности и надежности данных. Перевод управления предприятием в цифровую среду создает новые риски. Выход из строя облачного сервиса, кибератака, искажение данных могут парализовать работу. Необходимо внедрять системы резервного копирования, обеспечивать защиту каналов передачи данных и разрабатывать планы действий на случай сбоев.

Цифровизация аграрного бизнеса – это объективная и необходимая реальность. Как было показано на примере технологий точного земледелия, IoT и Big Data, она является мощным инструментом повышения экономической эффективности, ведущим к прямому снижению себестоимости и росту производительности. Однако этот путь не является простым и быстрым.

Успешная цифровая трансформация требует от руководства агропредприятия стратегического подхода. Инвестиции необходимы не только в оборудование и программное обеспечение, но, что еще важнее, в людей – их обучение и мотивацию. Преодоление управленческих вызовов, связанных с кадрами, высокой стоимостью и внутренним сопротивлением, является ключевым фактором, определяющим, сможет ли предприятие в полной мере воспользоваться преимуществами «умного» сельского хозяйства и укрепить свои позиции на глобальном рынке.

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**ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ СЕБЕСТОИМОСТИ МОЛОКА В
СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЯХ
МОГИЛЁВСКОЙ ОБЛАСТИ**

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Эконометрический анализ себестоимости молока в сельскохозяйственных предприятиях Могилёвской области представляет собой важный инструмент оценки эффективности производства и выявления резервов для снижения затрат. Себестоимость молока — это ключевой показатель, определяющий конкурентоспособность продукции, рентабельность хозяйств и устойчивость аграрного сектора региона.

Молоко — один из важнейших продуктов сельскохозяйственного производства, обладающий высокой пищевой ценностью и широким спектром применения. Оно служит не только источником полноценного питания, но и сырьём для переработки в продукцию с высокой добавленной стоимостью: сыры, йогурты, масло, творог и другие молочные изделия.

Себестоимость продукции является одним из важнейших факторов и одновременно показателей экономической эффективности производства, так как она показывает, во что обходится производство продукции в том или ином предприятии, отражает эффективность использования производственных ресурсов, состояния технологии и организации производства, уровень управления предприятием, освоение достижения науки.

Снижение себестоимости при сохранении высокого качества продукции позволяет повысить конкурентоспособность отечественного молока на внутреннем и внешнем рынках. Это достигается за счёт оптимизации кормовой базы, внедрения современных технологий содержания животных, повышения продуктивности коров и предотвращения потерь при хранении и переработке молочной продукции.

Устойчивое развитие молочной отрасли требует комплексного подхода к управлению затратами, модернизации производственных процессов и государственной поддержки. Повышение эффективности производства молока способствует продовольственной безопасности страны и укреплению её экспортного потенциала [1].

Республика Беларусь занимает одно из лидирующих мест среди стран СНГ по производству молока на душу населения. По данным Национального статистического комитета, в последние годы Беларусь стабильно входит в тройку стран СНГ по этому показателю [2].

Для исследования себестоимости молока проведем анализ множественной регрессии. Построенная эконометрическая модель будет иметь вид (формула 1):

$$Y_x = 41,33 - 0,001x_1 - 0,18x_2 + 0,31x_3 + 0,31x_4 + 13,94x_5 + 0,13x_6 - 0,10x_7 + +0,03x_8, \\ R = 0,75, t_R=17,85, D = 56,6\%, \bar{D}=52,8\%, F = 17,3, \bar{\varepsilon}=7,6\%, \quad (1)$$

где Y_x – себестоимость молока, руб./ц;
 x_1 – поголовье, гол.;
 x_2 – удой, ц/гол.;
 x_3 – оплата труда, руб./ чел.-ч.;
 x_4 – затраты на корма, руб./ц.;
 x_5 – расход корма, ц к. ед./ ц.;
 x_6 – удельный вес концентратов, %;
 x_7 – удельный вес покупных кормов, %;
 x_8 – стоимость кормов, руб./т к. ед.

Оценивая качество модели, отметим, что коэффициент множественной корреляции находится в пределе $0,7 \leq R \leq 1,0$, значит, все вместе взятые факторные показатели сильно влияют на результативный показатель. Коэффициент детерминации $D = 56,6\%$, значит, на 56,6% факторные показатели объясняют изменения результативного, а на 52,8% изменения результативного показателя объясняют неучтенные в модели факторы. Критерий Фишер $F = 17,3 > 1,5$, что означает пригодность эконометрической модели к применению. Коэффициент существенности коэффициент множественной корреляции $t_R=17,85 > 2,48$, следовательно факторные показатели существенно влияют на результативный показатель. Средняя относительная ошибка аппроксимации $\bar{\varepsilon} = 7,6\% < 10\%$, значит эконометрическая модель имеет высокую точность.

Далее проведем анализ характеристик факторных показателей. Были рассчитаны коэффициенты существенности коэффициентов регрессии: $t_{a1} = -0,82, t_{a2} = -2,61, t_{a3} = 1,49, t_{a4} = 1,47, t_{a5} = 2,00, t_{a6} = 1,32, t_{a7} = -1,13, t_{a8} = 0,49$. Они показали, что не все факторные показатели существенно влияют на результативный. Поэтому исключаем из эконометрической модели факторные показатели поголовье, ($t_{a1} = -0,82$), удельный вес концентратов ($t_{a6} = 1,32$), удельный вес покупных кормов ($t_{a7} = -1,13$) и стоимость кормов ($t_{a8} = 0,49$) так как их значения меньше табличного коэффициента $t_{\text{табл}} (1,96)$.

По оставшимся данным строим новую эконометрическую модель. Она имеет следующий вид (формула 2):

$$Y_x = 52,01 - 0,17x_1 + 0,29x_2 + 0,49x_3 + 6,90x_4, \\ R = 0,70, t_R=17,57, D = 55,5\%, \bar{D}=51,71\%, F = 34,3, \bar{\varepsilon}=7,5\%, \quad (2)$$

где y_x – себестоимость молока, руб./ц;
 x_1 – удой, ц/гол;
 x_2 – оплата труда, руб./чел.-ч.;
 x_3 – затраты на корма, руб./ц;
 x_4 – расход кормов, ц к. ед./ц.

Оценивая качество модели, отметим, что все вместе взятые факторные показатели сильно влияют на результативный показатель. Коэффициент детерминации $D = 55,5\%$, значит, на 55,5% факторные показатели объясняют изменения результативного, а на 44,5% изменения результативного показателя объясняют неучтенные в модели факторы. Критерий Фишер $F = 34,3 > 1,5$, что означает пригодность эконометрической модели к применению. Коэффициент существенности коэффициент множественной корреляции $t_R= 17,57 > 2,48$, следовательно факторные показатели существенно влияют на результативный показатель. Средняя относительная ошибка аппроксимации находится до 10%, значит модель имеет высокую точность.

В таблице 1 представлена характеристика факторных показателей.

Таблица 1. — Характеристики факторных показателей.

	α_x	β_x
Удой, ц/гол.	-0,07	-0,22
Оплата труд, руб./чел-ч.	0,03	0,09
Затраты на корма, руб./ц	0,29	0,48
Расход корма, ц к.ед./ц	0,11	0,21

Анализируя коэффициента эластичности, мы можем сделать вывод о том, что ресурсы лучше вкладывать в удой ($\alpha_{x1} = -0,07$), значит, что себестоимость молока уменьшится на 0,07%, если удой увеличится на 1%.

Анализ β -коэффициентов показал, что себестоимость молока уменьшится на 0,22 стандартных отклонений от своего среднего значения, если удой увеличится на 1 стандартное отклонение. $\beta_{x1} = -0,22$.

Далее проводилось исследование полученной эконометрической модели на наличие гетероскедастичности и автокорреляции.

Эконометрическая модель считается классической, если выполняются для несмещенных, эффективных и самостоятельных оценок следующие предпосылки:

- 1) Остатки e_i – величина случайная, а факторы $x_1, x_2, \dots, x_n$ – величины не случайные;
- 2) Математическое ожидание случайного остатка должно быть равно нулю;
- 3) Для случайного остатка дисперсия должна быть одинакова для всех наблюдений:

$$D = \sigma^2(e_n) = \text{const} \quad (3)$$

Если это условие выполняется, то остатки называются гомоскедастичны, если нарушается, то остатки гетероскедастичны.

- 4) Парная корреляция (сила взаимосвязи между остатками) должна быть равна нулю:

$$r_{e_i e_j} = 0 \quad (4)$$

Если данное условие нарушается, то говорят о присутствии автокорреляции.

- 5) Случайные остатки e_i – нормально распределенная величина:

$$e \sim N(0; \sigma_e; ln) \quad (5)$$

Первые четыре условия известны как условия Гаусса – Маркова.

Анализ эконометрической модели на гетероскедастичность проводился с помощью трех методов:

- 1) Графический анализ остатков;
- 2) Тест Голдфелда – Куандта;
- 3) Тест Уайта.

По первому способу строим точечный график зависимости остатков от факторного показателя (например, от удоя) (рисунок 1).

Судя по графику (рисунок 1), можем сделать вывод, что гетероскедастичность присутствует, т.к. наглядно видно, что дисперсия остатков непостоянна.

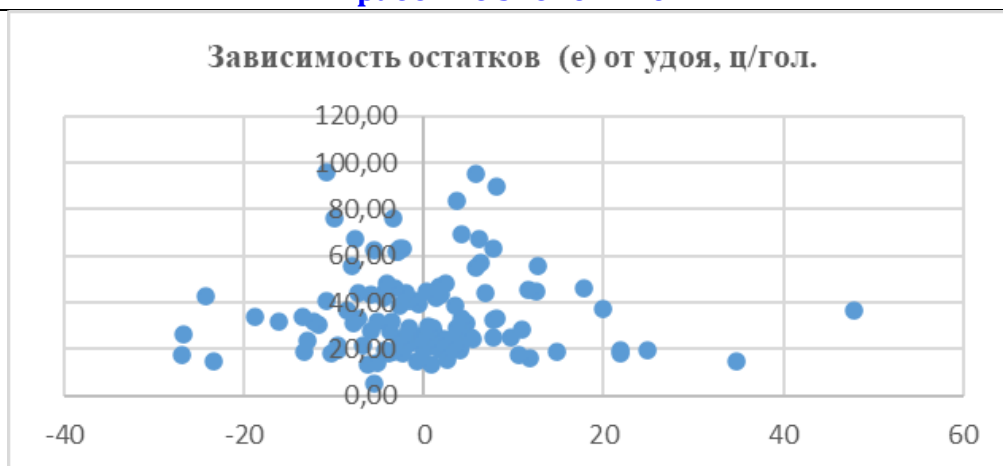


Рисунок 1. – Графический анализ остатков.

Согласно тесту Голдфелда – Куандта мы выполняли следующие действия:

- 1) Упорядочили остатки по возрастанию фактора;
- 2) Разбили остатки на три равные группы: $K = \frac{115}{3} = 38$

Нашли сумму квадратов остатков по первой и третьей группе: $SS_1 = 54458,6$, $SS_3 = 2407,5$ и рассчитали расчетное значение F -статистика Фишера по формуле $F = SS_1/SS_3$, если $SS_1 > SS_3$, или по формуле $F = SS_3/SS_1$, если $SS_3 > SS_1$. В результате получаем значение F -статистика Фишера равное 2,3, что больше 1,5 (табличного), значит гетероскедастичность присутствует.

По тесту Уайта мы строили новую эконометрическую модель, состоящую из факторов их квадратов и попарных произведений факторных показателей. В построенной эконометрической модели берём расчетное значение критерия Фишера (22,0) и сравниваем его с табличным (1,5). В результате можем сделать вывод, что гетероскедастичность присутствует.

Для устранения гетероскедастичности применяем метод взвешенного МНК (метода наименьших квадратов). Суть метода в уменьшении вклада наблюдений, имеющих большую дисперсию в результаты расчёта. Для этого, в исходной эконометрической модели преобразуем исходные данные делением каждой составляющей модели на фактор x_1 . Тогда, общий вид эконометрической модели следующий:

$$\frac{y_x}{x_1} = \frac{a_0}{x_1} + a_1 \frac{x_1}{x_1} + a_2 \frac{x_2}{x_1} + a_3 \frac{x_3}{x_1} + a_4 \frac{x_4}{x_1}. \quad (6)$$

При применении взвешенного МНК оценки параметров будут несмещёнными, кроме того, иметь меньшую дисперсия, чем не взвешенные оценки.

Еще одной проблемой при построении эконометрической модели является наличие автокорреляции. В целях изучения данного явления были выбраны статистические данные по Республике Беларусь за 2000-2024 гг. по среднегодовому поголовью, тыс. гол. и среднегодовому удою на одну корову, кг [2].

Для обнаружения автокорреляции мы использовали два метода:

- 1) Графический метод;
- 2) Критерий Дарбина-Уотсона.

Графический метод.

Существует несколько вариантов графического определения автокорреляции. Один из них, увязывающий отклонения e_t с моментами t их получения (их порядковыми номерами i), приведен на рисунке 2. Это так называемые последовательно-временные графики. В этом случае по оси абсцисс обычно откладываются либо момент получения статистических данных, либо порядковый номер наблюдения, а по оси ординат – оценки отклонений e_t .

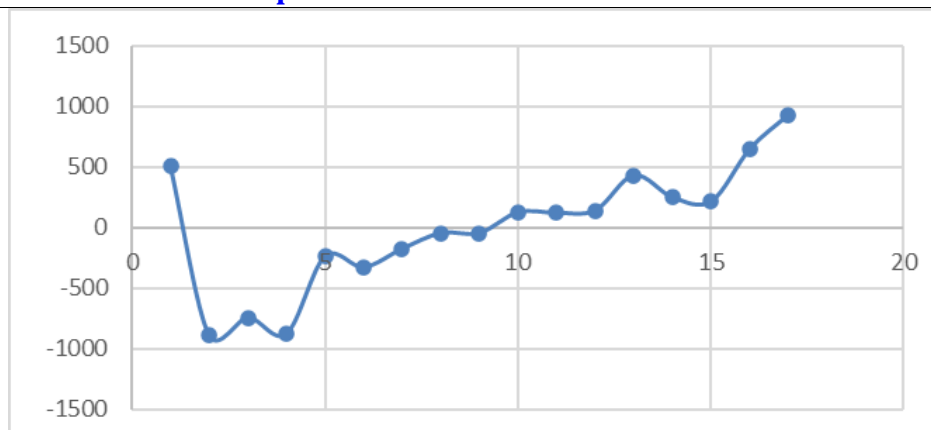


Рисунок 2. – Зависимость остатков от времени.

По графику на рисунке 2, можем сделать вывод, что присутствует положительная автокорреляция.

Критерий Дарбина-Уотсона.

Наиболее известным критерием обнаружения автокорреляции первого порядка является критерий Дарбина-Уотсона. Статистика DW Дарбина-Уотсона приводится во всех эконометрических пакетах как важнейшая характеристика качества регрессионной модели. Тест Дарбина-Уотсона основан на простой идее: если корреляция ошибок регрессии не равна нулю, то она присутствует и в остатках регрессии e_t , получающихся в результате применения обычного метода наименьших квадратов. В тесте Дарбина-Уотсона для оценки корреляции используется статистика вида:

$$DW = d = \frac{\sum_{t=2}^T (e_t - e_{t-1})^2}{\sum_{t=1}^T e_t^2} \quad (7)$$

Следует отметить, что критерий Дарбина-Уотсона изменяется $0 \leq DW \leq 4$. При этом, если $DW \approx 2$ – автокорреляция отсутствует, если $DW \approx 0$ – присутствует положительная автокорреляция, если $DW \approx 4$ – присутствует отрицательная автокорреляция.

Для более точного определения в каком из значений DW существуют критические точки распределения статистики Дарбина-Уотсона, которые зависят от границы значений d_n – нижняя граница и d_g – верхняя граница. Они определяются по числу наблюдений (n), количеству факторов (m) и уровня значимости (α):

Если $0 \leq DW \leq d_n$ – присутствует положительная автокорреляция;

$d_n \leq DW \leq d_g$ – зона неопределенности;

$d_g \leq DW \leq 4$ – автокорреляция отсутствует;

$4 - d_g \leq DW \leq 4 - d_n$ – зона неопределенности;

$4 - d_n \leq DW \leq 4$ – отрицательная автокорреляция

По нашим расчетам $DW = 0,67$; $d_n = 1,133$; $d_g = 1,381$. Это значит, что присутствует положительная автокорреляция.

Для ее устранения использовали метод Кохрейна-Оркатта, который является итерационным. Каждая итерация дает лучшую оценку ρ , чем предыдущая. При этом ρ рассчитывается по формуле:

$$\rho = \frac{\sum_{t=2}^n e_t e_{t-1}}{\sum_{t=1}^n e_t^2} \quad (8)$$

После расчетов значение $\rho = -0,21$. С этой оценкой ρ исходные данные эконометрической модели преобразуем (находим обобщенные разности) по формулам 9 и 10:

$$Y'_t = Y_t - \rho Y_{t-1}, \quad (9)$$

$$X'_t = X_t - \rho X_{t-1}. \quad (10)$$

По скорректированным данным строим эконометрическую модель, рассчитываем критерий Дарбина-Уотсона ($DW = 2,70$), выбираем верхнюю и нижнюю границы ($d_n = 1,361$;

$d_B = 1,077$). По полученным результатам можно сделать вывод, что автокорреляция отсутствует после одной итерации.

Таким образом, проведённый эконометрический анализ себестоимости молока в сельскохозяйственных предприятиях Могилёвской области позволил выявить ключевые факторы, оказывающие существенное влияние на уровень затрат при производстве молочной продукции. Построенная модель множественной регрессии продемонстрировала высокую степень достоверности и точности, что подтверждается значениями коэффициента корреляции, детерминации, критерия Фишера и средней ошибки аппроксимации.

Наибольшее влияние на себестоимость молока оказывают такие факторы, как удой, затраты на корма, оплата труда и расход кормов, тогда как увеличение удоя способствует снижению себестоимости, что подтверждается отрицательными значениями коэффициентов регрессии. Это подчёркивает важность повышения продуктивности животных как одного из эффективных путей оптимизации затрат.

Был проведен анализ эконометрической модели на наличие гетероскедастичности и автокорреляции, а также применены методы для их устранения, что позволит значительно улучшить качество модели.

Таким образом, эконометрический подход к оценке себестоимости молока представляет собой действенный инструмент для принятия управленческих решений, направленных на повышение рентабельности молочного скотоводства и устойчивое развитие аграрного сектора региона.

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СТРАТЕГИИ АНТИКРИЗИСНОГО УПРАВЛЕНИЯ ПРЕДПРИЯТИЕМ В УСЛОВИЯХ ГЛОБАЛЬНОГО ЭКОНОМИЧЕСКОГО СПАДА

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В условиях глобального экономического спада, характеризующегося сокращением спроса, нарушением цепочек поставок и высокой нестабильностью рынков, выживание и устойчивое развитие предприятия напрямую зависят от эффективности антикризисного управления. Этот процесс выходит за рамки простого сокращения затрат, представляя собой комплекс стратегических и тактических мер, направленных на адаптацию модели ведения бизнеса, сохранение способности платить по обязательствам и поиск новых точек роста. Для

компаний в странах с формирующимся рынком, таких как Республика Беларусь, где экономика в значительной степени интегрирована в мировые процессы, эта задача усугубляется необходимостью смягчать внешние негативные воздействия. Современная антикризисная стратегия — это не реакция на свершившийся факт, а упреждающая система управления рисками и возможностями, позволяющая не только преодолеть спад, но и укрепить конкурентные позиции на этапе восстановления.

Глобальный экономический спад создает уникальный комплекс вызовов, требующих от руководства глубокого анализа и быстрого реагирования. Ключевым препятствием становится резкое падение потребительского спроса: домашние хозяйства и компании сокращают расходы, что ведет к затовариванию складов и снижению выручки, особенно в тех секторах, где спрос слабо меняется при изменении цены. Одновременно предприятия сталкиваются с кризисом ликвидности: дебиторская задолженность растет, а доступ к кредитным ресурсам сокращается, что угрожает непрерывности операционной деятельности. Разрыв давно налаженных связей с поставщиками и рост стоимости логистики дестабилизируют производственные циклы, увеличивая затраты и сроки выпуска продукции. Для белорусских экспортоориентированных предприятий, например, производителей калийных удобрений или продукции машиностроения, дополнительным вызовом становится обесценивание национальных валют и протекционистская политика стран-импортеров. Еще одной значительной проблемой является кадровая нестабильность: несмотря на рост безработицы, компании могут столкнуться с дефицитом высококвалифицированных специалистов, необходимых для реструктуризации, в то время как моральный дух коллектива падает на фоне сокращений и неопределенности. Эти взаимосвязанные вызовы формируют сложную среду, где традиционные методы управления часто оказываются неэффективными.

Для успешного противодействия кризису руководству необходимо реализовать систему взаимодополняющих управленческих решений, охватывающих финансовую, операционную и маркетинговую сферы. Первоочередной задачей является проведение строгого аудита всех статей расходов и оптимизация денежных потоков. Это включает в себя внедрение жесткого бюджетирования, переговоры с кредиторами об отсрочках, реализацию избыточных активов и ужесточение контроля за запасами. Например, промышленный гигант РУП «Минский тракторный завод» может внедрить систему поэтапной оплаты от поставщиков, чтобы снизить давление на оборотный капитал. Параллельно необходимо диверсифицировать источники снабжения, развивая локальную сеть поставщиков через государственно-частное партнерство, что снизит зависимость от ненадежных иностранных партнеров. В области маркетинга ключевой стратегией становится переориентация на продукты и услуги с высокой потребительской ценностью в бюджетном сегменте. Компании, такие как «Савушкин продукт», могут разработать линейку более доступных товаров-заменителей, чтобы удержать долю рынка. Активное использование цифровых каналов сбыта — собственной торговой площадки, социальных сетей и агрегаторов — позволяет выйти на новые аудитории и компенсировать падение продаж в офлайне. Инвестиции в автоматизацию рутинных процессов, например, внедрение роботизированных линий на «Белвесте», позволяют сохранить производительность при сокращении фонда оплаты труда. Не менее важно сохранить ключевых сотрудников, внедрив программы переобучения и системы мотивации, основанные на выполнении стратегических показателей эффективности, а не только на финансовых результатах.

Реализация комплексной антикризисной стратегии не только помогает предприятию выжить, но и создает основу для будущего лидерства. Компании, которые в период спада смогли оптимизировать внутренние процессы и укрепить отношения с лояльными клиентами, демонстрируют более быстрый рост при восстановлении экономики. Согласно исследованиям, организации, сочетавшие режим строгой экономии с выборочными инвестициями в инновации, в среднем увеличивали свою долю рынка на 10-15% в посткризисный период. Успешное прохождение кризиса укрепляет репутацию бренда как надежного партнера и работодателя, что привлекает новых инвесторов и талантливых

специалистов. Для национальной экономики в целом эффективное антикризисное управление на микроуровне является стабилизирующим фактором, поддерживающим занятость и социальную стабильность. Опыт, полученный в условиях жестких ограничений, развивает у руководства и коллектива устойчивость, гибкость и способность к быстрой трансформации — качества, незаменимые в современной динамичной деловой среде.

В заключение, глобальный экономический спад представляет собой проверку на прочность для бизнеса, требующую не пассивного выживания, а активного стратегического управления. Вызовы, связанные с падением спроса, нехваткой средств и разрывом логистических цепочек, могут быть преодолены за счет строгого финансового контроля, операционной гибкости и инновационного подхода к маркетингу. Белорусские предприятия, используя инструменты государственной поддержки и внутренние резервы, способны не только минимизировать негативные последствия, но и выйти из кризиса более сильными и конкурентоспособными. Будущий успех в новой реальности будет зависеть от способности руководства превращать угрозы в возможности для структурного обновления бизнеса.

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**СОВЕРШЕНСТВОВАНИЕ ПРОЦЕССА РЕСУРСОСБЕРЕЖЕНИЯ НА
ОСНОВЕ УПРАВЛЕНИЯ ЗАТРАТАМИ ПО ЦЕНТРАМ ОТВЕТСТВЕННОСТИ**

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Один из основных путей развития экономики Украины – широкое внедрение ресурсосберегающих технологий. Создание принципиально новых средств труда и технологий, обеспечивающих высокую производительность труда, ресурсов энергосбережение, создание новых рабочих мест, валютные поступления, охрану

окружающей среды, дает возможность роста валового внутреннего продукта как в абсолютных цифрах, так и на душу населения. Это нацелит Украину на путь победы.

В современных условиях, учитывая военное положение в стране, как никогда актуальной является необходимость перехода от затратного механизма к методам, ориентированным на ресурсосбережение. Это определяет новый подход к методам управления затратами [2, с.37].

Общими функциями управления затратами являются; организация, прогнозирование, планирование, бюджетирование, учет, контроль, анализ и регулирование затрат. Любая из перечисленных функций не может осуществляться изолированно; отсутствие даже одной из них делает невозможным реализацию полного цикла управления затратами [1, с. 13].

Для принятия оптимальных управленческих и финансовых решений необходимо правильно оценивать затраты и, в первую очередь, производственные расходы на стадиях планирования [4, с.248–255]. Важным звеном в процессе управления на стадиях планирования является формирование затрат по центрам ответственности. Концепцию учета по центрам ответственности впервые выдвинул американский ученый Джон Хиггинс в 1952 г.

В экономической литературе под ЦО понимается структурное подразделение организации, где менеджер центра принимает решение и отвечает за результаты функционирования этого подразделения – формирование затрат, доходов, генерирования прибыли, инвестиций. ЦО работает с выделенными ему ресурсами, производит услуги (выполняет работы), которые передаются другому центру ответственности внутри организации или внешним потребителям. Характер выделения центров ответственности определяется особенностями бизнеса и стратегией предприятия.

На основе анализа публикаций зарубежных и отечественных ученых [2;5;7;8;9] была проведена классификация ЦО по определенным признакам и с разбивкой на виды и представлена на рис. 1.

Наиболее распространенным в публикациях является выделение ЦО исходя из объема полномочий и ответственности:

а) центр затрат – это структурное подразделение или группа подразделений предприятия, руководители которых отвечают только за затраты (например, производственный участок, производственный цех и др.);

б) центр дохода – это структурное подразделение или группа подразделений предприятия (например, подразделения маркетингово-сбытовой деятельности), которые отвечают только за выручку от продаж продукции, товаров, услуг и за затраты, связанные с их сбытом;

в) центр прибыли – это структурное подразделение или группа подразделений предприятия (например, производственное предприятие, входящее в состав холдинга), которые ответственны за финансовые результаты своей деятельности;

г) центр инвестиций – это структурное подразделение или группа подразделений предприятия, которые несут ответственность не только за выручку и затраты, но и за капиталовложения (например, крупное дочернее предприятие холдинговой промышленной компании);

д) центр контроля и управления – это сфера или участок деятельности, несущие ответственность за конкретные виды работ и их результаты. Эти центры часто имеют лишь затраты, которые трудно соизмерять с контролируруемыми ими результатами.

В коммерческих организациях немаловажное значение имеет деление центров ответственности исходя из выполняемых ими задач и функций:

1) основные центры ответственности занимаются непосредственным производством продукции, выполнением работ и оказанием услуг для потребителей. Их затраты напрямую списываются на себестоимость продукции (работ, услуг). К таким центрам, например, можно отнести участки и цеха основного производства, отдел сбыта;

2) вспомогательные центры ответственности существуют для обслуживания основных ЦО. Затраты этих центров сначала распределяют по основным ЦО, а уже потом в составе

VII Международный конкурс студенческих научно-исследовательских работ по экономике

суммарных затрат основных центров включаются в себестоимость продукции, работ, услуг, оказываемых потребителям. К таким центрам можно отнести административно-хозяйственный отдел, отдел технического контроля, ремонтный цех, инструментальную мастерскую и т.д.

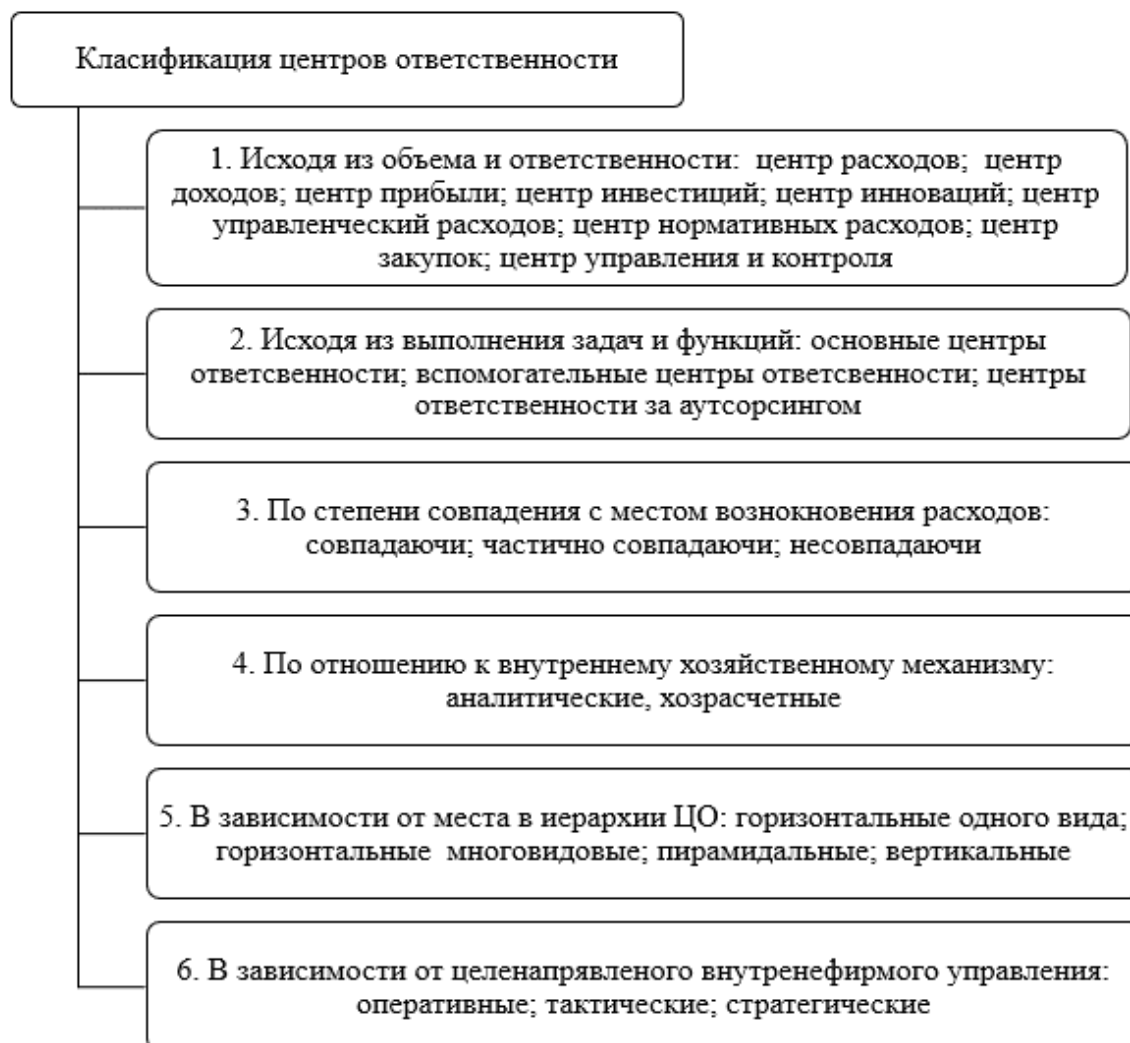


Рисунок 1. – Классификация ЦО

Источник: обобщено авторами

Центры ответственности по степени совпадения с местом возникновения затрат подразделяются на совпадающие и не совпадающие. Места возникновения затрат определяют как структурные единицы и подразделения (рабочие места, бригады, производства, участки, цеха, отделы и т.п.), в которых происходит первоначальное потребление производственных ресурсов и в рамках которых организуется планирование, нормирование и учет издержек производства в целях контроля и управления затратами, а также внутренний хозяйственный расчет [5, с. 227–230].

Рассматривая выделение ЦО в зависимости от места в иерархии центров ответственности, необходимо отметить, что при горизонтальной организационной структуре ЦО могут иметь место два варианта:

- а) одновидовые – все ЦО относятся к одному виду, например, к центрам затрат;
- б) многовидовые – на одном уровне могут существовать и центры затрат, и центры дохода, и центры прибыли.

При пірамідальній організаційній структурі ЦО – цеха, наприклад, являються центрами затрат, група цехов з замкнутим циклом виробництва уже представляє центр прибутку, а філіал, включаючий цеха і відділи – центр інвестицій.

По відношенню до внутрішньому господарському механізмові ЦО поділяються наступним образом:

1) аналітичні центри відповідальності економічно не обособлені, т.к. не пов'язані з системою внутрішнього господарського розрахунку, а тому вони забезпечують тільки лише аналітичний рахунок і деталізацію відповідальності за окремі затрати;

2) хозрасчетні центри, навпаки, забезпечують рахунок, контроль і несуть відповідальність за величину всіх затрат і їх зниження. По хозрасчетним ЦО, збігаючих з місцями виникнення затрат, обособленого аналітичного рахунку не ведуть, а користуються уже існуючою інформацією по місцям виникнення затрат.

В основі цілеполагання внутріфирменного управління лежить виділення цілей і об'єктів оперативного і стратегічного управління [6, с. 194–197]. В оперативних ЦО об'єктом являється заданий поточний процес, а метою – забезпечення випуску і реалізації продукції в заданих об'ємах і номенклатурі при умові оптимізації затрат. В стратегічних ЦО об'єктом уже являються стратегічні напрями розвитку підприємства, для чого потрібно визначити місце внутрішніх структур в формуванні і оптимальній реалізації стратегічних напрямів розвитку організації.

В висновок даної статті хотілось би відзначити, що при визначенні ЦО, раніше всього, необхідно приймати до уваги організаційно-технологічну структуру підприємства, потім виділяти її горизонтальний і вертикальний розрізи. Перший обмежується колом діяльності кожного особи, відповідального за центр; другий передбачає ієрархічну сходицю повноважень осіб, приймаючих управлінські рішення. Керівник центра повинен нести фінансову відповідальність за прийняття зобов'язань по виконанню завдань. При цьому кожен центр може виконувати найрізноманітніші функції (виробництва, маркетингу, технічних розробок, рахунку, контролю і т. п.). Це пов'язано з тим, що об'єктом центра виступає людина, агент, адміністратор, а не визначені взяті функції або засоби. Розгляд ЦО підприємства в горизонтальних і вертикальних розрізах дозволяє поєднати централізоване керівництво з максимально можливою ініціативою керівників структурних підрозділів підприємства в інтересах досягнення загальної мети.

Викладений в даній роботі підхід знайшов практичну апробацію при здійсненні консалтингових проектів на вищевказаних підприємствах.

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СИСТЕМА ОБРАЗОВАНИЯ КАК ФАКТОР ФОРМИРОВАНИЯ ЧЕЛОВЕЧЕСКОГО КАПИТАЛА В РЕСПУБЛИКЕ МОЛДОВА

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В современных условиях устойчивость социально-экономического развития государства всё в большей степени определяется качеством формируемого человеческого капитала. Экономическая наука рассматривает человеческий капитал как совокупность знаний, навыков, здоровья и поведенческих установок населения, которые в долгосрочной перспективе определяют производительность труда, инновационную активность и конкурентоспособность страны. В отличие от материальных ресурсов, человеческий капитал обладает способностью к накоплению, самовоспроизводству и повышению своей ценности в процессе образования и профессионального развития.

Формирование данного ресурса представляет собой непрерывный процесс, охватывающий всю образовательную траекторию человека — от раннего возраста до получения высшего образования. Именно образование создаёт ту среду, в которой происходит накопление знаний, развитие когнитивных способностей, формирование дисциплины, социальной ответственности и профессиональных ориентиров. В этой связи степень вовлечённости населения в образовательный процесс на различных уровнях системы образования приобретает выраженное экономическое значение.

Речь идёт о последовательных инвестициях общества в будущий трудовой потенциал страны, результативность которых определяется устойчивостью включения человека в образовательную среду на каждом этапе его развития. Чем более непрерывной является образовательная траектория, тем выше вероятность формирования качественных характеристик рабочей силы, способной адаптироваться к изменениям рынка труда, осваивать новые технологии и обеспечивать экономический рост.

Международные исследования в области экономики образования подтверждают, что инвестиции в образование на протяжении всей жизни обеспечивают одну из самых высоких норм отдачи по сравнению с другими направлениями государственных расходов. Повышение уровня образования населения связано с ростом занятости, увеличением доходов, снижением уровня бедности, уменьшением социальных рисков и укреплением социальной стабильности. Образование в данном контексте рассматривается не как социальная услуга, а как стратегический экономический ресурс.

Для Республики Молдова данная проблематика приобретает особую актуальность в условиях демографических изменений, сокращения численности населения трудоспособного возраста и интенсивных миграционных процессов. В этих условиях вопрос формирования качественного человеческого капитала становится не просто приоритетом социальной политики, а важнейшим направлением долгосрочной экономической стратегии государства.

Система образования в Молдове выступает тем механизмом, через который осуществляется воспроизводство трудового потенциала страны. Именно поэтому анализ вовлечённости населения в образовательный процесс позволяет оценить, насколько эффективно формируются предпосылки для будущего экономического развития.

Последовательность включения в образовательный процесс на разных уровнях — раннем, дошкольном, начальном, гимназическом, лицейском и высшем — формирует целостную образовательную траекторию, в рамках которой закладываются и развиваются компетенции, определяющие будущую экономическую активность человека. Каждый из этих этапов имеет собственное значение и выполняет специфическую функцию в процессе формирования человеческого капитала.

Особое значение в данной траектории принадлежит её начальным этапам — раннему и дошкольному образованию, поскольку именно здесь формируются базовые когнитивные, социальные и поведенческие навыки, предопределяющие успешность дальнейшего обучения и способность к усвоению знаний на последующих уровнях.

Динамика валового охвата населения учреждениями раннего (уровень 01) и дошкольного образования (уровень 02) в Республике Молдова за анализируемый период представлена в таблице 1.

Таблица 1. Динамика валового охвата населения ранним и дошкольным образованием в Республике Молдова за 2020–2024 гг., %

Год	Валовой охват детей в учреждениях раннего образования (уровень 01), %	Валовой охват детей в дошкольном образовании (уровень 02), %
2020	17,4	89,2
2021	24,2	94,4
2022	28,6	98,9
2023	33,0	104,9
2024	37,2	109,0

Источник: разработано автором на основе данных Национального бюро статистики Республики Молдова (BNS).

Анализ данных, представленных в таблице 1, позволяет выявить устойчивую положительную динамику вовлечённости населения в учреждения раннего и дошкольного образования в Республике Молдова.

Прежде всего обращает на себя внимание значительный рост валового охвата в учреждениях раннего образования (уровень 01). Если в 2020 году данный показатель составлял лишь 17,4%, то к 2024 году он достиг 37,2%. Таким образом, за анализируемый период охват увеличился более чем в два раза. Подобная динамика свидетельствует не только о расширении доступности услуг раннего образования, но и о существенном изменении общественного восприятия его значимости. Раннее включение детей в образовательную среду постепенно становится нормой, что отражает повышение информированности населения о роли раннего развития в формировании последующих образовательных и поведенческих результатов.

Не менее показательна динамика валового охвата дошкольным образованием (уровень 02). За период с 2020 по 2024 год показатель увеличился с 89,2% до 109,0%. Превышение отметки 100% указывает на то, что в образовательный процесс включаются не только дети нормативного возраста, но и дети старших или младших возрастных групп, что характеризует высокий уровень доверия к системе дошкольного образования и её фактическую доступность для населения.

Важно отметить, что рост показателей наблюдается последовательно из года в год, без резких колебаний, что свидетельствует о системном характере изменений. Такая динамика не может быть случайной и отражает результативность реализуемой государственной политики в сфере раннего и дошкольного образования, направленной на расширение инфраструктуры, повышение качества образовательных услуг и стимулирование участия семей в образовательном процессе с раннего возраста.

С экономической точки зрения полученные данные имеют особую значимость. Раннее и дошкольное образование рассматриваются в теории человеческого капитала как этапы, обеспечивающие наиболее высокую отдачу от образовательных инвестиций. Формирование базовых когнитивных навыков, развитие речи, социальных компетенций и дисциплины на этих уровнях создаёт основу для успешного обучения на последующих ступенях, снижает риски школьной неуспеваемости и в долгосрочной перспективе повышает качество рабочей силы.

Таким образом, представленные в таблице показатели свидетельствуют о формировании устойчивой образовательной основы, на которой в дальнейшем выстраивается вся образовательная траектория человека.

Более наглядное представление выявленных тенденций представлено на рисунке 1.



Рис. 1. Динамика валового охвата детей учреждениями раннего (уровень 01) и дошкольного образования (уровень 02) в Республике Молдова за 2020–2024 гг., %

Источник: разработано на основе данных таблицы 1.

Выявленная положительная динамика (рис. 1) валового охвата ранним и дошкольным образованием указывает на необходимость дальнейшего приоритетного развития данных уровней как наиболее результативных с точки зрения долгосрочных образовательных инвестиций. Целесообразно продолжить расширение доступности учреждений раннего развития, совершенствование их материально-технической базы и повышение качества педагогического сопровождения.

Особое внимание следует уделить информационной работе с семьями, формируя устойчивое понимание значимости раннего включения ребёнка в образовательную среду. Поддержка данных уровней образования способствует формированию прочной основы для всей последующей образовательной траектории и обеспечивает максимальную отдачу от вложений в человеческий капитал.

Сформированные на этапах раннего и дошкольного образования базовые когнитивные и социальные навыки получают своё дальнейшее развитие на уровне начального и гимназического образования. Именно эти ступени образовательной системы обеспечивают закрепление учебной дисциплины, формирование устойчивых образовательных привычек, развитие логического мышления и базовых академических компетенций, которые впоследствии становятся основой для успешного освоения более сложных образовательных программ.

Если раннее и дошкольное образование формируют стартовые условия для развития личности, то начальное и гимназическое звено обеспечивают институциональное закрепление

этого потенциала и перевод его в устойчивую образовательную траекторию. С экономической точки зрения данные уровни играют ключевую роль в предотвращении «выпадения» из системы образования, минимизации рисков низкой образовательной успеваемости и формировании дисциплинированной, обучаемой и социально адаптированной рабочей силы в будущем.

Именно поэтому анализ показателей валового охвата населения начальным и гимназическим образованием позволяет оценить, насколько эффективно система образования обеспечивает непрерывность образовательного пути и поддерживает сформированный на предыдущих этапах потенциал.

Динамика валового охвата населения начальным и гимназическим образованием в Республике Молдова представлена в таблице 2.

Таблица 2. Динамика валового охвата населения начальным и гимназическим образованием в Республике Молдова за 2020–2024 гг., %

Год	Валовой охват детей начальным образованием, %	Валовой охват детей гимназическим образованием, %
2020	106,5	104,3
2021	107,0	104,5
2022	106,7	105,2
2023	107,6	108,1
2024	110,0	110,1

Источник: разработано автором на основе данных Национального бюро статистики Республики Молдова (BNS).

Анализ данных, представленных в таблице 2, свидетельствует о высокой и устойчивой вовлечённости населения в начальное и гимназическое образование на протяжении всего рассматриваемого периода.

Прежде всего обращает на себя внимание тот факт, что показатели валового охвата на данных уровнях стабильно превышают 100 %. В 2020 году валовой охват начальным образованием составлял 106,5%, а к 2024 году достиг 110,0%. Аналогичная динамика наблюдается и в гимназическом звене: рост с 104,3% до 110,1% за тот же период. Подобные значения указывают на практически полную включённость детей соответствующих возрастных групп в образовательный процесс, а также на охват обучением детей старших или младших возрастов, что отражает гибкость и доступность образовательной системы.

Важно отметить, что в отличие от раннего и дошкольного образования, где наблюдается резкий рост показателей, на уровне начального и гимназического образования прослеживается стабильность и плавное увеличение значений. Это свидетельствует о сформированном механизме обязательности обучения и устойчивости организационной структуры данных уровней образования.

С экономической точки зрения данные уровни выполняют критически важную функцию. Именно здесь происходит систематизация знаний, формирование базовой образовательной культуры, развитие дисциплины и навыков учебной деятельности. Начальное и гимназическое образование являются тем этапом, на котором закладывается способность человека к последующему усвоению более сложных знаний и профессиональных компетенций.

Высокий и стабильный охват на этих ступенях образования свидетельствует о том, что система образования Республики Молдова эффективно предотвращает преждевременное выпадение из образовательного процесса, что в долгосрочной перспективе снижает риски социальной дезадаптации и повышает качество будущей рабочей силы.

Таким образом, представленные показатели подтверждают, что начальное и гимназическое образование обеспечивают непрерывность образовательной траектории и выступают важным звеном в формировании человеческого капитала.

Более наглядное представление выявленных тенденций представлено на рисунке 2.



Рис. 2. Динамика валового охвата детей начальным и гимназическим образованием в Республике Молдова за 2020–2024 гг., %

Источник: разработано на основе данных таблицы 2.

Стабильно высокий уровень вовлечённости в начальное и гимназическое образование свидетельствует об эффективности действующих механизмов обязательности обучения (рис. 2). В этой связи приоритетным направлением должно стать не столько расширение охвата, сколько повышение качества образовательного процесса, совершенствование учебных программ и развитие педагогических технологий.

Целесообразно усилить меры, направленные на предупреждение учебной неуспеваемости, развитие индивидуального сопровождения обучающихся и укрепление связи между школой и семьёй. Поддержание устойчивости на данных уровнях образования обеспечивает непрерывность образовательной траектории и снижает риски преждевременного выхода из системы обучения.

Сформированная на предыдущих этапах образовательная траектория получает своё дальнейшее развитие на уровне среднего образования II ступени и, особенно, на уровне высшего образования. В отличие от начального и гимназического звена, где включённость в образовательный процесс во многом обусловлена обязательностью обучения, на данных ступенях всё большую роль начинает играть осознанный образовательный выбор самого человека и его семьи.

Именно на этих уровнях становится очевидным, насколько эффективно предыдущие этапы образования обеспечили готовность к продолжению обучения, сформировали мотивацию к получению более высокого уровня образования и закрепили образовательные установки. С экономической точки зрения данные уровни являются тем этапом, на котором формирование человеческого капитала приобретает выраженную профессиональную направленность и начинает напрямую влиять на будущую структуру занятости и квалификацию рабочей силы.

Динамика валового охвата населения средним образованием II ступени (уровень 3) и высшим (терциарным) образованием в Республике Молдова представлена в таблице 3.

Таблица 3. Динамика валового охвата населения средним образованием II ступени и высшим образованием в Республике Молдова за 2020–2024 гг., %

Год	Валовой охват в среднем образовании II ступени (уровень 3), %	Валовой охват в высшем (терциарном) образовании, %
2020	81,8	61,3
2021	84,6	68,1
2022	84,4	71,2
2023	83,5	74,7
2024	83,5	79,7

Источник: разработано автором на основе данных Национального бюро статистики Республики Молдова (BNS).

Анализ представленных данных позволяет выявить различную динамику на двух рассматриваемых уровнях образования.

Показатели валового охвата средним образованием II ступени на протяжении всего периода остаются относительно стабильными: от 81,8 % в 2020 году до 83,5 % в 2024 году. Отсутствие резких колебаний свидетельствует о сформированной структуре данного уровня образования и устойчивости образовательной траектории на этапе завершения общего среднего образования.

В то же время совершенно иная динамика наблюдается на уровне высшего образования. Валовой охват терциарным образованием увеличился с 61,3 % в 2020 году до 79,7 % в 2024 году. Прирост в 18,4 процентных пункта за анализируемый период является крайне значительным и отражает рост образовательных устремлений населения, расширение доступности высшего образования и повышение его роли в социально-экономической мобильности.

С экономической точки зрения данный рост имеет особую значимость. Высшее образование формирует квалифицированную рабочую силу, способную к освоению сложных технологий, инновационной деятельности и управленческим функциям. Увеличение вовлечённости населения в терциарное образование свидетельствует о накоплении качественного человеческого капитала, который в долгосрочной перспективе становится основой экономического развития страны.

Таким образом, представленные показатели демонстрируют завершённость образовательной траектории — от раннего включения в образовательную среду до получения высшего образования — и подтверждают её значимую роль в формировании человеческого капитала Республики Молдова.

Более наглядное представление выявленных тенденций представлено на рисунке 3.

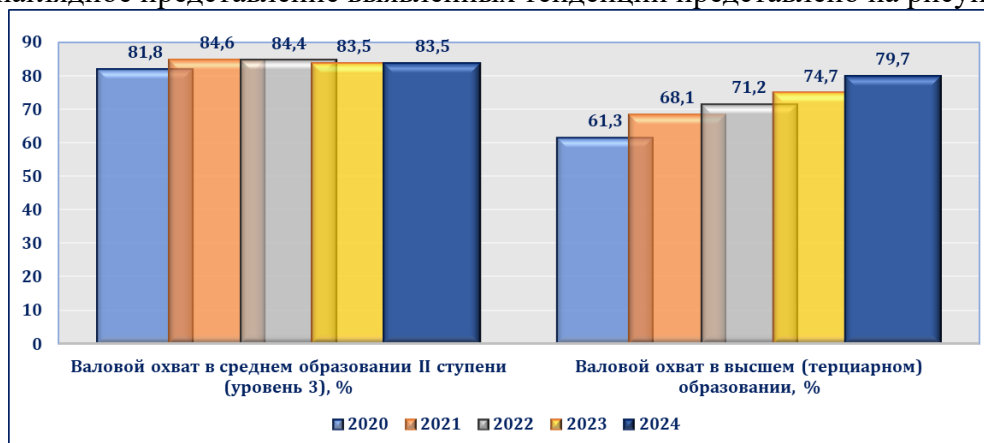


Рис. 3. Динамика валового охвата средним образованием II ступени и высшим образованием в Республике Молдова за 2020–2024 гг., %

Источник: разработано на основе данных таблицы 3.

Рост вовлечённости в высшее образование на фоне стабильности среднего образования II ступени подчёркивает необходимость дальнейшего развития механизмов профориентации и сопровождения обучающихся на этапе выбора дальнейшего образовательного пути (рис. 2). Важно обеспечить согласованность между содержанием образовательных программ и потребностями рынка труда.

Целесообразно развивать условия, стимулирующие продолжение обучения после завершения общего среднего образования, расширять доступ к высшему образованию и укреплять его практико-ориентированную направленность. Данные меры способствуют формированию квалифицированной рабочей силы и укреплению экономического потенциала страны.

Проведённый анализ динамики валового охвата населения на различных уровнях образования позволяет рассматривать систему образования Республики Молдова как непрерывный механизм формирования человеческого капитала.

Выявленные тенденции показывают, что вовлечённость в образовательный процесс носит последовательный характер и охватывает все этапы образовательной траектории — от раннего возраста до получения высшего образования. Такая непрерывность свидетельствует о системности образовательной политики и её долгосрочной ориентации на формирование качественного трудового потенциала страны.

Особенно показательно, что наиболее интенсивная положительная динамика наблюдается на начальных и завершающих этапах образовательного пути — в раннем образовании и в высшей школе. Данный факт указывает на усиление внимания как к стартовым условиям развития личности, так и к профессиональной подготовке, что в совокупности формирует основу для устойчивого воспроизводства человеческого капитала.

Таким образом, представленные показатели позволяют оценивать вовлечённость населения в образование не только как социальный, но и как экономический процесс, напрямую связанный с перспективами социально-экономического развития Республики Молдова.

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УПРАВЛЕНИЕ РИСКАМИ В АГРОХОЛДИНГЕ: ОТ ПОГОДНЫХ УСЛОВИЙ К КОЛЕБАНИЯМ МИРОВЫХ ЦЕН

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Агробизнес представляет собой одну из наиболее рискованных отраслей экономики, поскольку его успех зависит от непредсказуемых природных явлений и колебаний цен на мировых рынках. Производственный цикл в растениеводстве и животноводстве характеризуется значительной продолжительностью, что увеличивает вероятность финансовых потерь. Особенностью современных агрохолдингов является их интеграция в глобальные цепочки создания стоимости, что делает их более уязвимыми к внешнеэкономическим и политическим потрясениям. В этих условиях грамотное управление рисками является ключевым элементом для успешного функционирования и долгосрочного планирования в агробизнесе.

Классификация рисков в агробизнесе может быть проведена по нескольким ключевым направлениям. Производственные риски включают метеорологические факторы (засухи, заморозки, град, суховеи), биологические угрозы (болезни растений и животных,

распространение вредителей, эпифитотии и эпизоотии), а также природные катастрофы (пожары, наводнения, эрозия почв). Особенностью производственных рисков является их локальный характер и высокая вероятность кумулятивного воздействия, когда несколько неблагоприятных факторов действуют одновременно. Например, засуха может усугубляться распространением вредителей, что приводит к значительным потерям урожая.

Ценовые риски возникают из-за значительной волатильности мировых цен на сельскохозяйственную продукцию. К основным проявлениям этих рисков относятся: резкие изменения стоимости зерновых, масличных культур и продукции животноводства; дисбаланс в ценах между конечной сельхозпродукцией и затратами на материально-техническое обеспечение; сезонные колебания цен; а также изменения условий, прописанных в экспортных контрактах. На ценовую динамику влияет целый комплекс факторов, начиная от погодных условий в странах, где производится продукция, и заканчивая изменениями валютных курсов и торговой политики государств. Важно подчеркнуть, что ценовые риски имеют системный характер, и для отдельного хозяйствующего субъекта возможности их индивидуального контроля или влияния весьма ограничены.

Финансовая уязвимость агропромышленного комплекса формируется из особенности привлечения в него капитала. Значительные капиталовложения, присущие этой отрасли, обуславливают ее сильную зависимость от заемного финансирования, что порождает процентные риски и риски ликвидности. Валютные риски связаны с осуществлением экспортно-импортных операций и чувствительностью к колебаниям обменных курсов. Кредитные риски проявляются в возможностях неплатежей со стороны контрагентов. Важно понимать, что финансовые риски в агробизнесе не являются постоянными, а меняются в зависимости от времени года и циклов производства.

Активное государственное регулирование аграрного сектора порождает регуляторные риски, которые могут проявляться в различных формах: от изменений в налоговом законодательстве и введения экспортных ограничений и пошлин до ужесточения экологических и фитосанитарных требований и изменения правил субсидирования. К политическим рискам относятся изменения в государственной аграрной политике, международные санкции и ограничения. Главная проблема регуляторных рисков в том, что они непредсказуемы, но оказывают значительное влияние на бизнес-модели агрохолдингов.

Основная производственная деятельность подвержена операционным рискам, которые могут возникнуть из-за нарушений технологических процессов, сбоев в поставках материальных ресурсов, кадровых рисков, а также рисков обеспечения надлежащего качества и безопасности производимой продукции. Технологические риски, в свою очередь, включают в себя вероятность отказа специализированного оборудования и техники и неэффективность применяемых технологий. Логистика, в частности транспортировка и хранение сельскохозяйственной продукции, также является источником рисков. Главная особенность операционных рисков заключается в их постоянном присутствии и прямом воздействии на эффективность производственных процессов.

Каждая категория рисков требует разработки специфических методов управления и минимизации возможных негативных последствий. Комплексный подход к управлению рисками предполагает их систематическую идентификацию, оценку вероятности наступления и потенциального ущерба, разработку и реализацию мер по снижению воздействия, а также регулярный мониторинг эффективности применяемых инструментов.

Современная система управления рисками в агрохолдингах базируется на применении четырех ключевых методов: страхования, хеджирования, диверсификации и государственной поддержки. Каждый из этих методов решает конкретные задачи риск-менеджмента, а их комплексное использование позволяет создать эффективную систему защиты от различных категорий рисков.

Для снижения производственных рисков страхование выступает как основополагающий механизм. Особую ценность представляет сельскохозяйственное страхование, поддерживаемое государством, которое обеспечивает защиту от утраты урожая,

вызванной неблагоприятными природными факторами, включая засуху, заморозки и град. Современные страховые решения также охватывают риски ухудшения качества продукции и потери ее товарной ценности. Помимо урожая, страховая защита распространяется на материальные активы агрохолдингов, такие как элеваторы, сельскохозяйственная техника, складские помещения и перерабатывающие предприятия. Развитие рынка страхования гражданской ответственности позволяет минимизировать потенциальный ущерб третьим лицам, возникающий в процессе ведения сельского хозяйства.

Ключевой способ обезопасить себя от ценовых колебаний – хеджирование через биржевые инструменты. С помощью фьючерсов можно заранее зафиксировать цену будущих поставок, что гарантирует предсказуемость финансовых поступлений и защищает от неблагоприятных рыночных движений. Опционы же предоставляют более гибкие возможности: они ограничивают потенциальные убытки, но при этом сохраняют возможность получить прибыль, если цены пойдут в нужном направлении. Для эффективного использования этих инструментов в рамках холдинга требуется создание специализированных казначейских подразделений, обладающих необходимой экспертизой в биржевой торговле и управлении рыночными рисками. Кроме того, успешное хеджирование включает в себя отслеживание базисного риска и грамотное управление маржинальными требованиями.

Стратегическое управление рисками в агрохолдингах опирается на диверсификацию, которая проявляется в трех ключевых аспектах. Первый аспект – производственная диверсификация, заключающаяся в формировании разнообразного портфеля сельскохозяйственных культур. Благодаря наличию растений с различными фенологическими циклами, риски распределяются более равномерно по времени, а зависимость от неблагоприятных погодных условий значительно снижается. Второй аспект – географическая диверсификация. Этот подход предполагает распределение земельных активов по различным почвенно-климатическим зонам. Такая стратегия позволяет минимизировать корреляцию производственных рисков, то есть снизить вероятность одновременного возникновения проблем на всех участках. Третий аспект – экономическая диверсификация. Она достигается путем создания собственных перерабатывающих производств. Это дает агрохолдингам возможность контролировать больше этапов в цепочке создания стоимости, уменьшая свою зависимость от колебаний цен на сырьевые рынки и повышая общую маржинальность бизнеса.

Государственная поддержка составляет основу системы минимизации рисков в агробизнесе, реализуясь через несколько ключевых механизмов. Финансовые меры поддержки включают прямое субсидирование страховых премий, что значительно повышает доступность страхования для сельхозтоваропроизводителей. Программы льготного кредитования смягчают финансовые риски через предоставление займов по ставкам ниже рыночных, а государственные товарные интервенции стабилизируют рынок в периоды ценовой волатильности. Институциональная поддержка проявляется в функционировании системы агромониторинга и прогнозирования урожаев, развитии сельскохозяйственного консультирования и создании нормативно-правовой базы, регламентирующей использование современных инструментов риск-менеджмента. Инфраструктурные меры включают развитие мелиоративных систем, объектов хранения сельскохозяйственной продукции и логистической инфраструктуры, что создает основу для долгосрочного снижения операционных рисков.

Эффективное функционирование агрохолдинга в условиях текущей рыночной экономики требует отлаженной системы управления рисками. Эта система должна объединять страховые продукты, биржевые инструменты для хеджирования, стратегическое распределение активов и государственную помощь. Главное условие ее действенности – комплексный подход, где различные инструменты не просто складываются, а создают синергетический эффект, дополняя друг друга. Дальнейшее совершенствование риск-менеджмента в агросекторе должно сосредоточиться на внедрении цифровых технологий для мониторинга, повышении точности прогнозов и адаптации лучших мировых практик к специфике национального сельского хозяйства.

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**АНАЛИЗ ЭФФЕКТИВНОСТИ ОРГАНИЗАЦИОННОЙ СТРУКТУРЫ УПРАВЛЕНИЯ
В СЕЛЬСКОХОЗЯЙСТВЕННОМ ПРЕДПРИЯТИИ НА ПРИМЕРЕ КСУП
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В статье проведён анализ организационной структуры управления КСУП «Комсомольск», отнесённой к линейно-функциональному типу. Исследование основано на данных годовой отчётности предприятия, анализе должностных инструкций и затраты рабочего времени управленческого персонала. Выявлены системные проблемы структуры, проявляющиеся в дисбалансе полномочий и ответственности, дублировании функций, перегруженности высшего звена оперативными задачами и низкой эффективности управления затратами. Предложены направления совершенствования организационной структуры, включая уточнение должностных обязанностей, внедрение кросс-функциональных групп и усиление экономического блока. Результаты работы позволяют выявить ключевые проблемы системы управления и предлагают практические меры по её оптимизации для повышения экономической эффективности сельскохозяйственного предприятия.

Организационная структура управления (ОСУ) является основой всей системы менеджмента предприятия. Её оптимальность определяет скорость принятия решений, чёткость распределения ответственности, качество координации между подразделениями и, в конечном счёте, экономический результат. Для сельскохозяйственных предприятий, функционирующих в условиях рисков и высокой конкуренции, эффективная ОСУ становится критически важным фактором устойчивого развития [1].

В современных рыночных условиях анализ эффективности организационной структуры имеет ключевое значение для адаптации агробизнеса к изменениям рынка. Несоответствие структуры управления стратегическим целям и текущим задачам предприятия приводит к принятию несвоевременных решений, росту управленческих издержек и, как следствие, к снижению конкурентоспособности.

Актуальность данного исследования подтверждается ситуацией, сложившейся в КСУП «Комсомольск», где наблюдается устойчивый диссонанс между высокими производственными показателями и низкой финансовой отдачей. Это свидетельствует о глубоких системных проблемах в управлении, требующих детального изучения и решения.

Организационная структура управления – это совокупность специализированных функциональных подразделений, взаимосвязанных в процессе обоснования, выработки, принятия и реализации управленческих решений. В практике агропромышленных предприятий Республики Беларусь наибольшее распространение получила линейно-функциональная структура. Данный тип структуры предполагает, что линейные руководители (например, заведующие участком, управляющие фермами, бригадиры) несут ответственность за основную производственную деятельность на вверенном им участке. Функциональные специалисты (главный агроном, главный зоотехник, главный экономист, главный инженер), в свою очередь, готовят для линейных руководителей решения и проекты по своим направлениям, осуществляют методическое руководство и контроль [2].

Теоретически, такое разделение труда позволяет сочетать преимущества единоначалия, обеспечиваемого линейными руководителями, с глубокой квалифицированной проработкой управленческих решений функциональными специалистами. Однако на практике данная структура часто порождает ряд проблем: размывание ответственности за конечный результат, чрезмерную централизацию оперативного управления, перегрузку высшего руководства и возникновение противоречий между линейными и функциональными службами.

Согласно данным отчётности и организационным документам, организационная структура управления КСУП «Комсомольск» характеризуется как линейно-функциональная. Во главе предприятия стоит директор, которому непосредственно подчиняются заместители и главные специалисты. Основные производственные подразделения – это животноводческий и растениеводческий комплексы, возглавляемые главным зоотехником и главным агрономом соответственно, а также вспомогательные и обслуживающие службы.

Однако комплексный анализ хозяйственной деятельности предприятия выявляет системные проблемы, ставящие под сомнение эффективность действующей структуры в конкретных условиях КСУП «Комсомольск». Ключевой из них является устойчивый дисбаланс между операционными успехами и финансовыми результатами. Несмотря на значительный рост продуктивности в животноводстве (среднегодовой удой молока от одной коровы вырос на 19,2% и достиг 2658 кг, прирост живой массы КРС составил 21,7%), отрасль остаётся низкорентабельной (0,6% по молоку), а растениеводство – убыточным. Это наглядно свидетельствует о разрыве между управлением производственными процессами и управлением экономикой предприятия.

Данный разрыв проявляется при анализе структуры затрат рабочего времени специалистов, которая является объективным индикатором распределения функций и приоритетов в системе управления. Сравнительный анализ использования рабочего времени главного агронома КСУП «Комсомольск» и его коллеги в передовом хозяйстве-аналоге представлен в таблице 1.

Анализ данных таблицы 1 позволяет выявить ключевые дисфункции структуры:

1. Перегруженность оперативными задачами. Главный агроном в КСУП «Комсомольск» значительную часть времени (289 мин.) тратит на решение текущих вопросов (оперативное управление, расстановка кадров, выдача нарядов). Это свидетельствует о недостаточной самостоятельности низовых линейных звеньев (бригадиров) и необходимости постоянного вмешательства функциональных руководителей в их работу, что дублирует функции и замедляет принятие решений.

2. Дефицит стратегических и аналитических функций. Крайне мало времени уделяется внедрению инноваций (16 мин. против 77 мин.) и экономическому анализу производства (14 мин. против 31 мин.). Это указывает на то, что существующая структура не ориентирует специалистов на стратегические цели развития и повышения эффективности, замыкая их на текущем производственном процессе.

3. Нерациональные потери времени. Высокие затраты на переезды и переходы (+79 мин.) являются следствием как географической разбросанности подразделений, так и неэффективной организации коммуникаций, документооборота и несбалансированности прав и ответственности.

Таблица 1 – Сравнительный анализ структуры затрат рабочего времени главного агронома, мин. в день

Содержание труда	КСУП «Комсомольск»	Передовое хозяйство	Отклонение
Оперативное управление производством	176	145	31
Расстановка рабочих и техники, выдача нарядов	113	72	51
Технологические руководством производством	376	494	-118
Контроль за выполнением технологии и качеством работ	200	270	-70
Внедрение достижений науки и передового опыта	16	77	-61
Экономический анализ производства	14	31	-17
Рабочие переезды и переходы	148	69	79

Данные подтверждают, что действующая линейно-функциональная структура в КСУП «Комсомольск» малоплостична и не обеспечивает эффективной интеграции управленческих функций. Это приводит к фрагментации ответственности за конечный финансовый результат. Функциональные службы (агрономическая, зоотехническая) не несут достаточной ответственности за экономические показатели своих направлений, что и порождает парадокс роста продуктивности при стагнации или ухудшении рентабельности [1].

На основе выявленных проблем предлагаются пути совершенствования организационной структуры управления КСУП «Комсомольск», направленный на повышение её гибкости, оперативности и ориентации на экономический результат.

1. Чёткое разграничение функций и полномочий. Необходимо провести детальную ревизию и актуализацию должностных инструкций всех управленцев. Цель – исключить дублирование функций между линейными и функциональными руководителями. В частности, делегировать часть оперативных полномочий главного агронома и главного зоотехника (расстановка кадров, выдача нарядов) на уровень бригадиров и управляющих фермами, оставив за функциональными специалистами методическое руководство, контроль и стратегическое планирование.

2. Внедрение элементов проектного управления. Для решения комплексных и межфункциональных задач предлагается создавать временные рабочие группы. В состав таких групп должны входить представители всех заинтересованных служб: агрономической, зоотехнической, экономической, инженерной. Это позволит объединить компетенции и обеспечить комплексный подход к решению проблем.

3. Усиление экономической службы и интеграция её в производственные процессы. Экономистам необходимо не только фиксировать затраты постфактум, но и активно участвовать в планировании технологических операций, нормировании расходов и экономическом обосновании управленческих решений, принимаемых главными

специалистами. Это позволит закладывать принцип экономической целесообразности на стадии планирования.

4. Оптимизация системы документооборота и коммуникаций. Внедрение современных средств связи и программного обеспечения для управления производством позволит сократить непроизводительные затраты времени на переезды и согласование документов. Часть совещаний может проводиться в дистанционном формате.

Реализация предложенных мероприятий не потребует кардинальной ломки существующей структуры, но позволит значительно повысить её эффективность за счёт лучшей координации, чёткого распределения ответственности и усиления экономической составляющей в управлении производством [3].

Однако успешность предлагаемых изменений напрямую зависит от создания ряда организационных условий. Ключевым из них является полная поддержка инициативы со стороны высшего руководства предприятия, которое должно выступить не только контролером, но и активным проводником изменений. Важным этапом является проведение разъяснительной работы со всем управленческим персоналом и коллективом с целью донесения целей и преимуществ реорганизации, что позволит минимизировать сопротивление. Кроме того, процесс изменений должен быть обеспечен соответствующими ресурсами, в первую очередь – разработкой новой регламентирующей документации (обновленных должностных инструкций, положений о подразделениях и проектных группах) и при необходимости – организацией обучения сотрудников новым принципам работы. Только комплексный подход, учитывающий как структурные, так и кадровые аспекты, гарантирует достижение поставленных целей по повышению эффективности управления.

Таким образом, проведённый анализ позволяет диагностировать, что организационная структура управления КСУП «Комсомольск», формально являясь линейно-функциональной, работает не в полную силу и имеет системные недостатки. Её ключевые недостатки – это размывание ответственности за экономический результат, перекося в сторону оперативного управления в ущерб стратегическому и технологическому развитию, а также неэффективное распределение полномочий между линейными и функциональными руководителями.

Выявленные дисфункции структуры – одна из системных причин низкой экономической эффективности предприятия, несмотря на отдельные успехи в наращивании производственных мощностей. Предложенные направления совершенствования – уточнение функций, внедрение проектного подхода и усиление экономического анализа – являются практическими шагами по реорганизации системы управления. Их реализация в КСУП «Комсомольск» будет способствовать преодолению разрыва между производственными и финансовыми показателями, повысит гибкость управления и в конечном итоге – рентабельность хозяйства.

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**СОВЕРШЕНСТВОВАНИЕ УПРАВЛЕНИЯ КАЧЕСТВОМ
ПРОДУКЦИИ И ЭФФЕКТИВНОСТЬЮ ТРУДА В МОЛОЧНОМ
СКОТОВОДСТВЕ НА ПРИМЕРЕ КСУП «КОМСОМОЛЬСК»**

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В статье исследуются проблемы управления качеством продукции и труда в отрасли молочного скотоводства на примере КСУП «Комсомольск». Проанализированы ключевые показатели продуктивности, себестоимости и рентабельности. Предложен комплекс мероприятий, направленный на повышение качества молочной продукции путем совершенствования системы мотивации труда, управления затратами и операционного контроля. Обоснована экономическая эффективность предлагаемых мер.

Повышение качества продукции животноводства является одним из решающих условий её конкурентоспособности на современном рынке. Для сельскохозяйственных предприятий Республики Беларусь это направление деятельности особенно актуально в рамках реализации Государственной программы развития агробизнеса на 2021-2025 годы, ориентированной на переход к инновационной модели хозяйствования. Однако, как показывает практика, наличие ресурсного потенциала не всегда гарантирует высокие финансовые результаты, что свидетельствует о недостатках в системе управления [3].

Ярким примером такого диссонанса является ситуация в КСУП «Комсомольск». Специализация хозяйства – молочно-мясное скотоводство, где на долю молока в структуре товарной продукции в 2024 году приходилось 73,3%. Предприятие обладает значительным потенциалом: поголовье дойного стада составляет 1003 головы, имеется современная материально-техническая база. Наблюдается и положительная динамика продуктивности: среднегодовой удой молока от коровы вырос на 19,2% и достиг 2658 кг.

Несмотря на рост производственных показателей, экономическая эффективность отрасли остаётся крайне низкой. Рентабельность реализации молока в 2024 году составила лишь 0,6%, а себестоимость 1 центнера продолжала расти, увеличившись на 3,9% по сравнению с 2023 годом. Это свидетельствует о системных проблемах в управлении, в частности, в подходах к контролю качества продукции и организации труда.

Основные экономические показатели отрасли животноводства, такие как себестоимость, рентабельность, среднегодовой удой и среднереализационная цена, играют ключевую роль в структуре организации, поскольку они отражают результативность производственно-экономической деятельности, позволяют оценивать эффективность использования ресурсов, определять направления оптимизации затрат, планировать объемы производства, прогнозировать финансовые результаты и принимать обоснованные управленческие решения, направленные на повышение прибыльности и конкурентоспособности предприятия [2].

Основные экономические показатели животноводства представлены в таблице 1.

Таблица 1 – Основные показатели эффективности производства продукции животноводства в КСУП «Комсомольск»

Показатель	2023 г.	2024 г.	2024 г. в % к 2023 г.
Среднегодовой удой молока от 1 коровы, кг	2229	2658	119,2
Себестоимость 1 т молока, руб.	1207	1254	103,9
Среднереализационная цена 1 т молока, руб.	1274,2	1353,3	106,2
Рентабельность реализации молока, %	-9,7	0,6	-

Анализ данных таблицы 1 подтверждает выявленное противоречие: рост продуктивности и цен не трансформируется в адекватный рост прибыльности. Ключевой проблемой является опережающий рост себестоимости, что указывает на неэффективное управление затратами, в первую очередь, кормовыми ресурсами, и отсутствие действенной системы мотивации персонала к экономии и качеству [2].

Для оптимального решения выявленных проблем предлагается комплекс взаимосвязанных мероприятий, нацеленных на совершенствование управления качеством продукции и труда.

1. Внедрение системы управления затратами на основе нормирования. Суть мероприятия заключается в разработке и внедрении детальных нормативов расходов кормов, ветпрепаратов и энергоресурсов на единицу продукции. Это позволит осуществлять оперативный контроль и предупреждать перерасход, напрямую влияя на снижение себестоимости и стабильность качества молока.

2. Разработка и внедрение мотивационной системы на основе KPI (Ключевых Показателей Эффективности).

Действующая система оплаты труда, завязанная исключительно на валовый надой, поощряет экстенсивный путь развития. Она не стимулирует операторов машинного доения и зоотехников к работе над качеством молока и экономией ресурсов. Потому предлагается пересмотреть действующую систему оплаты труда, дополнив её премиальными компонентами, зависящими не только от валового надоя, но и от таких показателей, как себестоимость произведённой продукции, содержание жира и белка в молоке, сохранность поголовья. Это создаст прямую материальную заинтересованность работников в повышении качества и экономии ресурсов [1].

3. Внедрение цифровых технологий оперативного контроля качества.

Отсутствие систем оперативного контроля качества молока приводит к тому, что данные о его составе и санитарном состоянии становятся известны постфактум, после лабораторных анализов. Это не позволяет быстро реагировать на ухудшение ситуации и минимизировать потери. Данный путь совершенствования заключается в оснащении ферм современными датчиками контроля качества молока (например, анализаторы состава молока на потоке) и внедрении программного модуля для ежесменного учёта продуктивности и расходов. Это позволит в реальном времени отслеживать ключевые показатели (жирность, белок, соматические клетки) и оперативно выявлять отклонения. Внедрение цифровых технологий поспособствует повышению выхода молочных компонентов, сокращению потерь от низкосортной продукции, созданию автоматизированной базы данных для принятия управленческих решений.

4. Оптимизация системы кормления на основе точного расчёта рационов.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Предлагается провести детальный анализ питательности собственной кормовой базы (сенаж, силос, концентраты) и разработать сбалансированные рационы для разных физиологических групп животных с использованием специализированного программного обеспечения. Реализация данного направления позволит снизить стоимость кормов и увеличить продуктивность за счёт повышения конверсии кормов.

5. Внедрение регулярного обучения и повышения квалификации персонала. Технологии в молочном скотоводстве постоянно развиваются, и эффективность управления напрямую зависит от компетенций исполнителей. Предлагается внедрить программу регулярных обучающих программ для операторов машинного доения, скотников и специалистов ферм. Темы должны охватывать современные подходы к доению (техника, гигиена), основы кормления и содержания животных для повышения качества молока, а также экономическую грамотность – понимание сотрудниками, как их действия влияют на себестоимость и прибыль предприятия. Это повысит ответственность и вовлечённость персонала.

6. Совершенствование условий содержания животных. Качество молока и продуктивное здоровье коров напрямую зависят от условий их содержания. В рамках данного направления предлагается разработать и внедрить программно-целевой подход к управлению микроклиматом в коровниках (вентиляция, температура, влажность), состоянием подстилки, организацией зон отдыха и выгула. Снижение стрессовой нагрузки на животных положительно скажется не только на надоях, но и на таких ключевых показателях качества, как содержание соматических клеток и бактериальная обсеменённость молока, что в конечном итоге повысит его сортность и цену реализации.

Для оценки потенциальной эффективности предложенных мероприятий был проведён расчёт ожидаемого экономического эффекта, основанный на модели снижения себестоимости производства молока. В качестве базового консервативного варианта было принято уменьшение затрат на производство 1 центнера молока на 5%, что позволяет наглядно продемонстрировать финансовые последствия оптимизации. Результаты расчёта, включая влияние на ключевые финансовые показатели, приведены в таблице 2.

Таблица 2 – Расчёт ожидаемого экономического эффекта от предложенных мероприятий

Показатель	2024 г. (факт)	Прогноз после мероприятий	Отклонение (+/-)
Валовой надой, т	2634	2634	-
Себестоимость 1 т молока, руб.	1254	1191	-63
Полная себестоимость валового надоя, тыс. руб.	33030	31371	-1659
Выручка от реализации	35638	35638	-
Экономический эффект (снижение затрат), тыс. руб.	-	-	+1659

Как показывают расчёты, даже снижение себестоимости на 5% позволит получить значительный годовой экономический эффект. Методика расчёта основана на сравнении фактических и прогнозируемых затрат: экономия с одной тонны (63 руб.) была умножена на весь валовой надой молока (2634 т). Величина в 5% является общепринятой в планово-экономической практике для оценки эффекта от организационно-управленческих мероприятий. Годовой экономический эффект, выраженный в снижении себестоимости, составляет 1659 тыс. руб. Он рассчитан для всего объёма валового производства и представляет собой потенциал повышения прибыли и рентабельности предприятия. При этом

наши управленческие предложения не требуют закупки новых коров или постройки новых ферм. Цель заключается в том, чтобы лучше использовать то, что есть [3].

Следует отметить, что представленный расчёт отражает лишь прямой экономический эффект от снижения себестоимости. Косвенный эффект от предложенных мероприятий может оказаться ещё значительнее. Повышение качества молока (жир, белок) позволит реализовывать его по более высоким закупочным ценам, так как перерабатывающие предприятия устанавливают надбавки за высокие качественные показатели. Снижение содержания соматических клеток напрямую увеличит выход готовой продукции (сыра, масла) и также положительно скажется на выручке. То есть совокупный финансовый результат от внедрения комплекса мер может существенно превысить прогнозируемые 1659 тыс. руб. ежегодно.

Реализация разработанного комплекса мер требует системного подхода и последовательных действий. Для успешного внедрения предлагается следующий механизм и поэтапный план работ:

1. Подготовительный этап. Создание рабочей группы из числа руководства предприятия и ключевых специалистов, разработка и утверждение детального плана, назначение ответственных лиц за каждое направление, проведение технико-экономического обоснования и подготовка сметы затрат на закупку необходимого оборудования.

2. Этап внедрения. Для внедрения системы нормирования затрат необходимо разработать технологические карты и нормативы расхода по всем статьям, интегрировать системы нормирования в бухгалтерский и управленческий учет. Для введения новых цифровых технологий требуется закупить и установить соответствующее оборудование, а также обучить персонал работе с новым программным обеспечением. Для оптимизации кормления и условий содержания следует провести лабораторный анализ кормов, разработать новые рационы и реализовать мероприятия по улучшению микроклимата.

3. Этап оценки и контроля. Мониторинг ключевых показателей в режиме реального времени, проведение ежемесячного анализа отклонений фактических результатов от плановых, корректировка нормативов и системы мотивации.

Ключевым фактором успеха является вовлеченность высшего руководства предприятия и постоянный контроль за исполнением намеченного плана. Финансирование путей совершенствования может быть осуществлено за счет собственных средств предприятия, так и за счет привлечения государственных субсидий в рамках поддержки АПК.

Таким образом, повышение эффективности управления в молочном скотоводстве требует комплексного подхода, ориентированного на качество. Предложенные мероприятия по нормированию затрат, внедрению КРІ в систему мотивации, внедрению цифровых технологий контроля качества молока, оптимизации системы кормления, введению регулярного обучения персонала и совершенствованию условий содержания животных позволяют воздействовать на ключевые факторы себестоимости и качества продукции. Их реализация в КСУП «Комсомольск» будет способствовать не только повышению качества и рентабельности отрасли, но и укреплению конкурентоспособности предприятия на рынке молочной продукции, что соответствует стратегическим целям развития агропромышленного комплекса Республики Беларусь.

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МЕТОДЫ АНАЛИЗА ЭКОНОМИЧЕСКОГО ПОТЕНЦИАЛА ПРЕДПРИЯТИЯ

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В условиях современной экономики, развивающейся быстрыми темпами, каждое предприятие сталкивается с необходимостью эффективного использования собственных ресурсов, а также постоянного совершенствования. Поэтому анализ экономического потенциала предприятия необходим для каждой организации.

Экономический потенциал предприятия – финансовые и материальные ресурсы предприятия, которые включаются в себя капитал, инвестиции, доходы, оборудование, здания, сырье и т.д. Оценка этого потенциала необходима для изучения таких аспектов, как анализ финансово-экономических показателей, оценка позиции предприятия на рынке, анализ конкурентов и конкурентоспособности предприятия, анализ спроса и предложения и т.д.

Важно отметить, что анализ экономического потенциала предприятия позволяет определить уровень эффективности использования имеющихся ресурсов, а также предложить возможные пути улучшения процесса производства.

Понятие экономического потенциала предприятия раскрывается по-разному:

- совокупность собственно-производственного потенциала предприятия и потенциала его управления;

- максимально возможный объем производства материальных благ и услуг в условиях, обеспечивающих наиболее полное использование по времени и продуктивности определенного количества имеющихся в наличии экономических ресурсов [1].

Экономический потенциал предприятия позволяет определить возможности, выявить резервы роста, оценить текущее состояние и сформировать будущие модели развития организации. Структура экономического потенциала представлена на Рис. 1.

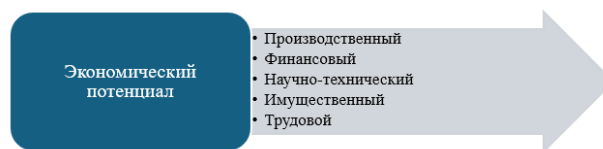


Рисунок 1 – Структура экономического потенциала предприятия [2]

Так как экономический потенциал раскрывается в разных частях, на него могут оказывать влияние, как внутренние, так и внешние факторы. Внутренние факторы можно классифицировать на организационные и экономические [2]. Таким образом, организационные факторы:

- структурно-функциональная устойчивость предприятия, которая проявляется в организации управления, централизации функций управления, структуре предприятия;

- коммуникационная и информационная устойчивость предприятия, структура и качество коммуникаций внутри предприятия;

- административно-управленческая устойчивость предприятия, то есть кадры предприятия, их квалификация, качество работы, текучесть, уровень управляемости этими кадрами [2].

Экономические факторы делятся также на три группы:

- рыночная устойчивость предприятия, уровень конкурентоспособности, маркетинговые стратегии;
- технико-технологическая устойчивость предприятия заключается в производственных мощностях предприятия, качестве техники и частоте обновления оборудования;
- финансовая устойчивость предприятия, то есть структура капитала, прибыль, уровень платежеспособности предприятия [2].

Среди внешних факторов, оказывающих воздействие на экономический потенциал предприятия, можно отметить следующие:

- политическая стабильность страны;
- экономическое развитие страны, региона, отрасли;
- законодательство, изменения в нем;
- государственное регулирование отрасли;
- уровень налогообложения;
- условия рынка;
- инвестиционная привлекательность отрасли.

Поэтому, проводя анализ экономического потенциала предприятия, необходимо учитывать не только учетные данные, а также внутренние и внешние факторы, которые могут оказывать значительное влияние на деятельность организации, иногда, являясь первопричиной развития или, наоборот, убыточности предприятия.

Для анализа экономического потенциала предприятия используется широкий набор методик, которые позволяют всесторонне рассмотреть состояние организации, оценить ее резервы, выявить проблемы и предложить пути улучшения.

Финансовый анализ – изучение финансовой отчетности предприятия и других данных о его финансовом состоянии [4]. В процессе данного анализа рассматриваются предыдущие данные, которые сравниваются с текущими. Данное сравнение позволяет предположить будущий результат финансовых показателей и определить возможные изменения, предложить эффективные способы руководства финансами.

Пользователи финансового анализа делятся на два вида:

- внутренние (руководство, работники бухгалтерии и экономического отдела и т. д.);
- внешние (инвесторы, кредиторы, государственные органы и т. д.).

В зависимости от целей изучения финансового состояния, которые ставят перед собой пользователи, используются разные виды финансового анализа.

Финансовый анализ часто подразумевает расчет различных коэффициентов, например: коэффициенты ликвидности, рентабельности, платежеспособности и т. д. Данные коэффициенты позволяют выявить отклонения от нормы, тенденции за определенные периоды.

Еще один вид анализа – функционально-стоимостной анализ. Данный вид анализа применяется при стратегическом планировании, инвестициях, принятии управленческих решений. Он охватывает все факторы движения продукции с момента ее создания до момента потребления, в дальнейшем, утилизации [5].

Основная задача функционально-стоимостного анализа состоит в изучении внутренней структуры предприятия: производственный процесс, управление, затраты, сбыт. Данный вид анализа является одним из наиболее результативных способов оценки продукции [5]. Низкая оценка продукции позволяет определить статьи затрат, которые можно снизить, так как они не имеют смысла. То есть, данный анализ способствует определению экономической эффективности производства на всех его уровнях.

Помимо перечисленных видов анализа, также стоит упомянуть метод стратегического анализа – SWOT-анализ. Данный вид анализа рассматривает слабые, сильные стороны

предприятия, его возможности и угрозы. Его главное отличие заключается в качественном, а не количественном изучении экономического потенциала предприятия. Он позволяет определить положение предприятия на рынке, выявить факторы, положительно или отрицательно влияющие на рост экономического потенциала предприятия.

Основными видами анализа всегда будут являться вертикальный, горизонтальный, сравнительный и факторный анализы. Данные виды анализа являются базовыми, но, тем не менее, позволяют получить всестороннее представление о структуре и динамике показателей.

Горизонтальный анализ позволяет рассмотреть динамику, то есть, изменение показателей предприятия за определенный промежуток времени. При данном анализе сопоставляются данные одинаковых показателей за разные периоды. Таким образом, можно отследить изменения, определить отрицательную или положительную тенденцию развития, выявить проблемы или сильные стороны предприятия. Данный метод позволяет определить устойчивость предприятия во времени, а также спрогнозировать будущие изменения.

Вертикальный анализ исследует структуру отчетности за определенный период. Его отличие состоит в том, что определяется доля отдельных статей в составе итогового показателя. Таким образом, часто анализируют финансовые отчетности: удельный вес отдельных видов активов, пассивов в общей сумме или доля разных видов затрат. Преимущество вертикального анализа заключается в том, что он позволяет определить зависимость предприятия от какого-либо фактора. Если имеется значительное снижение или увеличение показателей, вертикальный анализ позволяет более детально углубиться во внутреннюю составляющую этого показателя.

Сравнительный анализ позволяет сравнить разные показатели данного предприятия с этими же показателями другого предприятия, нормативами или средними значениями. Данный вид анализа позволяет выявить слабые и сильные стороны предприятия. Сравнительные анализ применяется для изучения конкурентов предприятия, их «опасности» и преимуществ, выявления позиции предприятия на рынке, определения соответствия предприятия стандартам в производстве, управлении. Сравнительный анализ направлен на повышение конкурентоспособности и оптимизацию ресурсов, управления и собственной деятельности.

Факторный анализ ставит перед собой цель – выявить и оценить влияние различных факторов на экономические показатели. Благодаря определению степени воздействия каждого из факторов и установлению причинно-следственных связей между факторами и результатами деятельности предприятия, факторный анализ является незаменимым инструментом в изучении экономического потенциала предприятия. Ведь, он основывается на всестороннем изучении не только внутренних показателей и не только в сравнении внешних показателей, но и сборе всей этой информации вместе. Можно сказать, что факторный анализ собирает информацию во едино и позволяет увидеть полную картину об экономическом потенциале.

Изучив различные виды анализа, можно говорить о комплексном подходе к анализу экономического потенциала предприятия. Комплексный анализ сочетает в себе черты всех видов анализа, позволяя дать общую оценку эффективности использования экономического потенциала, рост конкурентоспособности предприятия [3].

Комплексный анализ предприятия представляет собой характеристику деятельности организации, состоящую из совокупности показателей, выявленных в результате исследования [3].

Такой обширный вид анализа состоит из нескольких этапов:

- постановка целей и задач;
- формирование системы показателей, необходимых для анализа предприятия;
- формирование блок-схемы комплексного экономического анализа;
- определение отдельных разделов, показателей и факторов, влияющих на предприятие и объяснение их влияния;
- оценка результатов деятельности предприятия;
- предложение способов повышения эффективности производства [3].

Таким образом, методика анализа экономического потенциала предприятия представляет собой важную часть функционирования любой организации. Любой из описанных в работе видов анализа позволяет выявить сильные и слабые стороны, как в общей деятельности предприятия, так и отдельно по его составляющим. Каждый из методов анализа необходим в своей сфере и позволяет получить разные результаты об экономическом потенциале предприятия. В современных условиях особое значение приобретает комплексный анализ, содержащий в себе черты разных видов анализа. Результаты, полученные в результате исследования экономического потенциала, служат для планирования будущей деятельности, составления стратегических и оперативных планов, а также создания способов укрепления позиции организации на рынке.

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СОВРЕМЕННЫЕ ТЕХНОЛОГИИ МЕЖДУНАРОДНОГО МЕНЕДЖМЕНТА

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В условиях беспрецедентного темпа технологических изменений и углубления глобализационных процессов, современные цифровые технологии играют роль

системообразующего фактора в международном менеджменте. Данная статья представляет собой углубленный анализ ключевых технологических инноваций – облачных вычислений, аналитики больших данных, искусственного интеллекта и распределенных реестров (блокчейн) – и их трансформирующего воздействия на управление транснациональными корпорациями (ТНК). Исследование фокусируется на механизмах интеграции этих технологий в функциональные области международного менеджмента: стратегическое планирование, управление цепочками поставок, финансовый контроль и управление человеческими ресурсами. Особое внимание уделяется анализу конкурентных преимуществ, рисков и этических дилемм, возникающих при цифровой трансформации глобального бизнеса.

Современный международный менеджмент — это не просто управление зарубежными филиалами, это сложная система технологий, позволяющая гибко реагировать на глобальные вызовы. Международный менеджмент традиционно определяется необходимостью эффективной координации деятельности, распределенной по различным правовым, экономическим и культурным средам. Исторически, преодоление «барьеров расстояния» и снижение транзакционных издержек всегда было приоритетной задачей. В начале XXI века технологический прогресс, особенно в сфере информационно-коммуникационных технологий (ИКТ), инициировал Четвертую промышленную революцию (Индустрия 4.0), которая кардинально изменила этот ландшафт. Современные технологии не просто автоматизируют существующие процессы, а создают принципиально новые организационные модели, позволяя ТНК функционировать как единые, интегрированные, интеллектуальные экосистемы. Таким образом, технологическая компетентность стала неотъемлемой частью стратегической повестки дня для руководителей международных компаний.

Ключевым технологическим направлением является использование облачных вычислений (Cloud Computing), предоставляемых в виде IaaS, PaaS и SaaS (Infrastructure, Platform, and Software as a Service), которые служат основой для построения унифицированной и масштабируемой глобальной ИТ-инфраструктуры. Для ТНК, оперирующих в десятках стран, облако решает критическую проблему фрагментации данных и систем. Переход на облачные ERP-системы (например, SAP S/4HANA Cloud или Oracle Fusion Cloud) обеспечивает синхронизацию бизнес-процессов и консолидацию финансовой отчетности в реальном времени, что является ключевым требованием для соблюдения международных стандартов, таких как IFRS. Модель облачных сервисов позволяет международным компаниям быстро разворачивать новые приложения или расширять мощности в ответ на изменения рыночного спроса или регуляторных требований в конкретном регионе (принцип «Elasticity»).

С точки зрения управления рисками, облачные провайдеры предлагают высокий уровень кибербезопасности и механизмы аварийного восстановления, превосходящие возможности большинства локальных филиалов. Однако международный менеджмент должен внимательно учитывать правовые и регуляторные риски, связанные с суверенитетом данных (например, GDPR в Европе) и необходимостью соблюдения требований к локализации данных в ряде стран.

Второй критически важной областью является аналитика больших данных (Big Data Analytics), которая, включая предиктивную, дескриптивную и прескриптивную аналитику, обеспечивает международный менеджмент глубоким пониманием глобальной динамики. Предиктивные модели, основанные на анализе мультиструктурированных данных, используются для прогнозирования спроса с учетом сезонности, культурных особенностей и локальных экономических циклов, а также для оптимизации цепочек поставок путем выявления узких мест и предсказания логистических задержек.

Искусственный интеллект (ИИ), основанный на машинном обучении (МО), преобразует функции, требующие принятия решений. В международном финансовом менеджменте ИИ-системы используются для автоматической оценки валютных рисков и хеджирования, а также для выявления мошенничества и несоблюдения требований

(Compliance) в трансграничных транзакциях. В международном маркетинге ИИ обеспечивает гиперперсонализацию предложений для потребителей в различных культурных средах, автоматически адаптируя контент и рекламные сообщения. ИИ также лежит в основе роботизированной автоматизации процессов (RPA), которая берет на себя рутинные операции в общих центрах обслуживания ТНК.

Технология блокчейна (Blockchain), или распределенных реестров (DLT), имеет стратегическое значение для повышения прозрачности и снижения транзакционных рисков в международной среде. В управлении цепочками поставок (SCM) блокчейн создает неизменяемый и общий для всех участников реестр происхождения, перемещения и владения товаром, что критически важно для обеспечения подлинности продукции, соблюдения экологических и социальных стандартов, а также для соответствия таможенным требованиям. В трансграничных финансах использование блокчейна для проведения международных платежей и расчетов значительно сокращает время транзакции (с дней до секунд) и снижает комиссии, исключая многочисленных посредников.

Внедрение этих технологий требует одновременной трансформации международного управления человеческими ресурсами (IHRM) и кросс-культурной коммуникации. Платформы для совместной работы позволяют создавать высокоэффективные виртуальные команды, объединяя специалистов из разных стран. Менеджмент должен развивать компетенции в управлении асинхронной работой и в преодолении культурных различий, которые могут проявляться в цифровой коммуникации. Успешная интеграция технологий также критически зависит от цифровой грамотности сотрудников, в связи с чем ТНК инвестируют в глобальные программы переобучения (reskilling и upskilling) для обеспечения необходимой технической компетентности.

Развитие международного менеджмента в Республике Беларусь имеет свои уникальные черты, обусловленные структурой национальной экономики и государственным курсом на цифровизацию. В последние годы белорусский бизнес активно интегрируется в глобальные цифровые цепочки создания стоимости, опираясь на развитый ИТ-сектор и государственные программы поддержки.

Важнейшим фактором становится обеспечение цифрового суверенитета. Утвержденная государственная стратегия до 2030 года ориентирует менеджмент белорусских предприятий на использование национальных информационных ресурсов и инфраструктуры при выходе на внешние рынки. Это требует от руководителей компетенций в области защиты данных и управления киберрисками в соответствии как с локальным законодательством, так и с международными нормами.

Существенное влияние на управленческие модели оказывает географическая диверсификация внешнеэкономической деятельности. Переориентация экспортных потоков на рынки «дальней дуги» и стратегическое партнерство с Китаем ставят перед белорусским менеджментом новые задачи. Использование китайских цифровых экосистем (WeChat, Alibaba) и адаптация к азиатской деловой культуре становятся необходимыми навыками для успешного ведения бизнеса. Рост товарооборота с этими регионами стимулирует внедрение цифровых логистических платформ и систем электронного документооборота для ускорения трансграничных операций.

Кроме того, в Беларуси наблюдается тенденция к цифровому разрыву между крупными государственными предприятиями и малым бизнесом. Если крупные экспортеры активно внедряют ERP-системы и элементы Индустрии 4.0, то сектор МСП находится на стадии активного освоения электронной коммерции и цифрового маркетинга. Тем не менее создание профильных технических комитетов по стандартизации в сфере цифрового развития (например, ТК ВУ 41) способствует унификации подходов и повышению технологической зрелости менеджмента на всех уровнях.

В заключение следует отметить, что современные технологии перестали быть просто инструментами поддержки и стали движущей силой, определяющей структуру и динамику международного менеджмента. От облачных вычислений, обеспечивающих масштабируемый

фундамент, до ИИ и блокчейна, которые предоставляют интеллектуальные и безопасные механизмы принятия решений, каждая технология вносит вклад в формирование «цифровой ТНК». Успешная стратегия в международном менеджменте сегодня – это не только выбор правильных рынков, но и способность к быстрой, этичной и комплексной цифровой трансформации.

Будущее международного менеджмента неразрывно связано с дальнейшим развитием Промышленного Интернета Вещей (IIoT), квантовых вычислений и углубленным использованием гибридных мультиоблачных сред. Основными вызовами останутся управление киберрисками, обеспечение этичности алгоритмов ИИ и преодоление цифрового разрыва между развитыми и развивающимися рынками. Менеджеры ТНК обязаны не просто реагировать на эти технологические изменения, но и активно формировать их, чтобы обеспечить долгосрочную конкурентоспособность. Современные технологии международного менеджмента — это комплекс цифровых инструментов, гибких методологий и стратегических моделей, направленных на создание адаптивной, устойчивой и инновационной организации, способной эффективно конкурировать в глобальном масштабе.

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ФОРМИРОВАНИЕ РЕЗЕРВА КАДРОВ, КАК СТРАТЕГИЧЕСКАЯ ЗАДАЧА ОРГАНИЗАЦИИ

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На современном этапе развития экономики для любой компании актуальной задачей становится применение инновационных, более эффективных методов подготовки и развития

кадрового резерва. Ведь с каждым годом возрастает уровень требований к квалификационной подготовке как основных кадров, так и кадрового резерва. Как правило, руководительский состав и специалисты подразделений составляют ключевой ресурс в системе управления организацией, от которого напрямую зависит эффективность деятельности, перспективы роста и постоянного развития [1].

Понятие «кадровый резерв» в общем смысле – это особая группа специалистов (работников), в деятельности которых был определен некий потенциал для дальнейшего профессионального продвижения по карьерной лестнице посредством замещения вакантных должностей, чаще управляющего уровня. Группа лиц, попавших в «кадровый резерв», непременно должны положительно зарекомендовать себя на занимаемых должностях, обладать деловой хваткой, морально-этическими качествами и пройти необходимую процедуру подготовки для дальнейшей возможности замещения вакантных должностей [1].

В современном мире работа с кадровым резервом является одним из важнейших направлений совершенствования системы управления персоналом. Все организации, планирующие развитие и достижение поставленных целей, обязаны строить систему кадрового резерва [1].

Сегодня старые системы устаревают, время диктует новые правила и необходимость к интеграции во всех сферах. В некоторых организациях у работников отсутствует карьерный рост, вследствие чего многие уходят из профессии. Руководство вынуждено вести поиск и отбор кандидатов на основе планов развития компании, а по необходимости. Своевременное выявление и успешная подготовка кадров к работе в различных должностях сегодня являются важными факторами успеха в жесткой конкурентной борьбе [1].

Сам процесс подготовки резервных кадров обусловлен формированием целей, принципов и задач создания кадрового резерва. Рассмотрим ключевые моменты данного процесса [2]. Цели создания кадрового резерва должны соответствовать интересам как руководства компании, так и его сотрудников [2].

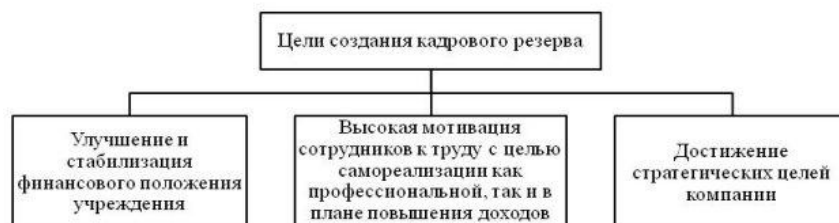


Рис. 1. Цели создания кадрового резерва

Источник: составлено автором на основании литературных источников [2].

Формирование кадрового резерва невозможно без решения задач, возникающих на базе поставленных целей [2].

Принцип единства	• обеспечивает качество всесторонней подготовки и переподготовки руководителей любых уровней;
Принцип непрерывности	• отображается в разработке системы развития специалиста на несколько лет вперед;
Принцип плановости	• учет опережающего роста уровня подготовки менеджеров по сравнению с социально-экономическими и технологическими характеристиками производства;
Принцип комплексности	• обеспечивает возможность гармонично дополнять основные социальные роли и виды трудовой деятельности сотрудника;
Принцип гласности	• представляет возможным общественную проверку навыков и качеств резервистов;
Принцип участия	• участие высшего руководства в формировании кадрового резерва, гарантирующего то, что работа с резервом будет реальной.

Рис. 2. Принципы и задачи формирования кадрового резерва

Источник: составлено автором на основании литературных источников [2].

Причинами, вынуждающими организации создавать кадровый резерв, являются [2]:

1. Предотвращение кадрового «голода»;
2. Мотивация персонала. В начале строится на профессиональном развитии, далее на карьерном росте. Кадровый резерв уменьшает текучесть кадров;
3. Сохранение знаний и опыта в компании. Передача знаний и опыта от зрелых специалистов к молодым;
4. Возможность проявить себя новым талантам. Текучесть кадров неизбежна, но появляется возможность занять место у более достойных и мотивированным кандидатам;
5. Экономия. Сокращение времени на поиск и подбор кандидатов на замещение вакантных должностей.

Формирование кадрового резерва должно включать в себя следующие этапы [2]:

1. Проведение анализа должностей, находящихся в зоне риска, с помощью оценки рынка труда в регионе, анализе претендентов на вакантные места;
2. Создание профиля должности для определения уровня компетенций соискателя;
3. Отбор и оценка претендентов на основе требований к должности;
4. Построение индивидуальных планов развития для каждого кандидата;
5. Назначение на должность.

При отборе кандидатов необходимо помимо общих требований учитывать профессиональные, которые относятся к конкретному отделу, службе, цеху, участку и т. д.

Традиционные методы обучения и развития людей, находящихся в кадровом резерве, постепенно отходят на задний план. К ним на замену приходят более современные и инновационные, являющиеся практико-ориентированными и многофункциональными [3].

Таким образом методическое обеспечение профессиональной подготовки кадров для резерва должно представлять спектр различных форм обучения с целью индивидуализации подхода к каждому конкретному претенденту. Учет уровня компетентности того или иного специалиста, его эмоционально-психологическая готовность к работе играют важную роль при выборе метода обучения и развития в рамках участия в резервном фонде. Предложенные методики могут применяться в компаниях любого уровня деятельности и отраслевой направленности в зависимости от специфики деятельности. Рекомендации распределительного характера по уровням применения методов развития кадрового резерва будут полезны для директоров организаций, руководителей службы персонала, начальников и специалистов отдела по работе с кадровым резервом [3].

Кадровый резерв можно считать эффективным в качестве реального инструмента управления только когда он идеально адаптирован под единую кадровую политику компании на всех стадиях стратегического формирования и развития организации. Представленные нами методики обучения и развития кадрового резерва были адаптированы в соответствии с категориями персонала. Обусловлено это тем, что на современном этапе многие организации имеют сложную разветвленную организационную структуру и управляющие подразделения могут делиться по многочисленным иерархическим уровням, имея множество управляющих должностей [4].

Учет особенностей уровня развития профессионального и психологического характера, на котором находится участник кадрового резерва, имеет важное значение для выбора метода его обучения. Поэтому для компаний, «идущих в ногу» со временем становится актуальным организовывать систему обучения и развития будущих руководителей и специалистов высшего звена с учетом их профессионального уровня [4].

Для достижения максимальной эффективности методическое обеспечение должно включать в себя как традиционные формы обучения, такие как тренинги, семинары и мастер-классы, так и современные подходы, включая коучинг, менторинг, ротацию должностей и участие в проектных группах. Особенно ценным является использование case-studies и моделирование реальных рабочих ситуаций, позволяющих резервистам применять

VII Международный конкурс студенческих научно-исследовательских работ по экономике

теоретические знания на практике и развивать навыки принятия решений в условиях неопределенности [4].

Таблица 1. Методы обучения и развития людей, находящихся в кадровом резерве

Метод	Описание
Индивидуальный план развития	Разработка индивидуального плана для каждого человека, находящегося в резерве, основанного на его сильных сторонах, областях для развития и карьерных целях.
Коучинг	Работа с профессиональным коучем, который помогает резервисту определить цели, преодолеть препятствия и развить необходимые навыки.
Менторинг	Прикрепление резервиста к опытному руководителю, который делится своим опытом, знаниями и дает советы по карьерному росту.
Супервизия	Подраздел консультирования с уклоном на совершенствование профессиональных компетенций и личностного развития специалиста.
Тренинги и семинары	Традиционные: развитие конкретных навыков, таких как управление проектами, финансовый анализ, ведение переговоров и т.д.; Лидерские: фокусируются на развитии лидерских качеств, стратегического мышления, принятия решений и управления командой.
Программы развития лидерства	Комплексные программы, включающие в себя методы обучения и развития, направленные на подготовку руководителей высшего звена.
Ротация	Перемещение резервиста на разные должности в компании для получения разностороннего опыта и понимания работы различных подразделений.
Стажировка	Краткосрочная работа в другом подразделении или даже в другой компании для изучения новых технологий, процессов и подходов.
Case-study	Анализ реальных бизнес-ситуаций и разработка решений.
Бизнес-симуляции	Участие в компьютерных моделях, имитирующих работу компании или отрасли, для принятия управленческих решений в условиях риска и неопределенности.
Обучение действиям	Решение реальных бизнес-задач в группе с последующим анализом процесса и результатов. Развивает навыки командной работы, критического мышления, решения проблем и внедрения изменений.
Онлайн-обучение	Доступ к широкому спектру курсов по различным темам.
Проектная работа	Предоставление резервистам возможности руководить проектами или быть важными членами проектных команд. Это позволяет им применять свои знания на практике, развивать навыки и демонстрировать свою компетентность.
Обратная связь «360 градусов»	Оценка компетенций резервиста с разных точек зрения для выявления сильных и слабых сторон, а также для определения направлений развития.

Источник: составлено автором на основании литературных источников [1,3].

Индивидуализация подхода также подразумевает использование различных инструментов оценки, таких как ассессмент-центры, психологическое тестирование и обратная связь 360 градусов, для выявления сильных и слабых сторон каждого кандидата. На основе полученных данных разрабатывается индивидуальный план развития, учитывающий потребности конкретного резервиста и цели компании [4].

Важно помнить, что развитие кадрового резерва – это непрерывный процесс, требующий постоянного мониторинга и корректировки. Необходимо регулярно оценивать

эффективность применяемых методик и вносить изменения в программу обучения в соответствии с меняющимися требованиями бизнеса и потребностями резервистов [5].

Эффективная система развития кадрового резерва не только обеспечивает организацию квалифицированными кадрами, готовыми к занятию руководящих должностей, но и способствует повышению мотивации и вовлеченности сотрудников, создавая культуру постоянного обучения и развития внутри компании. Это, в свою очередь, положительно сказывается на общей эффективности и конкурентоспособности организации [5].

Внедрение информационных технологий в процесс обучения и развития кадрового резерва открывает новые возможности для персонализации и повышения эффективности. Онлайн-курсы, вебинары, интерактивные симуляторы и платформы для обмена знаниями позволяют резервистам получать доступ к актуальной информации и развивать необходимые навыки в удобное время и месте. Кроме того, современные системы управления обучением (LMS) позволяют отслеживать прогресс каждого участника, оценивать эффективность обучения и корректировать индивидуальные планы развития [5].

Не менее важным аспектом является создание благоприятной среды для обмена опытом и знаниями между резервистами и действующими руководителями. Организация регулярных встреч, неформальных обсуждений и совместных проектов позволяет резервистам учиться у опытных коллег, получать обратную связь и расширять свой профессиональный кругозор. Менторинг, в свою очередь, предоставляет возможность индивидуального сопровождения со стороны опытного руководителя, который делится своими знаниями, опытом и помогает резервисту в решении сложных задач [6].

Для успешного развития кадрового резерва необходимо также учитывать специфику корпоративной культуры и ценностей компании. Программа обучения должна быть направлена не только на развитие профессиональных навыков, но и на формирование лидерских качеств, умения работать в команде и принимать решения в соответствии с ценностями компании. Важно создавать возможности для участия резервистов в социальных проектах и волонтерских инициативах, которые позволяют им проявлять свою гражданскую позицию и укреплять связь с компанией [6].

Таким образом, эффективное методическое обеспечение профессиональной подготовки кадрового резерва представляет собой комплексный процесс, требующий учета индивидуальных особенностей каждого резервиста, применения разнообразных форм обучения, использования современных технологий и создания благоприятной среды для обмена опытом и знаниями. Инвестиции в развитие кадрового резерва являются инвестициями в будущее компании, обеспечивающими ее устойчивое развитие и конкурентоспособность на рынке [6].

Для повышения вовлеченности резервистов в процесс обучения и развития необходимо использовать геймификацию и элементы соревнования. Внедрение рейтингов, наград и признания за достижения мотивирует резервистов к активному участию и стремлению к лучшим результатам. Важно также предоставить возможность для саморазвития и самостоятельного выбора тем и форматов обучения, соответствующих индивидуальным интересам и потребностям [7].

Оценка эффективности программ развития кадрового резерва должна проводиться на регулярной основе с использованием различных методов, включая опросы, интервью, оценку компетенций и анализ результатов деятельности резервистов. Полученные данные позволяют выявить сильные и слабые стороны программы, а также внести необходимые коррективы для ее дальнейшего совершенствования. Важно также отслеживать карьерный рост резервистов и оценивать их вклад в достижение стратегических целей компании [7].

Необходимо помнить, что развитие кадрового резерва – это непрерывный процесс, требующий постоянного внимания и поддержки со стороны руководства компании. Важно создать культуру обучения и развития, в которой каждый сотрудник имеет возможность развивать свои навыки и компетенции, реализовывать свой потенциал и вносить вклад в успех компании. Инвестиции в развитие кадрового резерва окупаются сторицей,

обеспечивая компании конкурентное преимущество и устойчивое развитие в долгосрочной перспективе [7].

Создание эффективной системы подготовки и развития кадрового резерва – это сложная, но крайне важная задача для любой организации, стремящейся к устойчивому росту и процветанию. Комплексный подход, учитывающий индивидуальные потребности резервистов, применение современных технологий и создание благоприятной среды для обмена опытом и знаниями, является залогом успеха в этом направлении [7].

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**ЦИФРОВАЯ ТРАНСФОРМАЦИЯ БИЗНЕС-ПРОЦЕССОВ: ВЫЗОВЫ И
УПРАВЛЕНЧЕСКИЕ РЕШЕНИЯ ДЛЯ ПОВЫШЕНИЯ
КОНКУРЕНТОСПОСОБНОСТИ**

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В современном мире цифровая трансформация бизнес-процессов является ключевым фактором экономического роста, позволяя компаниям адаптироваться к быстрым изменениям рынка, оптимизировать операции и повышать конкурентоспособность. В Республике Беларусь, где экономика сочетает государственную поддержку и частные инициативы, этот процесс особенно актуален. Согласно государственной программе «Цифровое развитие Беларуси» на 2021–2025 годы, цифровизация включает 82 мероприятия по созданию инфраструктуры информационно-коммуникационных технологий, внедрению инноваций и обеспечению информационной безопасности, что напрямую влияет на трансформацию бизнес-процессов. Цифровая трансформация здесь понимается как комплексное изменение

моделей бизнеса, включая автоматизацию, анализ данных и внедрение искусственного интеллекта, с целью создания новых ценностей для потребителей и повышения эффективности. В Беларуси, с ее развитым сектором информационных технологий — Парком высоких технологий и компаниями, такими как крупные разработчики программного обеспечения, — бизнес-процессы переходят от рутинных операций к управлению, основанному на данных, где информация становится стратегическим ресурсом. Однако этот переход сталкивается с вызовами, обусловленными особенностями экономики и внешними условиями, что требует от руководителей новаторских управленческих решений для сохранения и усиления конкурентных преимуществ.

Одним из ключевых аспектов цифровой трансформации является внедрение информационно-коммуникационных технологий в повседневные бизнес-процессы, что означает переход от базовой компьютерной грамотности к полноценной цифровизации. В белорусском контексте это проявляется в использовании систем управления ресурсами предприятий, отношений с клиентами и цепочками поставок, где уровень внедрения систем управления ресурсами достигает 83,4%, а систем управления производством — 70,6% на предприятиях. Такие технологии позволяют автоматизировать рутинные задачи, такие как обработка заказов или контроль запасов, освобождая ресурсы для стратегического планирования. Для малого и среднего бизнеса в Беларуси цифровизация открывает доступ к облачным сервисам и торговым площадкам, где количество белорусских компаний выросло на 75% за последний год, что расширяет рынки сбыта и снижает барьеры входа. Однако вызовы этого процесса в Беларуси многогранны. Во-первых, финансовые ограничения: проекты цифровизации требуют инвестиций с окупаемостью 7–15 лет, а потребность в средствах для полноценной трансформации производства оценивается в 100 млрд долларов за 5–7 лет, что недоступно для большинства малых и средних предприятий без государственной поддержки. Во-вторых, кадровый дефицит: несмотря на высокий уровень специалистов в области информационных технологий (Беларусь занимает 31-е место в Индексе развития информационно-коммуникационных технологий по данным Международного союза электросвязи 2020 года), компании сталкиваются с нехваткой экспертов по анализу данных и кибербезопасности, особенно в регионах за пределами Минска. Низкая осведомленность руководителей о возможностях цифровизации усугубляет проблему — многие предприятия предпочитают сохранять текущую ситуацию из-за доступной рабочей силы и гарантированного сбыта на рынках Евразийского экономического союза. Кроме того, вызовы включают риски информационной безопасности: утечки данных и кибератаки угрожают репутации и финансам, особенно в условиях роста онлайн-торговли.

Для преодоления этих вызовов белорусскому бизнесу необходимы целенаправленные управленческие решения, сочетающие государственную поддержку, корпоративные стратегии и партнерства. На уровне управления ключевым шагом является разработка индивидуальных стратегий трансформации, начиная с анализа текущих процессов и оценки уровня цифровизации. Например, внедрение консультационных услуг позволяет компаниям, таким как ОАО «Савушкин продукт», оптимизировать цепочки поставок через системы управления, сокращая простои на 20–30%. Государственно-частное партнерство играет важную роль: создание комитета по цифровизации, объединяющего Министерство экономики, Парк высоких технологий и бизнес-ассоциации, обеспечивает координацию и доступ к грантам через Белорусский фонд финансовой поддержки предпринимателей. Льготные кредиты от Банка развития и налоговые преференции для резидентов Парка высоких технологий стимулируют инвестиции в облачные технологии и искусственный интеллект. Для малых и средних предприятий эффективны программы повышения цифровой грамотности: курсы академий информационных технологий предлагают обучение по системам управления клиентами и аналитике данных, а вебинары Министерства связи фокусируются на кибербезопасности, минимизируя риски атак. Внедрение стандартизированных моделей, таких как технологии управления жизненным циклом продуктов, помогает промышленным предприятиям, как РУП «Минский тракторный завод», интегрировать системы

проектирования, повышая точность. Обмен данными в цепочках поставок через платформы ускоряет документооборот, сокращая время на согласования с 5–7 дней до часов. Формирование инновационных экосистем — технопарков и инкубаторов — позволяет малым и средним предприятиям привлекать финансирование и менторство, как в случае с косметическим брендом «Bielita», который через социальные сети и оптимизацию поисковых запросов увеличил продажи на 40%. Для крупных производителей, таких как СООО «Белвест», решение заключается в роботизации и цифровом мониторинге, где инвестиции в оборудование окупаются за счет роста производительности на 15–25%. Важно также формирование культуры изменений: руководители должны мотивировать сотрудников через показатели эффективности, связанные с цифровыми метриками, и пилотные проекты для тестирования технологий без риска для основного бизнеса.

Применение этих управленческих решений напрямую повышает конкурентоспособность белорусского бизнеса. Цифровизация процессов позволяет сократить издержки на 20–40% за счет автоматизации, как видно на примере внедрения чат-ботов в клиентском обслуживании, где время ответа сокращается в 5 раз. В производстве, по данным Организации Объединенных Наций по промышленному развитию, Беларусь поднимается в рейтинге промышленного развития с 45-го места благодаря «умным фабрикам», где технологии Интернета вещей обеспечивают предиктивное обслуживание оборудования, предотвращая простои. Для малых и средних предприятий выход на международные торговые площадки удваивает заказы, а анализ больших объемов данных помогает персонализировать предложения, повышая лояльность клиентов. В компаниях, ориентированных на информационные технологии, таких как крупные онлайн-платформы, комбинация маркетинга и финансовых технологий создает экосистемы, где бизнес-процессы интегрированы с потребностями клиентов, обеспечивая устойчивый рост. Общий эффект — переход от реактивного управления к проактивному, где данные прогнозируют тенденции, а искусственный интеллект оптимизирует логистику, делая белорусские товары конкурентными на рынках Азии и Европы. По индексу электронного правительства ООН, Беларусь улучшила позиции с 49-го на 38-е место к 2021 году, что отражается и на бизнесе: цифровизация упрощает взаимодействие с государственными органами, сокращая бюрократию. В заключение, цифровая трансформация бизнес-процессов в Беларуси — это не роскошь, а необходимость для выживания в глобальной экономике. Вызовы, связанные с финансами, кадрами и безопасностью, требуют смелых управленческих решений, от стратегического планирования до партнерств. Реализация государственной программы и инициатив малых и средних предприятий демонстрирует потенциал: от автоматизации в «Белвест» до онлайн-экспансии «Bielita». Повышая эффективность и инновационность, эти шаги укрепляют конкурентоспособность, способствуя устойчивому развитию национальной экономики. Будущие успехи зависят от баланса между технологиями и человеческим капиталом, где руководители выступают катализаторами изменений.

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**ЭКОНОМИКО-МАТЕМАТИЧЕСКОЕ МОДЕЛИРОВАНИЕ ПРОГРАММЫ
РАЗВИТИЯ МОЛОЧНОГО СКОТОВОДСТВА
СЕЛЬСКОХОЗЯЙСТВЕННОГО ПРЕДПРИЯТИЯ**

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Скотоводство в Республике Беларусь занимает ведущее место среди отраслей животноводства. От уровня его развития во многом зависит эффективность сельскохозяйственного производства в целом, так как эта отрасль имеется практически в каждом хозяйстве, а для многих из них является главной. Следует подчеркнуть, что производство молока составило 908 кг, что в 3 раза превышает его потребление (295 кг). Уровень самообеспечения по молоку и молочным продуктам составил 283,0 %. Среднегодовое производство молока за 2024 г. составило 8751 тыс. т (105 % к 2023 г.).

В качестве приоритетных направлений в рамках государственной подпрограммы «Аграрный бизнес» на 2021–2025 г. определены:

- модернизация и техническое переоснащение перерабатывающих организаций молочной и мясной промышленности, консолидация и укрупнение производства, диверсификация рынков сбыта;
- максимальная реализация потенциала продуктивности сельскохозяйственных животных и птицы за счет соблюдения технологических регламентов при производстве продукции животноводства;
- развитие производства органической продукции и снижение негативного воздействия химических препаратов, гормонов роста, антибиотиков на окружающую среду и здоровье людей;
- повышение уровня защиты страны в плане биологической безопасности сельскохозяйственных животных, обеспечение безопасности продуктов питания [1].

В настоящее время перед агропромышленным комплексом страны поставлены задачи достижения устойчивого роста сельскохозяйственного производства, обеспечения продовольственной безопасности Республики Беларусь. Определенную долю в продовольственной безопасности Республики Беларусь вносит и СУП «Горяны-Агро» Полоцкого района Витебской области. СУП «Горяны-Агро» – одно из крупных аграрных предприятий Полоцкого района. Анализ деятельности предприятия в 2022–2024 гг. показал, что СУП «Горяны-Агро» специализируется на молочно-мясном скотоводстве с развитым производством зерна. Общая земельная площадь предприятия в 2024 г. составила 6569 га, среднесписочная численность персонала – 162 чел. Анализ основных показателей молочного скотоводства показал, что наблюдается тенденция роста поголовья и продуктивности коров, но вместе с тем одной из основных проблем – это перерасход кормов. Как результат – сокращение объема произведенной и товарной продукции СУП «Горяны-Агро» Полоцкого района. В структуре товарной продукции на долю молока приходится 42,1 %. С 2022 г. по 2024 г. повысился уровень убыточности реализованной продукции – на 18,1 п. п., уровень убыточности продаж – на 33,0 п. п. Уровень убыточности по конечному финансовому

результату снизился на 4,4 п. п. Выполненный анализ показывает, что в СУП «Горяны-Агро» Полоцкого района имеются резервы повышения экономической эффективности сельскохозяйственного производства.

С целью повышения экономической эффективности кормопроизводства в СУП «Горяны-Агро» предлагается внедрение элементов точного земледелия. Для реализации данного мероприятия необходима покупка: GSM система мониторинга SMART S-2435 и датчика уровня топлива ДУТ.Titan.RS485-1000. Установка элементов точного земледелия планируется на 16 тракторов. Потребность в источниках финансирования основного капитала – 24,37 тыс. руб. Источниками финансирования инвестиционного проекта будут являться как собственные, так и привлеченные средства. Планируется, что для финансирования будет привлечен кредит банка на сумму 19,49 тыс. руб. За счет собственных денежных средств по проекту будут погашены проценты по кредиту.

Внедрение элементов точного земледелия, таких как GSM система мониторинга SMART S-2435 и датчик уровня топлива ДУТ.Titan.RS485-1000, повышает мотивацию управленческого труда за счет улучшения контроля, прозрачности и эффективности планирования. Это также способствует повышению ответственности, вовлеченности и профессионального роста управленцев, что увеличивает их удовлетворенность и продуктивность [2]. Помимо этого, внедрение элементов точного земледелия обеспечивает:

1) увеличение эффективности использования ресурсов. Оптимизация маршрутов и работы тракторов приводит к снижению общего расхода топлива и уменьшению затрат на горюче-смазочные материалы;

2) снижение операционных затрат. Использование точных данных о расходе топлива и состоянии техники позволяет более эффективно планировать техническое обслуживание и своевременно выявлять неисправности, что снижает риск внезапных поломок и, соответственно, дорогостоящих ремонтов;

3) повышение урожайности и качества продукции. Точное земледелие включает в себя использование данных о состоянии почвы, влажности, уровне освещенности и других факторов, что позволяет более точно планировать агротехнические мероприятия, такие как посев, внесение удобрений и полив. Это, в свою очередь, повышает урожайность и качество продукции;

4) экологическую устойчивость. Оптимизация использования техники и ресурсов снижает негативное воздействие на окружающую среду за счет уменьшения выбросов CO₂ и более рационального использования удобрений и пестицидов;

5) повышение конкурентоспособности, как продукции, так и предприятия в целом.

Реализация инвестиционного проекта будет осуществлена на производственных площадях СУП «Горяны-Агро» Полоцкого района. В результате реализации проекта прогнозируется рост прибыли за счет следующих факторов: повышение мотивации управленческого труда; снижение затрат на производства продукции. Финансово-экономические показатели и расчет прибыли показывают, что из выручки от реализации продукции предприятие сможет возместить все расходы, связанные с деятельностью предприятия, включая уплату процентов за пользование банковским кредитом, уплачиваются налоги, отчисления и сборы, установленные действующим законодательством.

Дисконтированный и простой срок окупаемости с учетом начала реализации проекта в сентябре 2025 г. составит 4 года 8 месяцев и 3 лет 8 месяцев соответственно, при ставке дисконтирования, равной 9,75 %. Чистый дисконтированный доход по итогам 2033 г. составит 14,35 тыс. руб. Индекс рентабельности равный 1,55, внутренняя норма доходности на уровне 28,8 % и положительное значение чистого дисконтированного дохода показывают, что проект будет эффективным и принесет его участникам чистые доходы.

В целях повышения эффективности производства, снижения энергозатрат, улучшения кормления животных, усиления материальной заинтересованности работников в результатах своего труда разработан инвестиционный проект по приобретению в СУП «Горяны-Агро» Полоцкого района кормораздатчика ИСКР–12 «Хозяин».

Следует отметить, что модель ИСКР–12 «Хозяин» является базовой. Измельчитель-смеситель-раздатчик кормов, предназначен для приготовления (доизмельчения и смешивания) компонентов (зелёная масса, силос, сенаж, рассыпанное и прессованное сено, солома, комбикорма, корнеплоды в измельчённом виде, жидкие кормовые добавки) с применением электронной системы взвешивания кормовой смеси, которая обеспечивает возможность программирования 50 рецептов из 30 компонентов.

Преимуществами ИСКР–12 «Хозяин» являются:

- 1) за счет точного дозирования и минимизации потерь происходит экономия кормов;
- 2) универсальность. Данный кормораздатчик подходит для разных видов кормов, включая грубые и влажные;
- 3) простота обслуживания: конструкция рассчитана на длительную эксплуатацию в условиях ферм;
- 4) маневренность: может работать в ограниченном пространстве ферм.

Расчеты показали, что предлагаемый бизнес-план инвестиционного проекта будет эффективен, о чем свидетельствует положительное значение чистого дисконтированного дохода равное в 2031 г. 31,83 тыс. руб. и индекс доходности проекта, который составит 1,40. Также об этом свидетельствуют сроки окупаемости инвестиционного проекта: так простой и динамический срок окупаемости составят 4 года 6 месяцев и 5 года 10 месяцев соответственно при внутренней норме доходности проекта 13,09 %.

Реализация инвестиционного проекта по приобретению кормораздатчика ИСКР–12 «Хозяин» позволит:

- 1) снизить затраты на производство продукции животноводства за счет точного дозирования кормов и минимизации потерь;
- 2) увеличить продуктивность животных в результате улучшения качества кормления;
- 3) повысить рентабельность производства продукции животноводства за счет роста объемов реализации и снижения себестоимости продукции.

Так как все отрасли сельскохозяйственного предприятия взаимосвязаны между собой и изменения одних отраслей оказывают влияние на функционирование других, то обоснование программы развития молочного скотоводства целесообразно производить с помощью экономико-математического моделирования программы развития сельскохозяйственного предприятия [3; 4, с. 147–156 и с. 265–271; 5, с. 77–81; 6]. Для имитации его функционирования предлагается использовать структурную экономико-математическую модель программы развития сельскохозяйственного предприятия с детализацией функционирования молочного скотоводства по молочно-товарным фермам предприятия и учетом качества молока [7].

Выявленные в процессе анализа тенденции формирования показателей легли в основу обоснования исходной информации экономико-математической модели программы развития сельскохозяйственного предприятия. Обоснование исходной информации задачи выполнено с использованием системы эконометрических моделей.

На основании исходной информации составили ограничения экономико-математической модели, занесли их в матрицу и решили задачу линейного программирования с помощью программного пакета.

Решение экономико-математической задачи позволило обосновать перспективную программу развития, как предприятия, так и молочного скотоводства. Данная программа развития СУП «Горяны-Агро» Полоцкого района предполагает полное использование земельных ресурсов.

В процессе решения экономико-математической задачи оптимизирована структура посевных площадей в хозяйстве (таблица 1). Рекомендуются увеличить площади товарных культур за счет более интенсивного использования кормовых культур и посева пожнивных культур и озимой ржи на зеленый корм на площади 524 и 194 га соответственно, что позволит предприятию полностью обеспечить отрасль животноводства зелеными кормами. Рекомендуемая структура посевных площадей позволит выполнить запланированные объемы

VII Международный конкурс студенческих научно-исследовательских работ по экономике

реализации продукции растениеводства и обеспечить животноводство предприятия кормами в соответствии с зоотехническими требованиями, предъявляемыми к кормлению животных.

Таблица 1. – Размер и структура посевных площадей

Культуры	Факт		Расчет		Расчёт к факту, %
	га	%	га	%	
Зерновые и зернобобовые культуры, всего	1243	32,0	1697	43,7	136,5
в т. ч. озимые зерновые	848	21,9	1115	28,7	131,5
яровые зерновые	296	7,6	442	11,4	149,3
зернобобовые	99	2,6	140	3,6	141,4
Рапс	318	8,2	362	9,3	113,8
Кукуруза на силос	825	21,3	619	16,0	75,0
Однолетние травы	698	18,0	507	13,1	72,6
Многолетние травы	795	20,4	694	17,9	87,3
Всего посевов	3879	100	3879	100	100,0
Озимая рожь на зелёный корм	-	-	194	-	-
Пожнивные культуры	-	-	524	-	-

В процессе решения задачи оптимизированы рационы кормления животных на молочно-товарных фермах «Домники» и «Артюхи». За счет роста качества кормов планируется уменьшить уровень кормления коров на МТФ «Домники» и довести его до 52,7 ц к. ед. (таблица 2).

Таблица 2. – Рацион кормления коров на молочнотоварной ферме «Домники»

Корма	Рацион кормления								Расчёт к факту	
	фактический				расчетный					
	ц	ц к.ед.	ц п.п.	%	ц	ц к.ед.	ц п.п.	%	±, п.п.	%
Концентраты	11,2	11,2	1,18	20,2	13,7	13,7	1,44	26,0	5,8	122,3
Сено	14,4	6,5	0,76	11,8	12,0	5,4	0,64	10,2	-1,6	83,3
Сенаж	25,7	7,2	0,85	13,0	25,0	7,0	0,83	13,2	0,2	97,3
Солома	7,2	1,8	0,08	3,2	-	-	-		-	-
Силос	63,5	12,7	0,89	23,0	42,0	8,4	0,59	15,9	-7,1	66,1
Зеленый корм	82,1	15,6	1,72	28,3	90,0	17,1	1,89	32,6	4,3	109,6
Шрот	0,3	0,3	0,11	0,5	1,2	1,1	0,46	2,1	1,6	400,0
Итого	—	55,2	5,59	100,0	—	52,7	5,85	100,0	—	—

Планируется увеличить расход концентратов, зелёного корма и шрота на 22,3, 9,6 % и в 4,0 раза соответственно в расчёте на одну голову. Рекомендуемый рацион позволяет уменьшить перерасход кормов, увеличить содержание переваримого протеина в 1 кормовой единице и довести продуктивность коров на молочно-товарной ферме «Домники» до 50,8 ц.

Аналогичные расчеты были проведены и для МТФ «Артюхи». Рекомендуется довести уровень кормления коров на молочно-товарной ферме «Артюхи» до 45,5 ц к.ед. Планируется увеличить долю концентратов, зелёного корма и шрота на 3,6, 10,6 и 1,7 п.п. соответственно в расчёте на одну голову. Это позволит сократить потребление силоса и увеличить продуктивность коров на 2,4 ц.

Планируемые мероприятия позволят не только увеличить продуктивность коров, но и увеличить их поголовье. Поголовье коров рекомендуется увеличить на молочно-товарных фермах «Домники» и «Артюхи» соответственно на 5,1 и 4,6 % или до 452 и 340 гол.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Рост поголовья коров, увеличение продуктивности животных, оптимизация структуры посевных площадей и рост урожайности сельскохозяйственных культур, внедрение элементов точного земледелия, т.е. GSM системы мониторинга SMART S-2435 и датчиков уровня топлива ДУТ.Titan.RS485-1000, обоснование рационов кормления животных, приобретение и использование в животноводстве кормораздатчика ИСКР-12 «Хозяин» позволят увеличить объемы производства и реализации продукции (таблица 3).

Таблица 3. – Объёмы реализуемой продукции, ц

Вид продукции	Факт	Расчет	Расчёт к факту, %
Зерно	24410	26363	108,0
Рапс	2730	4199	153,8
Молоко	26650	33730	126,6
Прирост живой массы КРС	4980	5850	117,5

Следует отметить, рост качества произведенного молока (таблица 4).

Таблица 4. – Реализация молока

Показатель	Факт	Расчет	Расчёт к факту, %, п. п.
Реализовано молока всего, ц	26650	33730	126,6
в т.ч. сорта экстра	8608	17203	200,0
доля сорта экстра, %	32,3	51,0	18,7 п. п.
высшего сорта	11326	11210	99,0
доля высшего сорта, %	42,5	33,2	-9,3 п. п.
первого сорта	6716	5317	79,2
доля первого сорта, %	25,2	15,8	-9,4 п. п.

Доля молока, реализованного сортом «Экстра», увеличится на 18,7 п. п. за счет сокращения молока, реализованного высшим и первым сортами. Стоимость товарной продукции растениеводства и животноводства увеличится на 17,2 и на 26,3 % или до 1604,5 и 6364,9 тыс. руб. соответственно.

Увеличение поголовья и продуктивности коров, рост качества произведенного молока позволит увеличить стоимость товарной продукции от реализации молока на 33,5 %. В целом по предприятию рост стоимости товарной продукции составит 7969,4 тыс. руб., что больше фактического уровня на 24,4 %. Следует подчеркнуть, что специализация СУП «Горяны-Агро» не изменится.

Предлагаемые мероприятия позволят увеличить уровень производства продукции (таблица 5).

Таблица 5. – Эффективность сельскохозяйственного производства

Показатели	Факт	Расчет	Расчёт к факту, %
Произведено на 100 га с.-х. угодий:			
- молока, ц	608,0	686,0	112,8
- прироста живой массы крупного рогатого скота, ц	93,8	107,6	114,7
- товарной продукции, тыс. руб.	121,1	150,7	124,4
Произведено на 100 га пашни:			
- зерна, ц	685,7	1061,0	154,7
- рапса, ц	91,8	108,3	118,0
- товарной продукции на 1 чел.-час., руб.	15,4	19,4	126,0

Произойдет увеличение производства молока и прироста живой массы крупного рогатого скота в расчете на 100 га сельскохозяйственных угодий соответственно на 12,8 и 14,7 %. Увеличится производство зерна и рапса на 100 га пашни соответственно на 54,7 и 18,0 %. Уровень производства товарной продукции увеличится до 150,7 тыс. руб.

Оптимизация структуры посевных площадей сельскохозяйственных культур, рост их урожайности, увеличение поголовья и продуктивности животных, оптимизация рационов их кормления, рациональное распределение продукции по направлениям использования, внедрение элементов точного земледелия, использование в животноводстве кормораздатчика ИСКР–12 «Хозяин», оптимизация материально-денежных затрат позволят не только увеличить уровень производства всех видов продукции, но и обеспечить рост производительности труда на 26,0 %, что окажет влияние на финансовые показатели предприятия (таблица 6).

Анализ таблицы 6 показал состоятельность рекомендуемых мероприятий, так как в результате их осуществления СУП «Горяны-Агро» Полоцкого района уменьшит убыток от реализации сельскохозяйственной продукции на 975,8 тыс. руб. Следует отметить, что предприятие получить прибыль от реализации молока в размере 925,8 тыс. руб. при уровне рентабельности 33,2 %.

Таблица 6. Финансовые результаты СУП «Горяны-Агро»

Показатели	Факт	Расчёт	Расчет к факту, %, ±, п. п.
Выручка от реализации продукции, тыс. руб.	6934,0	7969,4	124,4
в т. ч. от реализации молока	2780,0	3711,3	133,5
Себестоимость реализованной продукции, тыс. руб.	10571,0	10630,6	100,6
в т. ч. реализованного молока	2780,0	2785,5	100,2
Прибыль (убыток) от реализации продукции, тыс. руб.	-3637,0	-2661,2	73,2
в т. ч. от реализации молока	0	925,8	+925,8
Уровень рентабельности (убыточности) от реализации продукции, %	-34,4	-25,0	9,4 п. п.
в т. ч. от реализации молока	0	33,2	33,2 п. п.

Таким образом, были выявлены резервы и обоснованы мероприятия по повышению экономической эффективности производства продукции: Оптимизация структуры посевных площадей сельскохозяйственных культур, рост их урожайности, увеличение поголовья и продуктивности животных, оптимизация рационов их кормления, рациональное распределение продукции по направлениям использования, внедрение элементов точного земледелия, использование в животноводстве кормораздатчика ИСКР–12 «Хозяин», оптимизация материально-денежных затрат, которые позволят значительно улучшить конечные результаты хозяйствования СУП «Горяны-Агро» Полоцкого района.

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**ВЛИЯНИЕ САНКЦИЙ НА ЭКОНОМИКУ И СТРАТЕГИИ МЕНЕДЖМЕНТА
КОМПАНИЙ: ВЫЗОВЫ И НОВЫЕ ВОЗМОЖНОСТИ**

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Санкции, ставшие неотъемлемым элементом современной геоэкономической реальности, оказывают глубокое структурное воздействие на национальные экономики и корпоративные стратегии, в связи с чем для менеджмента компаний, оказавшихся в эпицентре этих изменений, наступил период суровых испытаний, требующих не только адаптации, но и фундаментального пересмотра бизнес-моделей. В этой связи цель данного исследования заключается в том, чтобы выявить системные вызовы, порождаемые санкциями, и проанализировать формирующиеся в ответ стратегии управления, которые позволяют компаниям не только выживать, но и открывать новые возможности для развития, поскольку именно в условиях кризиса проявляется эффективность управленческих решений.

Ответом на санкции стала кардинальная перестройка сложившихся экономических связей. На макроуровне это проявилось в инфляционном давлении, девальвации национальных валют и общем замедлении экономической активности. На микроуровне компании столкнулись с тремя основными группами вызовов: во-первых, это разрыв глобальных цепочек создания стоимости, когда нарушились десятилетиями выстраиваемые логистические и производственные связи, а дефицит критических компонентов, сырья и оборудования привел к остановкам производств, росту издержек и необходимости срочного поиска альтернативных

каналов снабжения; во-вторых, финансовые ограничения, выразившиеся в ограничении доступа к международным капиталам, платежным системам и сложностях с межбанковскими расчетами, что создало барьеры для ведения внешнеторговой деятельности и подорвало финансовую стабильность многих предприятий; в-третьих, технологическая изоляция, когда ограничения на поставки высокотехнологичного оборудования и программного обеспечения замедлили процессы модернизации и инновационного развития, создав угрозу технологического отставания.

В ответ на эти вызовы успешные компании формируют проактивные стратегии, трансформируя угрозы в драйверы роста. Стратегия ускоренной локализации и импортозамещения перешла из разряда декларативных в практически значимое, что проявляется в активном инвестировании менеджментом в создание собственных производственных мощностей и развитие кооперации с отечественными поставщиками, стимулируя развитие внутреннего рынка и смежных отраслей и создавая новые ниши для бизнеса. Одновременно происходит переориентация на новые рынки, где уход с традиционных рынков Европы и Северной Америки компенсируется активной экспансией в страны Азии, Ближнего Востока, Африки и Латинской Америки, что требует от менеджмента развития новых компетенций в области международного маркетинга, логистики и кросс-культурного взаимодействия. Кроме того, санкционное давление стало катализатором внутренней оптимизации, когда внедряются принципы бережливого производства, автоматизация и цифровизация всех бизнес-процессов, вынуждая находить скрытые резервы эффективности и повышая общую конкурентоспособность компании.

Таким образом, влияние санкций на экономику и менеджмент носит амбивалентный характер. С одной стороны, они являются источником системных рисков и дестабилизирующим фактором. С другой – выступают в роли принудительного стимула для глубоких структурных преобразований. Они заставляют компании отказываться от устаревших моделей, ускоренно внедрять инновации, осваивать новые рынки и развивать внутренний потенциал. В этих условиях успех определяется способностью менеджмента демонстрировать стратегическую гибкость, проактивность и готовность к фундаментальным изменениям. Преодоление текущих вызовов может заложить основу для создания более самостоятельной, диверсифицированной и устойчивой экономической модели в будущем.

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**ИННОВАЦИОННО-ТЕХНОЛОГИЧЕСКАЯ СРЕДА
МНОГОНАЦИОНАЛЬНОГО ПРЕДПРИЯТИЯ И УПРАВЛЕНИЕ ОБЪЕКТАМИ
ИНТЕЛЛЕКТУАЛЬНОЙ СОБСТВЕННОСТИ**

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В статье исследуется взаимосвязь инновационно-технологической среды (ИТС) и системы управления интеллектуальной собственностью (ИС) в многонациональных предприятиях (МНП). Определены ключевые компоненты ИТС, проанализированы современные стратегии управления ИС и выявлены проблемы их интеграции в условиях глобальной конкуренции. Ключевые слова: инновационно-технологическая среда, интеллектуальная собственность, многонациональные предприятия, открытые инновации, патентная стратегия. Современная экономика знаний характеризуется переходом от конкуренции на основе материальных активов к соперничеству за интеллектуальные ресурсы и технологическое лидерство. Для многонациональных предприятий (МНП) это означает необходимость формирования целостной инновационно-технологической среды, способной генерировать прорывные решения в глобальном масштабе [5]. При этом эффективность такой среды напрямую зависит от качества управления интеллектуальной собственностью, которое превращается из вспомогательной функции в стратегический актив компании. Основная проблема современных МНП заключается в организационном разрыве между исследовательскими подразделениями, создающими инновации, и службами, отвечающими за их правовую защиту и коммерциализацию. Это приводит к неэффективному использованию ресурсов и потере конкурентных преимуществ. Инновационно-технологическая среда МНП представляет собой сложную экосистему, объединяющую ресурсы, процессы и отношения для создания и реализации инноваций в международном масштабе. Её ключевые компоненты и их функции представлены в таблице 1.

Особенностью современной ИТС является переход от закрытой модели инноваций к парадигме “открытых инноваций” (open innovation), предполагающей активное использование внешних источников знаний [1]. Например, компания Procter & Gamble реализует стратегию “Connect + Develop”, при которой до 50% инноваций создается при участии внешних партнеров. Эволюция управления ИС в МНП прошла путь от юридической функции к стратегическому менеджменту. К ключевым объектам ИС и особенностям их международной защиты относятся патенты, обеспечивающие защиту R&D-инвестиций и создающие “свободу действия” (freedom to operate), что наглядно демонстрирует стратегия компании Samsung,

VII Международный конкурс студенческих научно-исследовательских работ по экономике

ежегодно регистрирующей тысячи патентов в разных юрисдикциях для формирования защитного портфеля [4].

Таблица 1. — Компоненты инновационно-технологической среды МНП

Компонент	Составляющие	Функции в ИТС
Организационно-управленческий	• Структура R&D-подразделений • Процессы управления инновациями • Система мотивации	• Стратегическое планирование • Координация международных команд • Создание инновационной культуры
Кадровый	• Ученые и инженеры • Менеджеры инновационных проектов • Специалисты по трансферу технологий	• Генерация знаний • Реализация инновационных проектов • Международный обмен опытом
Информационно-коммуникационный	• Базы знаний и патентов • Системы совместной работы • Аналитические платформы	• Распространение знаний • Мониторинг технологических трендов • Поддержка принятия решений
Материально-технический	• Исследовательские лаборатории • Оборудование и ПО • IT-инфраструктура	• Обеспечение экспериментальной базы • Поддержка удаленной коллаборации

К другому важному объекту относятся товарные знаки, призванные защищать бренд при выходе на новые рынки, о чём свидетельствует успешная адаптация бренда Coca-Cola к различным культурным средам при сохранении единой идентичности. Особый режим защиты требуют ноу-хау, что обусловлено различиями в национальных законодательствах о коммерческой тайне. Наконец, критически важными для IT-компаний (Microsoft, Adobe) являются авторские права, которые служат основой их бизнес-модели. Работа с данными активами на международном уровне требует отлаженных процессов. Основными функциями системы управления ИС в МНК выступают: идентификация и учет объектов ИС; обеспечение правовой охраны в разных юрисдикциях; коммерциализация через лицензирование; оценка стоимости портфеля ИС и его защита от нарушений. Особое значение в этом процессе имеет использование международных систем охраны — РСТ для патентов и Мадридской системы для товарных знаков [6]. В конечном счете, ценность всей этой системы управления ИС раскрывается в ее влиянии на инновации. Это влияние можно охарактеризовать как стратегический симбиоз между ИТС и управлением ИС. Управление ИС создает «безопасное пространство» для инновационной деятельности, обеспечивая: правовую защиту инноваций — фармацевтическая компания Novartis окупает миллиардные инвестиции в разработку препаратов благодаря патентной защите; и стимулирование инновационной активности — программы материального и нематериального вознаграждения сотрудников за изобретения. В то же время наблюдается и обратное влияние: ИТС активно воздействует на систему управления ИС. Это влияние проявляется в: расширении потока объектов ИС — сетевой характер современных R&D-центров увеличивает количество создаваемых объектов для защиты, как, например, в компании Huawei, которая инвестирует в исследовательские центры в 15 странах, что значительно расширяет её патентный портфель; а также в интеграции информационных систем — когда платформы управления инновациями объединяются с системами управления жизненным циклом патентов. Не менее важным аспектом является стратегическая интеграция, которая проявляется в согласовании инновационной и ИС-стратегии. Это согласование включает: выбор патентной стратегии (оборона, наступление); управление ИС в глобальной цепочке создания стоимости; а также использование портфеля ИС в конкурентной борьбе. Подытожить представленный анализ можно следующими выводами. Проведенное исследование позволяет утверждать, что инновационно-

технологическая среда и управление интеллектуальной собственностью представляют собой систему стратегического симбиоза, эффективная интеграция которой является ключевым фактором конкурентоспособности МНК в глобальной экономике. В то же время, на пути этой интеграции сохраняется ряд проблем, таких как организационный разрыв между R&D-подразделениями и юридическими службами, противоречия в национальных законодательствах и высокая стоимость международной патентной защиты. Для их преодоления необходимы целенаправленные меры, включающие создание сквозных процессов управления инновациями и ИС, формирование корпоративной культуры, ценищей интеллектуальную собственность, и активное внедрение цифровых платформ для управления портфелем ИС. Перспективными направлениями для дальнейших исследований являются анализ влияния искусственного интеллекта на патентную аналитику и управление жизненным циклом объектов ИС, а также изучение трансформации моделей интеграции ИТС и ИС в условиях глобальной цифровизации.

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**ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ СЕБЕСТОИМОСТИ ЗЕРНОВЫХ
КУЛЬТУР В СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЯХ МОГИЛЕВСКОЙ
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Зерновые культуры играют ключевую роль в сельском хозяйстве, являясь основным продуктом для производства хлеба и круп, а также кормов для животноводства.

Из зерновых культур в Республике Беларусь занимаются возделыванием яровой и озимой пшеницы, ячменя, ржи, овса и полностью обеспечивают население этой продукцией за исключением высококачественных продовольственных сортов пшеницы, которую поставляют из южных регионов России и Казахстана [Ошибка! Источник ссылки не найден.].

Зерновые это важные продовольственные, кормовые и технологические культуры. Беларусь входит в ТОП-5 мировых лидеров по производству зерна на душу населения. В 2024 году в Беларуси среднечеловеческое производство зерна составило 842 килограмма — это весьма значительный показатель. Такие высокие и стабильные результаты свидетельствуют о планомерном развитии аграрного сектора [Ошибка! Источник ссылки не найден.].

Себестоимость является одним из наиболее важных показателей экономической эффективности сельскохозяйственного производства продукции. Конкурентоспособность зерновых культур в стране предусматривается за счет уменьшения ее себестоимости, повышения качества, предотвращения потерь при хранении и переработке зерновых культур.

В этом контексте проведение эконометрического анализа позволяет выявить и количественно оценить влияние отдельных факторов на формирование себестоимости, что обеспечивает научную базу для принятия эффективных управленческих решений. В статье проводится анализ формирования себестоимости зерновых культур в сельскохозяйственных предприятиях Могилевской области с помощью эконометрического анализа.

Материалами для исследований послужили данные бухгалтерской отчетности по 123 сельскохозяйственным предприятиям Могилевской области за 2023 г. При исследовании применялись приемы сравнения, экономического анализа и статистико-экономический метод исследований.

Для исследования себестоимости зерновых культур проведем анализ множественной регрессии. Построенная эконометрическая модель будет иметь вид (формула 1):

$$\begin{aligned} Y_x &= 28,14 - 0,0005x_1 - 0,25x_2 + 0,9x_3 + 1,18x_4 + 1,95x_5 - 0,3x_6 \\ R &= 0,7, t_R=14,9, D = 49,4\%, \bar{D} = 47,2\%, F = 18,8, \bar{E} = 15,9\%, \end{aligned} \quad (1)$$

где Y_x — себестоимость зерновых культур, руб./ц;

x_1 — площадь, га;

x_2 — урожайность, ц/га;

x_3 — затраты на удобрения, руб./ц;

x_4 — затраты на оплату труда, руб./ц;

x_5 — затраты на содержание основных средств, руб./ц;

x_6 — балл пашни, балл.

Оценивая качество модели, отметим, что коэффициент множественной корреляции находится в пределе $0,7 \leq R \leq 1,0$, значит, все вместе взятые факторные показатели сильно влияют на результативный показатель. Коэффициент детерминации $D=49,4\%$, значит, на 49,4% факторные показатели объясняют изменения результативного, а на 50,6% изменения результативного показатели объясняют неучтенные в модели факторы. При сравнении скорректированного коэффициента детерминации $\bar{D} = 47,2\%$ с коэффициентом детерминации можно сделать вывод, что эконометрическая модель считается хорошей, т. к. выполняется условие $|D - \bar{D}| = |49,4\% - 47,2\%| = 2,2\% \leq 3\%$. Критерий Фишер $F=18,8 > 1,5$, что означает пригодность эконометрической модели к применению. Коэффициент существенности коэффициент множественной корреляции $t_R = 14,9 > 2,48$, следовательно, факторные показатели существенно влияют на результативный показатель. Средняя относительная ошибка аппроксимации находится в пределах от 10 до 20%, значит, модель имеет допустимую точность.

Анализ коэффициентов регрессии показывает, что снижению себестоимости зерновых (на 0,55 и 0,03 руб./ц соответственно) приводит рост посевных площадей на 1 га ($a_1 = -0,0005$), урожайности – на 1 ц/га ($a_2 = -0,25$) и увеличение балла пашни на 1 балл ($a_6 = -0,3$).

Увеличение остальных факторов на единицу повышает значение результативного показателя, а в особенности – затраты на содержание основных средств ($a_5 = 1,95$). Свободный член $a_0 = 28,14$, показывает степень влияния неучтённых факторов в эконометрической модели, если учтённые неизменны.

Далее проводим анализ всех факторных показателей. Расчеты представлены в таблице 1.

Таблица 1. — Характеристики факторных показателей.

Факторные показатели	t_{aj}	Δ_{aj}	β_{aj}
Площадь, га	-0,61	-0,03	-0,04
Урожайность, ц/га	-1,86	-0,14	-0,14
Затраты на удобрения, руб./ц	4,88	0,28	0,33
Затраты на оплату труда, руб./ц	5,32	0,22	0,37
Затраты на содержание основных средств, руб./ц	5,38	0,17	0,36
Балл пашни	-1,69	-0,23	-0,12

Были рассчитаны коэффициенты существенности коэффициентов регрессии. По коэффициентам существенности коэффициентов регрессии видим, что не все факторные показатели существенно влияют на результативный показатель. Это факторные показатели – площадь ($t_{a1} = -0,61$), урожайность ($t_{a2} = -1,86$) и балл пашни ($t_{a6} = -1,69$), так как их значения меньше табличного коэффициента $t_{\text{табл}}$. Поэтому исключаем из эконометрической модели факторные показатели, начиная с самого несущественного. После исключения каждого фактора следует проверять коэффициенты существенности коэффициентов регрессии заново, т. к. при исключении любого фактора из модели существенность других факторов изменяется.

На основании рассчитанных коэффициентов эластичности можно сделать вывод о том, что наибольшее увеличение себестоимости происходит за счет роста затрат на удобрения, а именно, себестоимость увеличится на 0,28%, если затраты на удобрения увеличатся на 1%. Судя по коэффициентам эластичности можем сделать вывод, что ресурсы лучше всего вкладывать в балл пашни, т. к. при увеличении балла пашни на 1% себестоимость уменьшится на 0,23%.

Однако, стоит отметить, что более точные исследования дают β -коэффициенты. Коэффициенты эластичности зависят от обширности вариации и с увеличением вариации точность этих коэффициентов уменьшается. Делая вывод по β -коэффициентам, мы можем отметить, что лучше всего вкладывать ресурсы в урожайность. Себестоимость зерновых уменьшится на 0,14 части стандартного отклонения, если урожайность увеличится на 1 стандартное отклонение.

После исключения двух несущественных факторных показателей из эконометрической модели (площадь и балл пашни), существенность урожайности увеличилась ($t_{a2} = -2,68$). Поэтому этот факторный показатель остается в эконометрической модели.

По оставшимся данным строим новую эконометрическую модель. Она имеет следующий вид (формула 2):

$$Y_X = 19,74 - 0,34x_1 + 0,91x_2 - 1,15x_3 + 2,04x_4, \\ R = 0,7, t_R = 14,4, D = 48, \bar{D} = 46,7\%, F = 27,2, \bar{E} = 10,3\%, \quad (2)$$

где Y_X – себестоимость зерновых культур, руб./ц;

x_1 – урожайность, ц/га;

x_2 – затраты на удобрение, руб./ц;

x_3 – затраты на оплату труда, руб./ц;

x_4 – затраты на содержание ОС, руб./ц.

Оценивая качество модели, отметим, что коэффициент множественной корреляции находится в пределе $0,7 \leq R \leq 1,0$, значит, все вместе взятые факторные показатели сильно влияют на результативный показатель. Коэффициент детерминации $D = 48\%$, значит, на 48% факторные показатели объясняют изменения результативного, а на 52% изменения результативного показателя объясняют неучтенные в модели факторы. Критерий Фишер $F = 27,2 > 1,5$, что означает пригодность эконометрической модели к применению. Коэффициент существенности коэффициент множественной корреляции $t_R = 14,4 > 2,48$, следовательно, факторные показатели существенно влияют на результативный показатель. Средняя относительная ошибка аппроксимации находится в пределах от 10 до 20%, значит модель имеет допустимую точность.

Анализ коэффициентов регрессии показывает, что снижению себестоимости зерновых (на 0,34 руб./ц) приводит рост их урожайности на 1 ц/га ($a_1 = -0,34$). Увеличение остальных факторов на единицу повышает значение результативного показателя, а в особенности – затраты на содержание основных средств ($a_4 = 2,04$). Свободный член $a_0 = 19,74$, показывает степень влияния неучтенных факторов в эконометрической модели, если учтенные неизменны.

Далее проведем анализ характеристик факторных показателей. Были рассчитаны коэффициенты существенности коэффициентов регрессии ($t_{a1} = -2,67$, $t_{a2} = 4,9$, $t_{a3} = 5,1$, $t_{a4} = 5,7$). Они показали, что все факторные показатели существенно влияют на результативный. Поэтому не исключаем из эконометрической модели факторные показатели, так как их значения больше табличного коэффициента $t_{\text{табл}}(1,96)$.

Полученная эконометрическая модель имеет устойчивые характеристики. Далее произведем анализ факторных показателей. Расчеты представлены в таблице 2.

Таблица 2. — Характеристики факторных показателей.

Факторные показатели	t_{a_j}	Δ_{a_j}	β_{a_j}
Урожайность, ц/га	-2,67	-0,18	-0,19
Затраты на удобрение, руб./ц	4,9	0,28	0,33
Затраты на оплату труда, руб./ц	5,1	0,21	0,36
Затраты на содержание основных средств, руб./ц	5,7	0,17	0,38

Сравнивая расчетные значения коэффициентов существенности коэффициентов регрессии по модулю с $t_{\text{табл}}(1,96)$, видим, что они сильно значимы.

В таблице 2 приведены рассчитанные значения коэффициентов эластичности и β -коэффициентов. По рассчитанным β -коэффициентам ($\beta_1 = -0,19$; $\beta_2 = 0,33$; $\beta_3 = 0,36$; $\beta_4 = 0,38$) отметим, что к уменьшению себестоимости зерновых культур приводит увеличение урожайности ($\beta_1 = -0,19$), т. е. если урожайность увеличится на одно стандартное отклонение от своего среднего значения, себестоимость зерновых культур – уменьшится на 0,19 стандартных отклонений относительно своего среднего значения. К увеличению себестоимости зерновых культур более всего приводит рост затрат на содержание основных средств ($\beta_3 = 0,38$).

Проведём анализ эконометрической модели на мультиколлинеарность, чтобы убедиться в отсутствии сильных связей между факторными показателями. Расчеты представлены на рисунке 1.

При проведении данного анализа не выявлено мультиколлинеарных факторов. Данное исследование показало, что эконометрическая модель и выводы по коэффициентам являются надёжными.

Проведенное эконометрическое исследование позволило построить и проанализировать эконометрическую модель формирования себестоимости зерновых культур в сельскохозяйственных предприятиях Могилевской области. Анализ выявил статистически

VII Международный конкурс студенческих научно-исследовательских работ по экономике

значимое влияние таких факторов, как урожайность, затраты на удобрения, оплату труда и содержание основных средств. Наибольшее отрицательное воздействие на рост себестоимости оказывают именно затраты на содержание основных средств, в то время как повышение урожайности способствует ее снижению.

	A	B	C	D	E	F	G	H
1		Площадь, га	Урожайность, ц/га	Затраты на удобрения, руб/ц	Затраты на оплату труда, руб/ц	Затраты на содержание ОС, руб/ц	Балл пашни, балл	Себестоимость зерновых, руб/ц
2	Площадь, га	1,00						
3	Урожайность, ц/га	0,23	1,00					
4	Затраты на удобрения, руб/ц	-0,03	-0,18	1,00				
5	Затраты на оплату труда, руб/ц	-0,02	-0,31	0,12	1,00			
6	Затраты на содержание ОС, руб/ц	-0,03	0,15	0,01	-0,06	1,00		
7	Балл пашни, балл	0,04	0,29	-0,08	-0,03	-0,08	1,00	
8	Себестоимость зерновых, руб/ц	-0,11	-0,30	0,41	0,44	0,33	-0,23	1

Рисунок 1. — Мультиколлинеарность

В целом, полученные результаты свидетельствуют о том, что основным резервом снижения себестоимости зерновых в условиях Могилевской области является оптимизация структуры производственных затрат, что коррелирует с выводами современных белорусских исследований. Анализ эффективности зернопроизводства в Могилевской области свидетельствует, что оптимизация структуры затрат при одновременном росте урожайности представляет основной резерв снижения себестоимости [Ошибка! Источник ссылки не найден.]. Перспективным направлением для достижения этих целей является внедрение элементов точного земледелия и цифровизации АПК, что позволяет более рационально использовать ресурсы и управлять затратами. Исследования в области цифровизации АПК Беларуси подтверждают, что внедрение «precision farming» технологий позволяет существенно повысить эффективность использования ресурсов [Ошибка! Источник ссылки не найден.]. Таким образом, комплексный подход, сочетающий оптимизацию издержек и внедрение инновационных технологий, будет способствовать повышению конкурентоспособности зерновой отрасли региона.

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МОТИВАЦИЯ УПРАВЛЕНЧЕСКОГО ТРУДА

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Современные социально-экономические условия требуют постоянного совершенствования систем управления персоналом. Особое место в этом процессе занимает мотивация управленческого труда — ключевой фактор, влияющий на результативность управленческих решений, качество функционирования организации и её устойчивое развитие в условиях конкурентной среды [1, с. 25]. Под мотивацией управленческого труда понимается процесс побуждения руководителей и управленцев различных уровней к эффективному выполнению функциональных обязанностей с целью достижения стратегических и тактических целей предприятия. Данная категория имеет комплексный характер, охватывающий экономические, социальные и психологические аспекты деятельности менеджеров.

В научной литературе мотивация труда рассматривается как совокупность внутренних и внешних побуждений, определяющих направленность, интенсивность и устойчивость трудовой деятельности человека [2]. Для управленческого труда, как особого вида интеллектуальной и организационной деятельности, механизмы мотивации обладают рядом специфических особенностей. Так, управленцы мотивированы не только материальными стимулами, но и такими факторами, как признание, власть, возможность самореализации и участия в стратегическом развитии компании.

Согласно теории иерархии потребностей А. Маслоу, человек стремится удовлетворить потребности последовательно — от базовых физиологических до потребностей в самовыражении [2]. В контексте управленческого труда наиболее значимыми становятся потребности высших уровней: в признании, уважении, профессиональной реализации. В свою очередь, теория ожиданий В. Врума утверждает, что мотивация зависит от ожидаемого результата и его субъективной ценности для работника [3, с. 21]. Таким образом, система мотивации управленческого труда должна учитывать не только финансовое вознаграждение, но и психологические факторы восприятия успеха.

Современные системы мотивации управленческого труда включают в себя широкий набор методов и инструментов, которые можно разделить на материальные и нематериальные. К материальным относят премии, бонусы, участие в прибыли, опционы на акции и другие формы финансового вознаграждения [1, с. 111]. К нематериальным — признание заслуг, продвижение по службе, участие в принятии решений, возможности профессионального роста и обучения. Эффективная система мотивации предполагает баланс между этими двумя группами стимулов.

Таблица 1. Основные виды мотивации управленческого труда

	А	В	С
1	Тип мотивации	Содержание	Примеры стимулов
2	<i>Материальная</i>	Ориентирована на получение материальной выгоды	Премии, бонусы, участие в прибыли
3	<i>Нематериальная</i>	Основана на признании и развитии личности	Обучение, продвижение, корпоративная культура
4	<i>Социальная</i>	Связана с принадлежностью и статусом в коллективе	Командные проекты, социальные льготы
5			

Эмпирические исследования показывают, что управленцы чаще других категорий работников испытывают потребность в признании и возможности влияния на стратегические решения организации [3, с. 39]. По данным опросов, более 60% руководителей среднего звена считают недостаточным уровень нематериальной мотивации в своих компаниях. Основными демотивирующими факторами являются отсутствие обратной связи, ограниченные возможности карьерного роста и несоответствие результатов труда системе вознаграждения.

Как видно из представленного графика (рис.1), преобладающим фактором остаётся материальная мотивация, однако растёт значение нематериальных и социальных стимулов, особенно в организациях с развитой корпоративной культурой. Современные тенденции управления персоналом показывают смещение акцента в сторону гибридных моделей мотивации, где ключевую роль играют возможности саморазвития, признание достижений и участие в инновационных проектах.

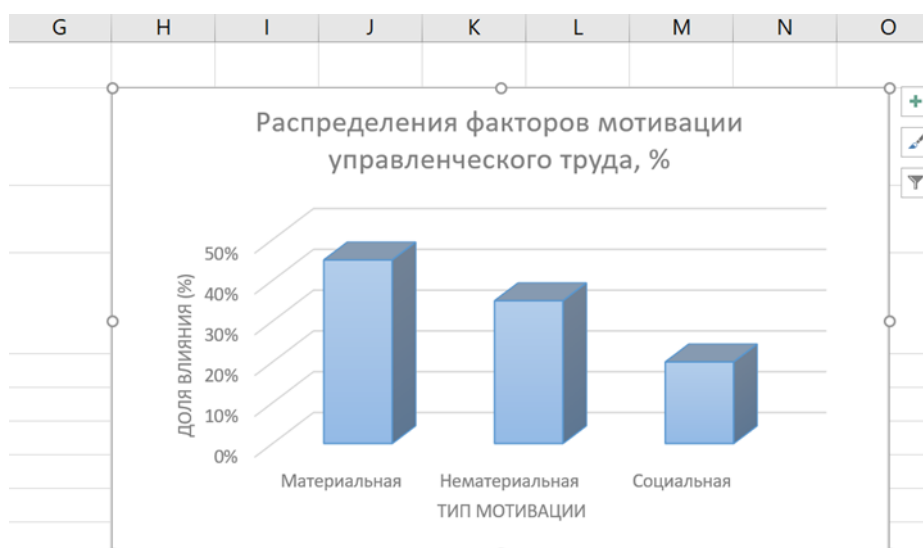


Рис. 1 – Распределение факторов мотивации управленческого труда, %

Мотивация управленческого труда является фундаментальным элементом системы управления организацией. Она определяет степень вовлеченности руководителей в достижение стратегических целей и формирует основу для развития организационной культуры. Эффективная мотивация управленцев должна строиться на принципах справедливости, прозрачности и индивидуального подхода, учитывая специфику

управленческой деятельности. В современных условиях цифровой трансформации особое значение приобретает мотивация, связанная с инновационными задачами и профессиональным развитием. Следовательно, формирование сбалансированной системы мотивации управленческого труда становится неотъемлемым условием устойчивого развития предприятий [1, с. 150].

Делаем вывод о том, что мотивация управленческого труда представляет собой сложный и многогранный процесс, в котором сочетаются экономические, социальные и психологические аспекты. Эффективная система мотивации управленцев играет ключевую роль в достижении стратегических целей организации и формировании её устойчивого развития. Современные тенденции указывают на необходимость перехода от преимущественно материальных стимулов к сбалансированным моделям мотивации, включающим нематериальные и социальные факторы — признание, возможность профессионального роста, участие в принятии решений и реализацию творческого потенциала.

Для повышения результативности управленческого труда важны принципы справедливости, прозрачности и индивидуального подхода к каждому руководителю. В условиях цифровой трансформации особое значение приобретают мотивационные механизмы, ориентированные на инновации, развитие компетенций и вовлечение управленцев в процессы изменений. Таким образом, грамотно выстроенная система мотивации управленческого труда становится одним из ключевых факторов эффективности современного менеджмента.

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КОНКУРЕНТОСПОСОБНОСТЬ ПЕРСОНАЛА СУБЪЕКТОВ АГРОБИЗНЕСА: ОЦЕНКА И ФОРМИРОВАНИЕ СТРАТЕГИИ ЕЕ ПОВЫШЕНИЯ

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Конкурентоспособность персонала является составляющей общей конкурентоспособности организации и обуславливается тем, что в условиях нарастающей

конкуренции, конкурентоспособность персонала играет ключевую роль в успешной деятельности субъектов агробизнеса. В этой связи, субъектам агробизнеса необходимо активно развивать конкурентные качества и преимущества управленческого и рабочего персонала, значительно больше уделять внимания процессу привлечения новых квалифицированных и креативных специалистов и своевременно осуществлять оценку и формирование стратегии повышения их конкурентоспособности, что и предопределило актуальность темы исследования.

Агробизнес играет ключевую роль в экономике России и многих стран, обеспечивая продовольственную безопасность и создавая рабочие места. Однако, как и в любой другой отрасли, конкурентоспособность агробизнеса в целом как сферы экономики и его субъектов во многом зависит от квалификации, эффективности деятельности и конкурентоспособности персонала. Стратегия повышения конкурентоспособности персонала становится важным инструментом для достижения устойчивого развития и успешной деятельности субъектов агробизнеса. Поэтому целесообразно выявление основных аспектов формирования такой стратегии, включая анализ текущей ситуации, определение потребностей в развитии, внедрение инновационных методов обучения и создания эффективной организационной культуры.

Для начала необходимо провести глубокий анализ текущего состояния персонала в субъектах агробизнеса, включая:

- оценка квалификации: определение уровня знаний и навыков персонала, а также выявление их способности адаптации к изменениям на рынке;
- анализ конкуренции: изучение практик управления в конкурентных субъектах агробизнеса с целью выявления их сильных и слабых сторон;
- оценка потребностей: выявление потребностей в обучении и развитии персонала с учетом современных тенденций в агробизнесе, таких как цифровизация и устойчивое развитие.

Основным способом оценки деятельности персонала в сельскохозяйственных организациях региона является оценка количественных показателей, включающая также натуральные и стоимостные индикаторы, наряду с показателями эффективности деятельности персонала организации [1, с. 50].

Оценка конкурентоспособности персонала субъектов молочного агробизнеса осуществлена по показателям, предложенных авторами [2, с. 204] и проводилась путем сравнения ее показателей таких субъектов молочного агробизнеса, как ЗАО «Куракинское», АО «Агрофирма Мценская» и среднестатистического конкурентарегиона, в качестве которого рассматривались средние данные по всем сельскохозяйственным организациям - производителям молока Орловской области (таблица. 1).

Ввиду того, что уровень конкурентоспособности персонала определяется его конкурентными преимуществами на конкретном рынке [3, с. 199], потому определим достигнутые таким персоналом субъектов молочного агробизнеса, как операторы машинного доения конкурентные преимущества.

Более высокой конкурентоспособности по среднему надою на одну корову в 2024 г. достигли операторы машинного доения АО «Агрофирма Мценская» (10110 кг), вторая позиция - ЗАО «Куракинское» и последняя - у среднестатистического конкурента региона, продуктивность которых меньше на 13,2% и 30,3%.

Операторы машинного доения ЗАО «Куракинское» в 2024 г. заняли первую конкурентную позицию в сравнении с другими субъектами молочного агробизнеса по количеству произведенного молока и нагрузке обслуживаемых коров на 1 оператора машинного доения, трудоемкости 1 ц молока, производительность труда и полученной прибыли на 1 чел.-час. затрат труда.

Среднестатистический конкурент Орловской области достиг конкурентных преимуществ по полученным приплоду и прибыли на 1 оператора машинного доения, цене реализации 1 ц молока и рентабельность, а второй конкурентной позиции – по тем показателям, по которым у ЗАО

VII Международный конкурс студенческих научно-исследовательских работ по экономике

«Куракинское» более высокий рейтинг, однако, самый низкий рейтинг у него только по одному показателю - надою на 1 корову. Тогда как персонал ЗАО «Куракинское» проигрывает конкуренцию работникам среднестатистического конкурента региона и АО «Агрофирма Мценская», производящим молоко, по четырем значимым стоимостным показателям, а именно по себестоимости производства и цене реализации 1 ц молока, среднемесячной заработной плате операторов машинного доения и рентабельности, поэтому заняло только вторую конкурентную позицию.

**Таблица 1 - Конкурентоспособность персонала субъектов
молочного агробизнеса Орловской области, 2024 г.**

Показатели	ЗАО «Куракинское»**	АО «Агрофирма Мценская»**	Среднестатистический конкурент*
Количество операторов машинного доения, чел.	12	16	380
Трудоемкость 1 ц, чел.-час.	0,26	1,52	1,31
Затраты труда на 1 корову, чел.-час.	22,4	153,8	92,1
Прибыль, млн руб.	28,3	35,0	899,5
Нагрузка на 1 оператора машинного доения, коров	41	28	41
Надой на 1 корову, кг	8780	10110	7050
Получено на 1 оператора машинного доения:			
- молока, ц	3585,3	2875,1	2917,4
- приплода, гол.	35,5	32,6	43,4
- прибыли, млн руб.	2,36	2,19	2,37
Получено на 1 чел.-час. затрат труда:			
- молока, ц	3,91	0,66	0,77
- прибыли, тыс. руб.	2,57	0,50	0,62
Среднемесячная заработная плата, тыс. руб.	54,6	85,4	63,6
Себестоимость производства 1 ц молока, руб.	2761,0	2750,0	2755,2
Цена реализации 1 ц молока, руб.	3450,9	3540,9	3682,2
Рентабельность реализации молока, %	25,0	28,8	31,7

*Источник: * - по данным сводной годовой бухгалтерской отчетности сельскохозяйственных организаций региона; ** - по данным годовой бухгалтерской отчетности сельскохозяйственных организаций*

Себестоимость производства 1 ц молока сложилась в 2024 г. на более низком уровне в АО «Агрофирма Мценская», при этом себестоимость продукции формируется под воздействием многих факторов, в частности, роста или снижения потребления сырья и цен на него, стоимости технико-технологического оборудования, нефтепродуктов, уровня общей инфляции и т.д. [4 с. 2377], но разница между ними незначительна, всего лишь на 0,2% и 0,4% ниже, чем у среднестатистического конкурента региона и ЗАО «Куракинское» соответственно, и не привела к росту прибыли, полученной на 1 ц молока. При этом следует учитывать, что главным активизирующим фактором, заставляющим работников более эффективно трудиться, остается уровень оплаты труда [5, с. 894], так как сотрудник «продает» себя, свои знания, идеи, опыт и «покупает» продукт в виде рабочего места, доход, социальный пакет и т.д., которые предлагаются компанией на рынке труда [6, с. 52]. Ацентируем внимание, что персонал АО «Агрофирма Мценская» достиг конкурентного преимущества по среднемесячной заработной плате операторов машинного доения, которая больше в 1,6 и 1,3 раза, чем у вышеуказанных субъектов молочного агробизнеса соответственно. Однако, это не способствовало достижению более высокой конкурентной позиции в целом и уступило им по совокупности показателей конкурентоспособности персонала.

Значения каждого показателя конкурентоспособности персонала всех трех сравниваемых субъектов молочного агробизнеса по позициям, которые они заняли по итогам

VII Международный конкурс студенческих научно-исследовательских работ по экономике

2024 г., были проранжированы (1 – первая конкурентная позиция, 3 – последняя) и построен многоугольник конкурентоспособности операторов машинного доения (рисунок 1).



Рисунок 1 - Многоугольник конкурентоспособности операторов машинного доения субъектов молочного агробизнеса Орловской области, 2024 г.*

*Источник: составлено автором по данным, приведенным в таблице 1

Оценка конкурентоспособности персонала субъектов молочного агробизнеса Орловской области по итогам 2024 года по наименьшей площади фигуры, полученной посредством соединения точек радиальных лучей, отраженной на рисунке 1, показала, что операторы машинного доения среднестатистического конкурента региона в совокупности сформировали больше конкурентных преимуществ по сравнению с отдельно функционирующими субъектами молочного агробизнеса. При этом персонал ЗАО «Куракинское» занял вторую конкурентную позицию, несмотря на его преобладание по наибольшему количеству показателей, а АО «Агрофирма Мценская» - соответственно третью позицию из-за уступок по большинству показателей.

На основе анализа текущей ситуации следует выделить ключевые области, требующие внимания топ-менеджмента субъектов агробизнеса:

- управление изменениями: успешные субъекты агробизнеса должны быть готовы к быстрой адаптации к изменениям в рыночной среде, а их управленческий персонал должен обладать навыками управления изменениями с целью эффективного реагирования на новые вызовы;

– внедрение инновационных технологий, в том числе точного земледелия, автоматизации и цифровизации процессов, что требует от персонала знаний о приоритетных достижениях в области агробiotехнологий и менеджмента, а также навыков и умений реализовать их на практике;

– реализация лидерства топ-менеджмента и командной работы: эффективное руководство и способность работы в команде являются важными факторами успеха, а развитие лидерских качеств у управленцев поможет создать сильную команду, способную достигать высоких результатов.

Одним из ключевых аспектов стратегии повышения конкурентоспособности персонала целесообразно считать внедрение современных методов обучения:

– практическое обучение непосредственно на рабочем месте, включая стажировки, участие в проектах, наставничество и т.д., позволяющее управленческому персоналу получать опыт прямо в процессе работы;

– повышение квалификации на курсах и тренингах по актуальным программам, способствующее актуализации и обновлению их знаний и навыков, причем целесообразна вариация тем от устойчивого развития и внедрения новых агробiotехнологий до финансового менеджмента и др.;

– онлайн-обучение с использованием дистанционных платформ с учетом его большей доступности и гибкости, позволяющее управленческому персоналу учиться в удобное время и подходящем формате.

Достаточно развитая организационная культура играет важную роль в повышении конкурентоспособности персонала субъектов агробизнеса, требующая:

- стимулирования инноваций, в том числе создания среды, способствующей внедрению новых идей и решений, включая поощрения инициативы сотрудников и открытости к экспериментам;

- поддержки командной работы, так как формирование команды с ясными целями и задачами поможет управленческому персоналу работать более эффективно, а участие в реализации совместных проектов и мероприятий будет способствовать укреплению командного духа;

- формирование регулярной обратной связи, способствующей оперативному выявлению управленческим персоналом своих сильных и слабых сторон, определению мейнстримов дальнейшего развития.

Для оценки эффективности стратегии повышения конкурентоспособности персонала необходимо установить ключевые показатели эффективности (KPI):

– уровень удовлетворенности персонала, при этом с помощью опросов и интервью определяется, насколько управленцы довольны условиями работы и возможностями для развития;

– производительность труда, причем измерение результатов работы управленцев поможет оценить влияние внедренных изменений;

– уровень инноваций, в том числе количество внедренных инновационных проектов может служить индикатором активности персонала.

Стратегически ориентированное сельскохозяйственное производство должно быть направлено на инновационный путь экономического развития отраслей АПК [7, с. 135], что следует учитывать при формировании стратегии повышения конкурентоспособности персонала субъектов агробизнеса, являющейся сложной, но необходимой задачей, требующей комплексного подхода. Только на основе инновационного подхода и непосредственно внедрения инноваций можно обеспечить устойчивое развитие субъектов и повысить конкурентоспособность на рынке как их самих, так и персонала, что потребует вложения инвестиций.

В заключение отметим, что в условиях быстро меняющейся экономической среды важно учитывать, что инновации и инвестиции в развитие персонала — это инновации и

инвестиции в будущее субъектов агробизнеса и повышение их конкурентоспособности. Высококвалифицированный управленческий и рабочий персонал способен не только адаптироваться к изменениям, но и формировать новые тренды в агробизнесе, что, безусловно, будет способствовать успешному развитию всего сектора.

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**ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ ФОРМИРОВАНИЯ СЕБЕСТОИМОСТИ
РАПСА В СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЯХ МОГИЛЕВСКОЙ
ОБЛАСТИ**

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В последние годы белорусские сельскохозяйственные производители все больше внимания уделяют выращиванию рапса. Эта культура по производству и урожайности маслосемян занимает второе место в мире после сои и входит в число десяти наиболее ценных культур на земле. [1] Рапс – важнейшая техническая культура, имеющая большое

народнохозяйственное значение. Повышенный интерес к рапсу обусловлен хорошей приспособленностью этого растения к умеренному климату, высокой продуктивностью современных сортов, прогрессивной технологией возделывания, увеличивающейся потребностью в растительных маслах и высокобелковых кормах. Его зеленая масса богата протеином, витаминами, минеральными веществами. Большинство явлений и процессов в экономике находятся в постоянной взаимной и всеохватывающей объективной связи. Исследование зависимостей и взаимосвязей между явлениями и процессами играет большую роль в экономике. Оно даёт возможность глубже понять сложный механизм причинно-следственных отношений между явлениями. Научное управление производством состоит в том, чтобы обеспечить эффективное использование факторов.

Проанализировать факторы формирования себестоимости рапса в сельскохозяйственных предприятиях Могилевской области с помощью эконометрического анализа.

Материалами для исследования послужили данные годовых отчетов 110 сельскохозяйственных предприятий Могилёвской области за 2023 г. В работе применялись методы: статистико-экономический, сравнительного анализа.

Эконометрическая модель — это математическое выражение в виде уравнения, которое отражает количественную взаимосвязь результативного показателя с одним или несколькими факторными показателями. [2]

Нами была построена линейная многофакторная эконометрическая модель, которая получила следующий вид:

$$y_x = 48,44 - 0,01x_1 + 0,27x_2 + 1,99x_3 + 0,59x_4 - 0,27x_5 + 2,08x_6 + 0,31x_7 - 0,68x_8$$

где y_x – себестоимость рапса, руб./ц;

x_1 – площадь, га;

x_2 – оплата труда руб./чел.-ч.;

x_3 – затраты труда, чел.-ч. /га;

x_4 – затраты на удобрения, руб./ц;

x_5 – затраты на ГСМ руб./ц, га;

x_6 – затраты основных средств руб./ц;

x_7 – балл пашни балл.

Вначале проанализируем количественное влияние факторных признаков и свободного члена на результативный показатель:

$a_0 = 48,44$ значит себестоимость рапса увеличится на 48,44 руб./ц при влиянии неучтённых факторов, если учтённые неизменны;

$a_1 = -0,01$ – значит себестоимость рапса уменьшится на 0,01руб./ц, если площадь увеличится на 1 га;

$a_2 = 0,27$ – значит себестоимость рапса увеличится на 0,27 руб./ц, если оплата труда увеличится на 1 руб./чел.-ч.;

$a_3 = 1,99$ – значит себестоимость рапса увеличится на 1,99 руб./ц, если затраты труда увеличится на 1 чел.-ч./ц;

$a_4 = 0,59$ – значит себестоимость рапса увеличится на 0,59 руб/ц, если затраты на удобрение увеличится на 1 руб./ц;

$a_5 = -0,27$ – значит себестоимость рапса уменьшится на 0,27 руб/ц, если затраты на ГСМ увеличатся на 1 руб./ц;

$a_6 = 2,08$ – значит себестоимость рапса увеличится на 2,08 руб/ц, если затраты на основные средства увеличится на 1 руб./ц;

$a_7 = 0,31$ – значит себестоимость рапса увеличится на 0,31 руб/ц, если бал пашни увеличится на 1 балл;

$a_8 = -0,68$ – значит себестоимость рапса уменьшится на 0,68 руб./ц, если урожайность увеличится на 1 ц/га.

Далее, произведем анализ характеристик полученной эконометрической модели.

Коэффициент множественной корреляции $R = 0,93$, значит учтенные факторы в модели оказывают среднее влияние на результативный показатель.

Коэффициент существенности коэффициента парной корреляции $t_R = 65,8$, значит факторные показатели существенно влияют на результативный показатель.

Коэффициент детерминации $D = 86,5\%$, то есть учтенные факторные показатели на 13,5 % объясняют изменение результативного показателя. Значение $\bar{D} = 85,4\%$, следовательно разница между коэффициентами составляет 1,1%, что говорит о хорошем качестве модели.

Коэффициент Фишера равен 73,4, значит модель пригодна к использованию, так как, данный показатель больше табличного ($F_{таб} = 1,5$).

Средняя относительная ошибка аппроксимации $\varepsilon = 19,1\% \geq 20\%$, значит эконометрическая модель имеет допустимую точность.

В таблице 1 представлены основные характеристики факторных показателей.

Таблица 1 – Характеристики факторных показателей

t_{aj1}	t_{aj2}	t_{aj3}	t_{aj4}	t_{aj5}
3,14	2,40	2,12	5,20	16,51
Ξ_1	Ξ_2	Ξ_3	Ξ_4	Ξ_5
-0,01	-0,02	-0,09	0,04	0,05
β_1	β_2	β_3	β_4	β_5
-0,02	-0,04	-0,08	0,03	0,09

Сравнивая расчетные значения коэффициентов существенности коэффициентов регрессии по модулю с $t_{табл}(1,96)$, видим, что они сильно значимы. По рассчитанным β -коэффициентам отметим, что к уменьшению себестоимости рапса приводит увеличение урожайности ($\beta_1 = -0,02$), т. е. если урожайность увеличится на одно стандартное отклонение от своего среднего значения, себестоимость рапса уменьшится на 0,02 стандартных отклонений относительно своего среднего значения. К увеличению себестоимости рапса более всего приводит рост затрат на ГСМ ($\beta_3 = -0,08$).

Эластичность также показывает, что ресурсы лучше всего вкладывать в урожайность ($\Xi_3 = -0,09$), т. е. себестоимость рапса снизится на 0,09%, если урожайность увеличится на 1%.

Дальнейшие исследования включали проверку выбранных факторных показателей на мультиколлинеарность.

Мультиколлинеарность – это явление, когда сила связи между двумя или несколькими факторными показателями больше, чем сила их влияния на результативный показатель.

Вначале строим матрицу коэффициентов парной корреляции (рисунок 1) и по ней определяем пары мультиколлинеарных факторов.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

	Себестоимость рапса, руб/ц	Оплата труда, руб/чел-ч	Затраты труда, чел-ч/ц	Затраты на удобрения, руб/ц	Затраты на основные средства, руб/ц
Себестоимость рапса, руб/ц	1,00				
Оплата труда, руб/чел-ч	0,13	1,00			
Затраты труда, чел-ч/ц	0,12	-0,29	1,00		
Затраты на удобрения, руб/ц	0,62	-0,10	0,16	1,00	
Затраты на основные средства, руб/ц	0,89	0,11	0,01	0,48	1,00

Рис. 1. Матрица коэффициентов парной корреляции

По данным рисунка 1 видим, что, например, факторные показатели оплата труда, руб./чел.-ч и затраты труда, чел.-ч./ц., являются парами факторов, тесно связанных друг с другом, так как сила связи между ними больше (-0,29), чем сила их влияния на результативный показатель (0,13 и 0,12 соответственно).

Для устранения мультиколлинеарности используем каскадный метод корреляционного анализа, для этого:

1) Выбираем результативный показатель и факторный показатель и по ним строим эконометрическую модель. В этой паре результативный показатель – оплата труда, руб./чел.-ч., факторный показатель – затраты труда, чел.-ч./ц.

2) Строим модель парной корреляции, которая получила следующий вид:

$$y = 22,19 - 2,27x_2$$

где y – оплата труда руб./чел.-ч.;

x_2 – затраты труда, чел.-ч. /га.

4) Подставляем в исходную информацию вместо результативного показателя этой пары факторов (оплата труда руб./чел.-ч.) остатки рассчитанной модели парной корреляции.

5) По новой информации опять строим корреляционную модель и корреляционную матрицу, по которой можно убедиться, что мультиколлинеарность в исследуемых парах факторов отсутствует (рисунок 2).

Важно отметить, что коэффициенты регрессии во вновь построенной корреляционной модели при факторах Δx_2 будет показывать влияние фактора на результативный показатель (себестоимость рапса) при отклонении его от среднего уровня.

	Себестоимость рапса, руб./ц	Оплата труда, руб./чел-ч	Затраты труда, чел-ч./ц	Затраты на удобрения, руб./ц	Затраты на основные средства, руб./ц
Себестоимость рапса, руб./ц	1				
Оплата труда, руб./чел-ч	0,171063088	1			
Затраты труда, чел-ч/ц	0,117939625	4,8339E-17	1		
Затраты на удобрения, руб./ц	0,621877892	-0,059215427	0,161222116	1	
Затраты на основные средства, руб./ц	0,892041756	0,119958347	0,008265155	0,484221855	1

Рисунок 2. Вторая матрица коэффициентов парной корреляции

Модель после устранения мультиколлинеарности имеет вид:

$$y = 54,4 - 0,005x_1 + 0,27\Delta x_2 + 1,38x_3 + 0,59x_4 - 0,27x_5 + 2,08x_6 + 0,31x_7 - 0,68x_8,$$

где y_x – себестоимость рапса, руб./ц;

x_1 – площадь, га;

Δx_2 – оплата труда руб./чел.-ч.;

x_3 – затраты труда, чел.-ч. /га;

x_4 – затраты на удобрения, руб./ц;

x_5 – затраты на ГСМ руб./ц, га;

x_6 – затраты основных средств руб./ц;

x_7 – балл пашни балл;

x_8 – урожайность, ц/га.

В нашем случае $a_2 = 0,27$, будет уже показывать, что себестоимость рапса увеличится на 0,27 руб./ц, если оплата труда отклонится от своего среднего значения на 1руб./чел.-ч.

Проведенные исследования показали, что рост эффективности производства рапса на сельскохозяйственных предприятиях Могилевской области может быть достигнут за счет увеличения урожайности, с одновременным снижением затрат на удобрения, т.е. рациональным и эффективным использованием всех имеющихся ресурсов.

Проделанная работа представляет собой важный этап в построении надежной эконометрической модели себестоимости рапса. Была успешно идентифицирована и устранена статистическая проблема мультиколлинеарности, что позволило получить более точную и интерпретируемую модель, способную более адекватно отражать взаимосвязи между факторами и результативным показателем.

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РЕГИОНАЛЬНАЯ ЭКОНОМИКА В РЕСПУБЛИКЕ КАЗАХСТАН

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Регионализация является трендом современного периода и проявляется в увеличении автономности регионов и их роли в национальной и мировой экономике. Регион – это самостоятельный экономический субъект, ключевая единица. Структурные преобразования казахстанской экономики и ее регионов приняли качественно новое содержание. На этот процесс оказывают влияние инновационный тип экономического развития, макросреда.

Развитие региональной экономики в Республике Казахстан осуществляется по следующим направлениям:

- разработка новых планов, программ. Это подчеркивают Бодаухан К., Шайкенова Н., Шилманова А., Баяндин М.А., Жанерке К., Текенов У.А. [1];
- учет конкуренции среди регионов. Можно выделить группу исследователей Саркытову А.А., Ряховскую А.Н., Конырбекова М.Ж. [2];
- размещение деятельности в РЭС. Активизируют региональные исследования в этом направлении Жайлауов Е.Б., Омар Ж.Т., Куттыбаева Н.Б., Кенжебеков Н.Д. [3];
- тренды регионов. Выявляют для казахстанской экономики Турысбекова А.Б., Өмірзақова Ө.Қ. [4], Анесова А.Г., Жумагулов Ч.Б., Алибекова Г.Ж., Досжан Р.Д. [5];
- региональная политика. Кошербаева А.Б. полагает, что она должна быть адаптированной к каждому региону [6].

Крутиков В.К. и коллектив авторов предполагают рассмотрение региона с семи позиций:

- экономический аспект – подсистема макроэкономики;
- территориальный аспект – в пределах границ;
- географический аспект – конкретное расположение;
- специфический аспект – природные особенности;
- ресурсный аспект – факторная обеспеченность;
- социальный аспект – уровень жизни, медицины, пенсий, пособий;
- сущностный аспект – открытость, управляемость [7].

Большой спектр специальных научных трудов во многом определяет направленность теоретико-методологических исследований отечественных ученых.

В следующей таблице приведены этапы эволюции науки. Выделено три периода, обозначенные как начальный, становление, развитие.

Из таблицы 1 видно, что нет точек соприкосновения в периодах нашей страны и за рубежом. Это обусловлено различными общественно-экономическими формациями.

Таблица 1 – Периодизация развития региональной науки в РК и за границей

Период	Республика Казахстан		Иностранные государства	
	год	содержание	год	содержание
начальный	1920-1970	Формируются условия для появления совершенно новой науки. Первые исследования на	XIX век-40-е годы XX века	Появились первые труды, обозначившие объектом

VII Международный конкурс студенческих научно-исследовательских работ по экономике

		уровне экономического пространства		исследования – регион
становление	1970-1991	Наука развивается в условиях, где главным является командная экономика, государственный план, одна форма собственности	41-50 годы XX века	Четко обозначилась наука (региональная экономика, региональное планирование)
развитие	1991-2025	Региональная экономика учитывает спрос и предложение, цены и конкуренцию, т.е. все элементы рынка	1951 по настоящее время	Синергия, новые парадигма и концепции

Самостоятельные регионы представляют достаточно новый объект для анализа в сравнении с самостоятельной стратегией и политикой государства. Роль пространства изучается с недавнего времени, так как экономические процессы рассматривались вне пространственных характеристик. Регион – многомерное понятие, так как можно анализировать экономику отдельного региона одной страны, регионы других стран, макрорегион как объединение регионов нескольких стран.

Проанализируем достигнутые значения основных индикаторов социально-экономического развития Казахстана. Дата анализа 2023 год.

Анализ регионов по населению актуален, так как человеческий капитал стал главным фактором, определяющим развитие региона в современном мире, охваченном цифровизацией. А также позволяет развивать инновационную экономику. Демографический дисбаланс нарушает экономическое развитие, так как сокращает предложение рабочей силы на рынке труда и является факторным вызовом. Также необходимо учитывать удельный вес численности населения от 60 лет. Так как углубление старения населения приводит к снижению производства. Также необходимо учитывать это в социальных расходах. Казахстанцев в 2023 г. стало больше 20 млн. чел. Больше всего их проживает среди мегаполисов в г. Алматы 2228677 чел., удельный вес 11,1%. Астана (1430117 чел.) с долей 7,1% уступает 4,0% или 798560 чел. В Шымкенте (1222066 чел.) меньше на 5,0% или на 1006611 чел. Три города имеют удельный вес 24,3%. В Туркестанской области живет 2142172 чел. или 10,7% от всего населения, Алматинской 1531167 чел. (7,6%), Жамбылской 1222593 чел. (6,1%), Карагандинской 1135351 чел. (5,7%). Последние три области имеют показатель более 1 млн. населения. Туркестанская область и г. Алматы являются единственными территориями среди регионов и городов, в которых живет более 2 млн. чел. Актюбинская область занимает в удельном весе 4,7%, что составляет 939405 чел. Меньше всего населения в двух областях: Северо-Казахстанская 530089 чел. (2,6%), Улытау 221582 чел. (1,1%).

Валовой региональный продукт РК в отчетном периоде произведен в объеме 119808038,7 млн. тенге. Наибольшая доля в его производстве принадлежит г. Алматы 20,8% (24895989,6 млн. тенге), г. Астана 10,8% (12920341,0 млн. тенге). Разница 10,0% или 11975648,6 млн. тенге. Суммарно это 31,6%. А с Шымкентом 35,0%. На области приходится 65,0%. Среди территорий больше всего производит Атырауская область 11,9% (14327274,3 млн. тенге). Затем Карагандинская 6,8% (8128804,9 млн. тенге). И Западно-Казахстанская 4,4% (5323194,5 млн. тенге). В совокупности это 23,1%, на другие 13 областей приходится 41,9%. Вклад на уровне 2,5% и меньше вносят 6 областей из 17 (35,2%). Это достаточно высокая цифра, свидетельствующая о имеющемся резерве.

Промышленность произвела товарной продукции на 46991787 млн. тенге. Преимущество имеет Атырауская область 23,0% или 10815028 млн. тенге. Аутсайдер Жетісу 0,7% или 325227 млн. тенге и Северо-Казахстанская область 1,4% или 674862 млн. чел.

Разность 22,3%. Данные области должны обратить внимание на свои конкурентные преимущества и наращивать свой региональный продукт, который в настоящее время отстает от 17 территорий.

В сельском хозяйстве произвели продукцию на сумму 7625150,9 млн. тенге. Аграрные территории Республики Казахстан: Туркестанская область 971965,3 млн. тенге (12,7%), Северо-Казахстанская 760684,5 млн. тенге (10,0%), Алматинская 704756,2 млн. тенге (9,2%), Акмолинская 698041,5 млн. тенге (9,1%). Четыре региона производят 41,0% от общего объема сельскохозяйственной продукции. Крупнейший рынок сбыта продукции сельского хозяйства находится в мегаполисах.

Инвестиции в основной капитал в 2023 г. составили 17649313 млн. тенге. Этому в том числе способствуют механизмы государственной поддержки субъектов инвестиционной деятельности, представленных преимущественно производственными предприятиями. Главная инвестиционная площадка и центр притяжения инвестиций – Атырауская область, что связано с ее направлением в нефтяной сфере, 2934834 млн. тенге или 16,6%. В национальном инвестиционном рейтинге стабильное первое место. Мангистауская вкладывает 1102172 млн. тенге, удельный вес региона в общих инвестициях 6,2%. Отставание от Атырау 10,4% (1832662 млн. тенге), разрыв существенный. Актюбинская область инвестирует 1025762 млн. тенге или 5,8%. На три города суммарно приходится 4119955 млн. тенге, т.е. в структуре занимает 23,3%.

Оборот розничной торговли является показателем развития экономики и финансового благосостояния. В структуре ВРП розничная торговля обеспечивает вклад размером в 16,7%. На розничной торговле заработано 19959173,8 млн. тенге. За счет Карагандинской области 1485176,8 млн. тенге (7,4%), Восточно-Казахстанской 1329525,6 млн. тенге, доля 6,7%, Костанайской 730178,1 млн. тенге или 3,6%. Тройка городов, отраженная в таблице, зарабатывает на розничной торговле намного больше: южная столица 6301181,8 млн. тенге или 31,6%, столица 2593587,3 млн. тенге, доля 13,0%, разница 18,6% или 3707594,5 млн. тенге. Это объяснимо преобладающим населением. Алматы имеет первый по емкости региональный потребительский рынок. Наименьший в Улытау 89692,1 млн. тенге.

Перевозка грузов составила 992,2 млн. тонн, из них 110,8 млн. тонн (11,2%) связано с Атырауской областью, 92,1 млн. тонн (9,3%) с Актюбинской, 86,2 млн. тонн или 8,7% Акмолинской, 85,7 млн. тонн (8,6%) Карагандинской.

1607,3 млн. чел. было перевезено всеми видами транспорта: авиа-, железнодорожный, автобусный и др. Из них 451,3 млн. чел. в г. Алматы, что равно 28,1%, 237,5 млн. чел. (14,8%) в г. Астана, 117,4 млн. чел. (7,3%) в Карагандинской области.

Прибыль до налогообложения предприятий в целом зафиксирована в размере 14764671 млн. тенге. Самый прибыльный регион – Атырауская область 4720821 млн. тенге (32,0%). В г. Алматы заработали прибыль 3298974 млн. тенге (22,3%), г. Астана 2634896 млн. тенге или 17,8%. В совокупности это 72,1% от общей прибыли. Статистика говорит о том, что остальные регионы вносят вклад в прибыль в размере 27,9%. Нельзя делать ставку на нефть и на столицу. Такая территориальная неравномерность концентрации прибыли неэффективна. Получается, другие предприятия получают значительно меньшую прибыль.

9081,9 тыс. чел. имеют работу. Больше всего рабочих мест в Туркестанской области. Здесь трудится 800,6 тыс. чел. (8,8%). 543,7 тыс. чел. (6,0%) заняты в Жамбылской области, 704,8 тыс. чел. (7,8%) в Алматинской, 535,8 тыс. чел. или 5,9% в Карагандинской. 1045,5 тыс. чел. (11,5%) работает в г. Алматы, 658,7 тыс. чел. (7,2%).

Среднемесячная номинальная заработная плата в 2023 г. зафиксирована на уровне 364295 тенге. «Самые богатые» в Атырау 607635 тенге. Это выше республиканской зарплаты на 243340 тенге или на 66,8%. В Мангистау зарабатывают 535156 тенге (разница 170861 тенге или 46,9%). В Улытау зарплата 483812 тенге (119517 тенге или 32,8%). В 15 регионах зарплата ниже среднего уровня. Например, в Жамбылской области зарплата 269378 тенге, что меньше среднереспубликанского уровня на 94917 тенге или на 26,1%. А с самой высокой зарплатой

разность 338257 тенге или 55,7%. Регионы отличаются по размеру дохода. Это обуславливает разный уровень жизни, связанный с потреблением товаров и услуг.

На бирже труда зарегистрировано 452,2 тыс. чел. в статусе безработных. Из них 41,7 тыс. чел. (9,2%) в Туркестанской области, 34,8 тыс. чел. (7,7%) в Алматинской. Город Алматы антилидер: 52,5 тыс. чел. или 11,6% получили статус, не имеющего работы.

Рыночная конкуренция разделила регионы на основе их преимуществ, сложившейся структуры экономики на основе природных и экономических ресурсов, условий регионального воспроизводства. Переориентация деятельности региональных участников, создание инновационной инфраструктуры позволит обеспечить стабильность социально-экономического развития.

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БЕЛОРУССКИЙ РЫНОК ТРУДА В УСЛОВИЯХ ЦИФРОВИЗАЦИИ: ОЦЕНКА ПОТЕНЦИАЛА И РИСКА

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Цифровизация проникает во все сферы нашей жизни, и рынок труда – не исключение. Это не просто появление новых гаджетов, а фундаментальная трансформация того, как, где и кем выполняется работа.

Цифровая трансформация – одна из самых мощных сил, формирующих современный мир, и белорусский рынок труда не является исключением. Четвертая промышленная революция, характеризующаяся широким внедрением автоматизации, искусственного интеллекта, больших данных и интернета вещей, перекраивает ландшафт занятости во всех странах [1]. Для Беларуси, экономики которой присущи как развитый IT-сектор, так и значительная доля традиционных отраслей и государственных предприятий, процесс цифровизации несет как огромный потенциал для роста и повышения конкурентоспособности, так и серьезные риски, требующие стратегического подхода и адаптивных решений.

Цель данной статьи – проанализировать основные возможности и угрозы, которые цифровая трансформация создает для рынка труда Республики Беларусь, опираясь на общие экономические тенденции и специфику национального контекста.

Беларусь оказалась в уникальной ситуации. Благодаря феномену «Белорусской Кремниевой долины» у страны есть мощный локомотив цифровой трансформации. Но потенциал кроется не только в этом.

1. Эффект «айтишного домино». Высокие зарплаты и престиж IT-профессий создали эффект домино. Сегодня быть «программистом» или «тестировщиком» стремятся тысячи молодых людей. Это создает критическую массу цифрово мыслящих специалистов, которые, даже оставаясь в своих компаниях, привносят цифровую культуру в смежные области: маркетинг, менеджмент, дизайн.

2. «Гибридизация» профессий. Самый интересный тренд — это не появление сугубо IT-шных roles, а глубокая цифровая трансформация старых профессий. Сегодня агроном — это не просто человек с планшетом, а специалист, который читает данные с дронов и датчиков IoT, прогнозируя урожайность. Логист — это аналитик, оптимизирующий цепочки поставок с помощью AI. Маркетолог — это data-сайентист, строящий прогнозы на основе Big Data. Именно на стыке отраслей кроется главный потенциал для роста.

3. Географическая демократия удаленной работы. Пандемия стала точкой невозврата. Удаленка перестала быть привилегией айтишников. Теперь талантливый специалист из Могилева или Гродно может работать на столичную или даже международную компанию, не покидая родной город. Это мощный инструмент для сдерживания «утечки мозгов» и оживления регионов.

Цифровизация открывает перед белорусским рынком ряд перспектив, о которых будет идти речь ниже.

Внедрение автоматизированных систем, робототехники и искусственного интеллекта позволяет оптимизировать производственные процессы, снизить издержки и повысить качество продукции и услуг. Это критически важно для белорусских предприятий, стремящихся конкурировать на мировых рынках. Современные технологии, как отмечает Клаус Шваб в своей работе о Четвертой промышленной революции, являются драйвером беспрецедентного роста эффективности.

Цифровизация не только вытесняет старые профессии, но и генерирует спрос на совершенно новые специальности: Data Scientist (специалист по данным), AI/ML-инженер (по искусственному интеллекту и машинному обучению), специалист по кибербезопасности, Dev-Ops-инженер, маркетплейс-менеджер. Беларусь уже имеет успешный опыт развития IT-

сектора, в частности, благодаря Парку высоких технологий (ПВТ). Специалисты по разработке ПО, анализу данных, кибербезопасности, цифровому маркетингу, виртуальной и дополненной реальности становятся все более востребованными. ПВТ является одним из локомотивов экспорта услуг и источником высокооплачиваемых рабочих мест (см. данные ПВТ).

Повышение производительности труда. Внедрение цифровых технологий на традиционных предприятиях — от автоматизированных систем управления производством (АСУ ТП) до «интернета вещей» (IoT) в сельском хозяйстве — позволяет выпускать больше продукции с меньшими затратами. Это напрямую повышает конкурентоспособность белорусской экономики. Как пишет в своей книге «Цифровая экономика» Дон Тапскотт, технологии стирают границы и позволяют малым странам занять значимые ниши в глобальной цепочке создания стоимости [2].

Цифровые платформы и инструменты позволяют сотрудникам работать удаленно, что повышает гибкость рынка труда, снижает расходы на рабочие места и открывает возможности для привлечения талантов из разных регионов страны и мира. Это особенно актуально для регионов, где традиционные рабочие места сокращаются.

Белорусские специалисты могут предлагать свои услуги международным компаниям, работая на фрилансе или в составе глобальных команд. Это способствует притоку валюты и интеграции Беларуси в мировую экономику знаний. Платформы вроде Upwork, Freelancer и отечественные аналоги открывают доступ к глобальному рынку труда для программистов, дизайнеров, копирайтеров и переводчиков.

Повышение гибкости и мобильности рабочей силы. Онлайн-образование (Coursera, EdX, образовательные программы IT- академий) позволяет быстро и относительно дешево переучиваться, и осваивать новые навыки. Это смягчает проблему структурной безработицы, когда люди не могут найти работу из-за несоответствия своих навыков требованиям рынка.

Наряду с потенциалом, цифровая трансформация несет и существенные риски:

1. Автоматизация угрожает рутинным и повторяющимся задачам, что может привести к сокращению рабочих мест в производственном секторе, сельском хозяйстве, логистике и сфере услуг. По оценкам экспертов Международной организации труда (МОТ), миллионы рабочих мест по всему миру находятся под угрозой исчезновения или существенного изменения из-за автоматизации. Для Беларуси с её значительным сектором промышленности и сельского хозяйства это серьезный вызов.

2. Цифровизация может привести к росту разрыва между высококвалифицированными специалистами, способными работать с новыми технологиями, и работниками с низким уровнем квалификации, чьи навыки устаревают. Это может усугубить социальное и экономическое неравенство, а также создать "цифровой разрыв" между городским и сельским населением.

3. Несмотря на наличие развитого IT-сектора, общая система образования может не успевать за стремительными изменениями в требованиях рынка труда. Нехватка специалистов по новым технологиям и, одновременно, избыток кадров в устаревающих отраслях могут стать серьезной проблемой, тормозящей экономическое развитие.

4. Высококвалифицированные белорусские IT-специалисты и инженеры, не найдя адекватных условий для реализации своего потенциала или конкурентной оплаты труда внутри страны, могут предпочесть работу за рубежом, что лишит белорусскую экономику ценных кадров.

5. Расширение цифровых рабочих мест и систем увеличивает риски кибератак и утечек данных. Также возникают этические вопросы, связанные с использованием ИИ, мониторингом сотрудников и приватностью.

6. Трудовое законодательство Беларуси еще не полностью адаптировано к реалиям цифровой экономики. Вопросы регулирования удаленного труда, налогообложения фрилансеров, защиты их прав, кибербезопасности и права на «цифровое забытие» остаются

дискуссионными. Это создает правовую неопределенность как для работников, так и для работодателей.

7. Деквалификация и психологическое давление. Парадоксально, но часть работников, взаимодействующих с технологиями, может столкнуться не с повышением, а с упрощением своих функций, став придатком к алгоритму (например, модераторы контента) [3]. Также растет нагрузка, связанная с необходимостью постоянно учиться и быть на связи, что ведет к профессиональному выгоранию.

Для Беларуси эти глобальные тенденции имеют свои особенности:

- ПВТ является значительным преимуществом, способствующим развитию цифровой экономики и экспорту услуг. Однако важно обеспечить его интеграцию с другими секторами, а не создавать "остров" цифровизации.
- Многие крупные государственные предприятия сталкиваются с вызовами модернизации и цифровизации. Их адаптация к новым условиям замедлена, что может привести к социальной напряженности в случае массовых сокращений.
- Старение населения и отток молодежи за рубеж усиливают проблему дефицита трудовых ресурсов и квалифицированных кадров. Цифровизация может помочь оптимизировать использование человеческого капитала, но требует активных программ переобучения для возрастных работников.
- Государство играет ключевую роль в формировании образовательной политики, поддержке инноваций и создании социальных программ для смягчения негативных последствий цифровизации, таких как безработица и социальное неравенство.

По словам главы проекта *rabota.by*, ситуация на рынке труда остается неоднородной. Это видно по уровню конкуренции за персонал: сколько анкет приходится на одну вакансию. Нормальной ситуацией на рынке труда считается, когда в целом по рынку на одну вакансию есть в среднем шесть-восемь резюме. По данным за семь месяцев 2025 года, самая высокая конкуренция за рабочие места среди белорусов сейчас наблюдается в таких сферах: административный персонал (21,7 резюме на вакансию); маркетинг, реклама, PR (20,6); IT (15,4).

А вот в некоторых сферах ситуация противоположная. Острую заинтересованность в кадрах и даже дефицит в этом году испытывают сфера производства и сервисного обслуживания (5,1 резюме на вакансию); розничная торговля (4 – это самый низкий показатель); туризм, гостиницы и рестораны (5,6).

Белорусский рынок труда находится на переломном этапе, определяемом глобальными процессами цифровизации. Это не просто технологическая эволюция, а кардинальная перестройка экономических и социальных отношений. Оценка потенциала показывает, что Беларусь имеет шанс стать одним из лидеров в определенных нишах цифровой экономики, используя свой человеческий капитал и развитый IT-сектор. Однако риски, связанные с вытеснением рабочих мест, ростом неравенства и дефицитом новых квалификаций, требуют немедленных и комплексных стратегических мер.

Для успешной адаптации к условиям цифровизации Беларуси необходима продуманная национальная стратегия, включающая:

- Масштабные инвестиции в образование и программы переквалификации, доступные для всех слоев населения.
- Стимулирование инноваций и цифровизации не только в IT, но и в традиционных отраслях.
- Развитие системы социальной защиты для поддержки работников, пострадавших от технологических изменений.
- Создание привлекательных условий для удержания и привлечения высококвалифицированных специалистов.

А также, чтобы риски не перевесили потенциал, необходим комплексный подход:

· Со стороны государства: Инициировать национальные программы переобучения (upskilling и reskilling), модернизировать систему образования, делая упор на «4К»: креативность, критическое мышление, коммуникацию и кооперацию. Не просто «поддерживать» IT, а стать архитектором цифровой экосистемы. Нужны не субсидии, а радикальная реформа образования с фокусом на soft skills (критическое мышление, креативность) и lifelong learning (непрерывное обучение). Законодательство должно легализовать и защитить гибкую занятость.

· Со стороны бизнеса: Инвестировать в обучение сотрудников и внедрение новых технологий, не боясь менять бизнес-процессы. Осознать, что инвестиции в переобучение (reskilling) сотрудников выгоднее, чем бесконечный поиск талантов на стороне. Бухгалтер, которого обучили работать с системой AI-аналитики, ценнее и лояльнее, чем десять новых выпускников.

· Со стороны каждого из нас: Развивать в себе «навыки XXI века» — цифровую грамотность, эмоциональный интеллект, способность к непрерывному обучению (lifelong learning). Как метко заметил Элвин Тоффлер, «безграмотными в XXI веке будут не те, кто не умеет читать и писать, а те, кто не умеет учиться, разучиваться и переучиваться» [4]. Принять новую парадигму: «Диплом — это не пропуск на работу, а стартовая точка для непрерывного обучения». Карьера будущего — это марафон самообразования, где ответственность за свою востребованность лежит прежде всего на самом человеке.

Белорусский рынок труда стоит на пороге больших перемен. Цифровизация — это объективная реальность, а не выбор. От того, насколько быстро и слаженно страна сможет адаптироваться, используя свой потенциал и минимизируя риски, зависит ее экономическое будущее. Цифровизация белорусского рынка труда — это не будущее, а настоящее. Это объективный и необратимый процесс.

Потенциал огромен: Беларусь может укрепиться в глобальной экономике как поставщик высококвалифицированных цифровых услуг и компетенций.

Риски серьезны: Страна может столкнуться с ростом безработицы в одних секторах, острой нехваткой кадров в других и усилением социального неравенства.

Ключевой фактор успеха — опережающая подготовка кадров и создание экосистемы, в которой государство, образование и бизнес работают сообща для превращения "цифрового разрыва" в "цифровые возможности" для всех граждан. Будущее белорусского рынка труда будет зависеть от способности государства, бизнеса и образовательной системы эффективно сотрудничать и адаптироваться к стремительно меняющейся цифровой реальности.

Белорусский рынок труда стоит на распутье. Цифровизация — это не просто новый виток технологий, это тест на зрелость для всей социально-экономической системы страны. Мы не можем выбрать, придти ли нам в цифровое будущее. Но мы можем выбрать, как в него прийти: в роли догоняющих, потерявших по пути целые профессиональные слои, или в роли архитекторов своего будущего, сумевших превратить человеческий капитал в главный национальный ресурс XXI века. Выбор за нами.

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ОЦЕНКА СОСТОЯНИЯ МАЛОГО И СРЕДНЕГО БИЗНЕСА В МОЛДОВЕ И НАПРАВЛЕНИЯ ЕГО РАЗВИТИЯ

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Малые и средние предприятия (МСП) играют ключевую роль в экономике Республики Молдова, являясь основным источником занятости, инноваций и устойчивого экономического роста. В условиях ограниченных природных ресурсов и высокой зависимости от внешней торговли именно МСП формируют основу предпринимательской активности, способствуя диверсификации экономики и развитию регионов страны. Статистические данные показывают, что более 99 % всех зарегистрированных предприятий в стране относятся к категории МСП, что подтверждает их структурообразующее значение для национальной экономики.

Деятельность малых и средних предприятий в Республике Молдова регулируется Законом № 179 от 21 июля 2016 года «О малых и средних предприятиях» [1]. В соответствии со статьей 4 этого закона, к МСП относятся предприятия, которые в совокупности удовлетворяют двум ключевым критериям: среднегодовая численность работников не превышает 250 человек, а годовой оборот или совокупный объем активов не превышает 50 миллионов леев. При этом возможна корректировка предельных значений годового оборота и совокупных активов постановлением Правительства в зависимости от макроэкономической ситуации.

Закон также устанавливает классификацию МСП по численности работников и финансовым показателям. К микропредприятиям относятся компании с численностью до 9 работников и годовым оборотом или активами до 9 млн леев. Малые предприятия — это организации с 10–49 сотрудниками и оборотом или активами до 25 млн леев. Средние предприятия — фирмы с 50–249 сотрудниками и соответствующим оборотом или активами до 50 млн леев. Для целей статистического учета основным критерием является среднегодовая численность работников.

Учитывая значимость сектора МСП для национальной экономики, важно проанализировать его соотношение с крупным бизнесом, чтобы определить структуру предпринимательской деятельности в стране.

Представленные на рисунке 1 статистические данные за 2022–2024 годы демонстрируют устойчивое преобладание малого и среднего бизнеса в экономике Республики Молдова.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

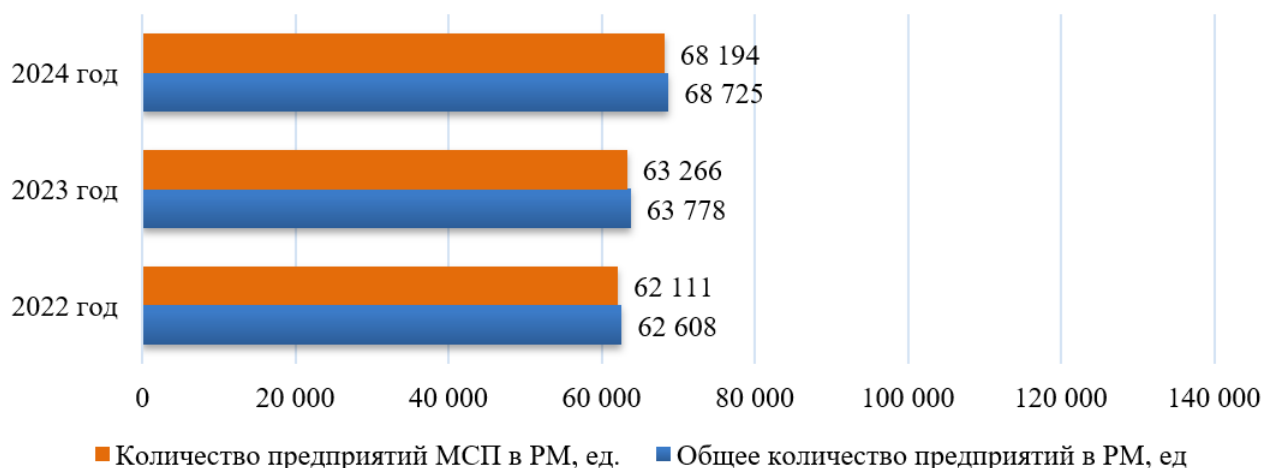


Рис. 1. Динамика общего количества предприятий в Республике Молдова и МСП, ед.

Источник: Banca de date statistice a Biroului Național de Statistică al Republicii Moldova [Resursă electronică]. Disponibil la: <https://statbank.statistica.md>

Так, в 2022 году общее количество зарегистрированных предприятий составляло 62 608 единиц, из которых 62 111 единиц или 99,21 % приходились на долю МСБ. В 2023 году общее число предприятий увеличилось до 63 778 единиц, при этом доля МСБ составила 63 266 единиц предприятий или 99,20 %. В 2024 году наблюдается дальнейший рост: количество всех предприятий достигло 68 725, а МСБ — 68 194 единиц или 99,23 %. Эти данные показывают, что практически весь бизнес-сектор страны формируют малые и средние предприятия, тогда как крупные компании составляют менее 1 % от общего числа.

Анализ данных по численности работников в Республике Молдова за 2022–2024 годы показывает устойчивое доминирование МСБ в обеспечении занятости при стабильной роли крупных предприятий (рис. 2)

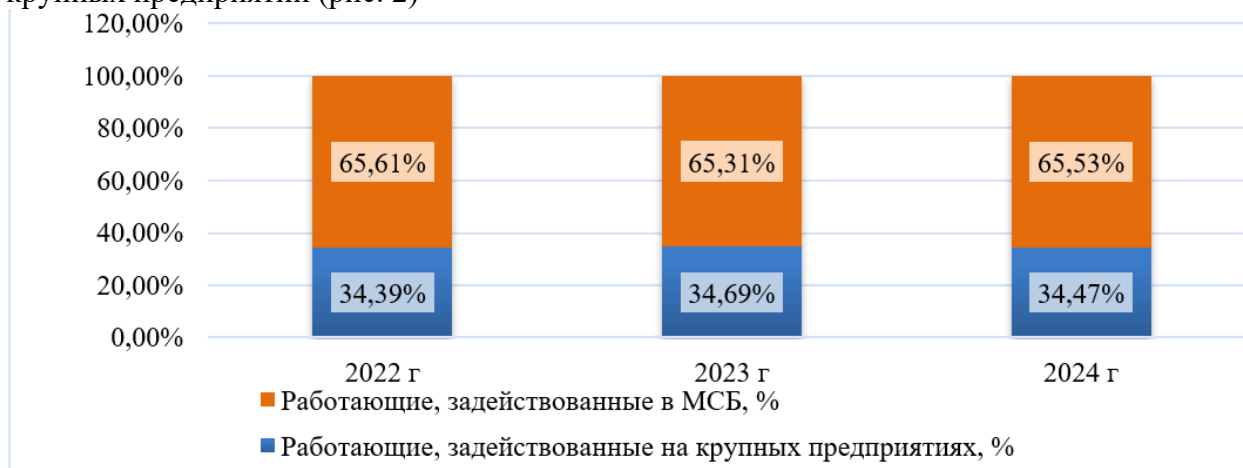


Рис. 2. Удельный вес работников задействованных на крупных предприятиях РМ и МСП, %

Источник: Banca de date statistice a Biroului Național de Statistică al Republicii Moldova [Resursă electronică]. Disponibil la: <https://statbank.statistica.md>

Так, в целом по стране среднесписочная численность всех сотрудников увеличилась с 529 281 человек в 2022 году до 543 085 человек в 2024 году, при этом численность работников МСБ возросла с 347 268 человек до 355 952 человек, что соответствует примерно 65–66 % от общей доли занятости. В этот же период доля занятых в МСБ оставалась практически неизменной: 65,61 % в 2022 году, 65,31 % в 2023 году и 65,53 % в 2024 году. На крупных предприятиях в тот же период работало от 182 013 человек до 187 133 человек, или около 34–35 % от всех занятых. Таким образом, можно отметить, что МСБ в Республике Молдова

занимает доминирующую роль в обеспечении занятости населения, создавая около двух третей всех рабочих мест.

Анализ данных по денежному обороту предприятий в Республике Молдова за 2022–2024 годы показывает интересную динамику и дисбаланс между количественным преобладанием МСБ и их экономическим весом (рис. 3.).

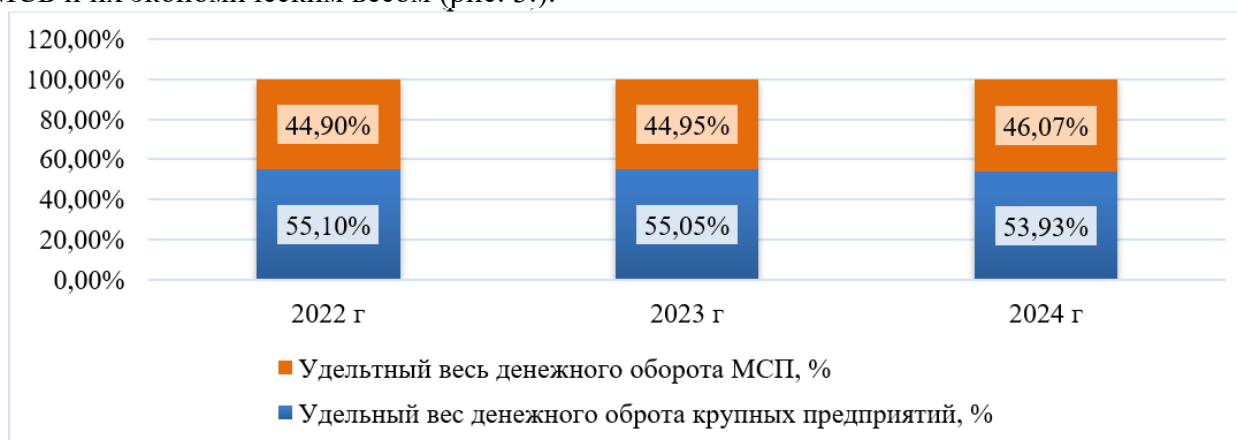


Рис. 3. Удельный вес денежного оборота предприятий Молдовы и вклад МСБ в экономику, %

Источник: Banca de date statistice a Biroului Național de Statistică al Republicii Moldova [Resursă electronică]. Disponibil la: <https://statbank.statistica.md>

Так, МПС, которые составляют более 99 % всех компаний в Республике Молдова, обеспечивают значительную часть занятости, однако их вклад в денежный оборот меньше, чем у менее 1 % крупных предприятий. В 2022 году совокупный оборот МСБ составил 274 770,65 млн леев, что соответствует 44,90 % от общего денежного оборота, тогда как крупные предприятия с оборотом 337 272 млн леев формировали 55,10 %. В 2023 году оборот МСБ увеличился до 285 938,88 млн леев (44,95 % от общего оборота), а крупных компаний — до 350 186 млн леев (55,05 %). В 2024 году МСБ достигли оборота 307 967,93 млн леев или 46,07 %, тогда как крупные предприятия обеспечили 360 627 млн леев (53,93 %).

Можно сделать вывод о том, что малые и средние предприятия в Республике Молдова остаются основой национальной экономики: они формируют подавляющее большинство компаний, создают значительную часть рабочих мест и постепенно наращивают свой вклад в общий оборот. При этом, несмотря на количественное преобладание, финансовая мощь концентрируется у небольшой группы крупных предприятий, что ограничивает возможности многих МСБ для расширения и инвестиций. Эта ситуация подчеркивает необходимость внимательного изучения проблем, с которыми сталкиваются малые и средние предприятия.

С целью более детального понимания этих вызовов рассмотрим основные препятствия, с которыми сталкиваются малые и средние предприятия в Республике Молдова [2].

Одной из ключевых проблем развития малого и среднего бизнеса в Молдове является ограниченный доступ к финансированию. МСП сталкиваются преимущественно с дорогими банковскими кредитами, в то время как государственные гранты остаются крайне ограниченными по объёму и охвату. Возможности привлечения внешних ресурсов — иностранных инвестиций и фондов ЕС — также невелики из-за недостаточной информированности предпринимателей, сложных процедур и высоких требований со стороны доноров. В результате предприятиям трудно реализовывать долгосрочные инвестиционные проекты и модернизировать производство.

Второй существенный вызов связан с ограниченными экспортными возможностями. Молдова теряет часть традиционных внешних рынков, а попытки выхода на рынок ЕС часто сопровождаются бюрократическими барьерами, несоответствием стандартам и структурными ограничениями. Хотя Румыния остаётся главным направлением молдавского экспорта, зависимость от одного рынка повышает уязвимость бизнеса. Многие МСП не обладают

достаточными ресурсами для адаптации продукции к требованиям ЕС и для участия в международных цепочках поставок.

Третья комплексная проблема — неблагоприятная деловая среда, включающая высокую налоговую нагрузку, низкую покупательную способность населения и доминирование крупного бизнеса. Несмотря на отдельные налоговые реформы, малые предприятия часто платят больше налогов в расчёте на площадь или оборот, особенно в Кишинёве, что делает их менее конкурентоспособными. Слаборазвитый внутренний рынок и снижение реальных доходов населения ограничивают спрос на продукцию МСП. Дополнительно монополизация отдельных отраслей крупными компаниями приводит к неравному доступу к ресурсам, господдержке и рынкам, что тормозит рост малых и средних предприятий.

Для повышения устойчивости и конкурентоспособности МСП в Республике Молдова необходимо усилить доступ предприятий к финансированию через расширение государственных гарантийных механизмов, развитие льготных кредитных линий и стимулирование участия в программах ЕС [3]. Улучшение экспортного потенциала возможно посредством создания центров поддержки экспортеров, предоставления субсидий на сертификацию продукции и внедрения стандартов ЕС, а также модернизации логистической инфраструктуры. В сфере деловой среды ключевыми направлениями выступают налоговая дифференциация для МСП, цифровизация административных услуг, минимизация монополистических практик и меры по укреплению внутреннего спроса.

Реализация предложенных направлений — от расширения доступа к финансированию до улучшения экспортной поддержки и модернизации регуляторной среды — способна значительно укрепить позиции МСП и создать предпосылки для формирования более устойчивой и конкурентоспособной экономики.

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СОВРЕМЕННОЕ СОСТОЯНИЕ И ПРОБЛЕМЫ ЦИФРОВИЗАЦИИ ЭКОНОМИКИ КАЗАХСТАНА

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Всестороннее раскрытие особенностей цифровизации как современного тренда мирового развития включает раскрытие сущности цифровизации, особенностей цифрового представления информации, предпосылок и возможных положительных последствий цифровизации, соотношения понятий «цифровизация» и «цифровая экономика», вызовов, угроз, возможных отрицательных последствий и рисков цифровизации для разных государств, в том числе и для Казахстана, методов измерения степени охвата цифровизацией отдельной страны, а также включает описание современного состояния и задач цифровизации казахстанской экономики.

Цифровизацию в широком смысле можно рассматривать как тренд эффективного мирового развития только в том случае, если цифровая трансформация информации отвечает следующим требованиям: она охватывает производство, бизнес, науку, социальную сферу и обычную жизнь граждан; сопровождается лишь эффективным использованием ее результатов; ее результаты доступны пользователям преобразованной информации; ее результатами пользуются не только специалисты, но и рядовые граждане; пользователи цифровой информации имеют навыки работы с ней [1].

Цифровизация экономики стала одним из приоритетных направлений стратегии развития Казахстана. Государственные программы, такие как «Цифровой Казахстан», стратегические инициативы по развитию искусственного интеллекта и цифровым услугам, активное внедрение e-government решений — всё это направлено на то, чтобы трансформировать экономику, повысить её конкурентоспособность и эффективность [2].

За последние три года (2022–2024) Казахстан достиг значительных успехов в цифровизации, однако вместе с тем сталкивается с рядом препятствий: от неравномерного доступа к широкополосному интернету до высокой зависимости от государственных инвестиций [1].

Основополагающим документом цифровизации экономики является государственная программа «Цифровой Казахстан», которая направлена была на два вектора: цифровизацию существующей экономики и построение цифровой индустрии будущего [2].

"Цифровизация существующей экономики" - обеспечение прагматичного старта, состоящего из конкретных проектов в реальном секторе, запуск проектов по цифровизации и технологическому перевооружению существующих отраслей экономики, государственных структур и развитие цифровой инфраструктуры.

"Создание цифровой индустрии будущего"- обеспечение долгосрочной устойчивости, запуск цифровой трансформации страны за счет повышения уровня развития человеческого капитала, построения институтов инновационного развития и, в целом, прогрессивного развития цифровой экосистемы.

Программа, была реализована в период 2018-2022 годы, что обеспечило дополнительный импульс для технологической модернизации флагманских отраслей страны и сформировала условия для масштабного и долгосрочного роста производительности труда [2].

Программа включала пять основных направлений: цифровизация отраслей, переход к цифровому государству, развитие инфраструктуры, человеческого капитала и институциональной основы для цифровой экосистемы [2].

Начиная с 2022 года в Казахстане действует новая программа — DigitEL (Digital Era Lifestyle), ориентированная на безопасный интернет, участие ИКТ-бизнеса и дальнейшую цифровизацию сферы услуг и экономики [3].

Интернет и мобильные соединения

По данным Бюро национальной статистики Агентства по стратегическому планированию и реформам РК на начало 2024 года, интернет-проникновение в Казахстане составило 92,3 % населения, и было зарегистрировано около 18,19 млн пользователей

интернета. Активных мобильных соединений зарегистрировано 26,24 млн, что эквивалентно 133,1% от населения — показатель, свидетельствующий о множественных SIM-картах на человека [4].

При этом уровень фиксированного широкополосного доступа остаётся проблемным: согласно отчету Всемирного банка, на конец 2022 года проникновение домашнего высокоскоростного интернета (fixed broadband) составляло лишь 37,4% домохозяйств, что значительно ниже региональных средних показателей.

Электронное правительство и государственные услуги

Казахстан добился значительных успехов в цифровом государственном управлении: примерно 93% государственных услуг предоставляются в электронном формате. По данным статистических источников, этот цифровой подход сэкономил государственному бюджету значительные средства: за счёт автоматизации сервисов, отказа от бумажных документов и повышения прозрачности было, например, сэкономлено 13 млрд тенге [4].

В президентском послании подчёркивается, что государство внедряет платформенную модель управления: клиент-ориентированность, автоматизация, и «проактивные» сервисы, когда участие граждан максимально упрощено.

Казахстан высоко оценивается в международных рейтингах: согласно некоторым источникам, он занимает 24-е место из 193 стран в цифровизации, и входит в топ-10 по индексу онлайн-сервисов.

ИТ-сектор и экспорт цифровых услуг

Согласно данным Astana Times, число ИТ-компаний в Казахстане к 2024 году выросло до 18 683, что на 16% больше, чем несколько лет назад. Объём экспорта ИТ-услуг также значительно вырос: в 2023 году экспорт составил \$529 млн, а в первой половине 2024 года — уже порядка \$305 млн [4].

Технопарк Astana Hub и региональные ИТ-хабы (18 таких центров) играют важную роль в развитии стартап-экосистемы.

Электронная коммерция

Электронная торговля (e-commerce) в Казахстане показывает взрывной рост. По Бюро национальной статистики Агентства по стратегическому планированию и реформам РК, объём интернет-торговли в 2024 году составил 3,2 трлн тенге (около \$6 млрд). Онлайн-компании (12,6% всех ритейлеров) создают более 300 000 рабочих мест, а их производительность превосходит офлайн-ритейлеров примерно на 33% [4].

Правительство Казахстана ставит цель к 2029 году довести долю e-commerce в общем объёме розничной торговли до 18,5%, что эквивалентно примерно 9,3 трлн тенге.

Вклад цифровой экономики в ВВП

По исследованию ООН, вклад «цифровой добавленной стоимости» (digital value-added) в ВВП Казахстана в 2023 году растёт. Согласно статистическим данным, с 2018 по 2023 год цифровая экономика Казахстана росла среднегодовым темпом (CAGR) 15,46%, тогда как общий ВВП страны в этот период рос примерно на 7,88% в год [4].

Доля digital-GDP в общей экономике также увеличивалась, отражая всё большую зависимость экономики от цифровых секторов.

МСП и цифровая активность

Согласно исследованию Казкоммерцбанка, в 2023 году 44% малых и средних предприятий (МСП) в Казахстане можно отнести к «цифрово активным». По данным этого исследования, рост доли цифрово-активных МСП на один процентный пункт увеличивает ВВП на душу населения на 0,12%.

Собранные статистические данные за последние три года позволяют выделить ряд ключевых тенденций и закономерностей в цифровой трансформации экономики Казахстана:

1. Ускоренное проникновение интернета и рост цифровых сервисов.

Высокий уровень интернет-проникновения (более 90%) и значительное число мобильных соединений свидетельствуют о том, что цифровая инфраструктура становится всё

более массовой. Это создаёт возможность для дальнейшего масштабирования цифровых услуг, электронной коммерции и онлайн-государственных сервисов.

2. Сильный прогресс в электронном правительстве.

Переход к цифровому государству (e-government) — один из самых эффективных элементов цифровизации. Высокий процент онлайн-услуг (до 93%) и сэкономленные бюджетные средства показывают, что цифровые реформы приносят ощутимую пользу. Автоматизация, прозрачность, платформенная модель управления — это не просто декларации, а реальные практики.

3. Экспорт ИТ-услуг и рост индустрии стартапов.

Значительное увеличение числа ИТ-компаний и быстро растущий экспорт свидетельствуют о том, что Казахстан становится конкурентоспособным игроком на глобальном цифровом рынке. Технопарки и ИТ-хабы способствуют инновациям и привлекают инвестиции в цифровые стартапы.

4. Электронная коммерция как драйвер экономики.

Резкое расширение e-commerce — это не просто переход торговли в онлайн, но и рост производительности, рабочих мест и налоговых поступлений. Онлайн-ритейлеры демонстрируют более высокую эффективность по сравнению с офлайн-продавцами, что делает их стратегически важной частью экономики.

5. Цифровая экономика растёт быстрее общей экономики.

CAGR цифрового сектора (15,5%) существенно выше общего экономического роста (7,9%). Это говорит о том, что цифровая составляющая становится всё более важной для экономического роста Казахстана.

6. Влияние цифровизации МСП на ВВП.

Цифровая активность малого и среднего бизнеса напрямую связана с экономическим ростом. Увеличение доли цифрово-активных предприятий оказывает стимулирующее влияние на ВВП, что подтверждает стратегическую важность поддержки цифровизации именно МСП [4].

Несмотря на значительные успехи, цифровизация экономики Казахстана сталкивается с рядом препятствий:

1. Неравномерность доступа к широкополосному интернету.

Хотя мобильный интернет широко распространён, проникновение фиксированного высокоскоростного интернета остаётся недостаточным: согласно World Bank, лишь около 37,4% домохозяйств имели такой доступ в 2022 году. Это может стать узким местом для цифровых бизнесов, требующих стабильного широкополосного подключения.

2. Зависимость бюджета и ограниченность частных инвестиций.

Большая часть цифровых инициатив продвигается за счёт государственных программ — при этом важно усилить участие частного сектора, чтобы обеспечить устойчивость цифровой трансформации.

3. Разрыв в цифровых навыках.

Несмотря на программы повышения цифровой грамотности, остаются региональные различия: в некоторых областях цифровая грамотность ниже, чем в столицах. Это может ограничивать возможности граждан и предприятий использовать цифровые инструменты в полной мере.

4. Кибербезопасность и защита данных.

С ростом цифровых сервисов увеличиваются риски, связанные с безопасностью и конфиденциальностью информации. Государству необходимо укреплять регуляторную базу, системы защиты и навыки реагирования на киберугрозы.

5. Регулирование цифровых финансовых инструментов.

Внедрение цифровых валют, таких как цифровой тенге, регулирование криптоактивов и их интеграция в экономику вызывают сложные вопросы: как обеспечить безопасность, законность и стабильность, одновременно стимулируя инновации.

6. Перегрузка инфраструктуры и “узкие места” в технологических платформах.

Быстрый рост числа пользователей цифровых сервисов, увеличение объёмов данных и активность в онлайн-экономике могут создавать нагрузку на ИТ-системы, особенно в государственном секторе [5].

Опираясь на анализ текущего состояния и выводов, можно выделить ряд стратегических направлений и рекомендаций для дальнейшего развития цифровой экономики Казахстана:

1. Усиление инфраструктурных инвестиций.

Расширить покрытие фиксированного широкополосного интернета, особенно в отдалённых и сельских районах.

Ускорить развертывание 5G-сетей, что повысит качество связи и позволит запускать новые цифровые услуги (IoT, “умные” города).

Поддерживать модернизацию дата-центров и облачных платформ внутри страны, чтобы снизить зависимость от зарубежных сервисов.

2. Развитие человеческого капитала и цифровой грамотности.

Расширять программы цифрового обучения, особенно для взрослых и предпринимателей, чтобы повысить навыки использования технологий и работу в e-commerce, государственных услугах и онлайн-бизнесе.

Поддерживать инициативы по развитию ИИ, машинного обучения и аналитики данных в вузах и исследовательских центрах.

3. Стимулирование частных инвестиций в ИТ-сектор.

Предоставлять налоговые льготы и другие стимулы для технологических компаний и стартапов.

Продвигать публично-частные партнёрства (PPP) в цифровых проектах, особенно в инфраструктуре и цифровых платформах государственного сектора.

Поддерживать стартап-экосистему: технопарки, акселераторы, венчурные фонды.

4. Укрепление электронного правительства и цифровых сервисов.

Продолжать цифровизацию государственных услуг, делая их более “проактивными”: подключение платформ, которые автоматически предлагают услуги гражданам (на основе их данных).

Повышать уровень интеграции данных между госорганами, сокращая бюрократию и необходимость бумажных справок.

Обеспечивать надёжность, прозрачность и безопасность систем электронного правительства, инвестируя в кибербезопасность и защиту персональных данных.

5. Регулирование цифровых финансовых технологий.

Завершить и развить внедрение цифрового тенге (CBDC), обеспечив его массовое применение и удобство для граждан и бизнеса.

Разрабатывать чёткую законодательную базу для криптовалют, блокчейна и цифровых активов, чтобы стимулировать инновации и одновременно защищать потребителей.

Создать “регуляторные песочницы” (sandbox) для fintech-проектов, где можно тестировать новые финансовые продукты под надзором государства.

6. Мониторинг, оценка и адаптация стратегии.

Внедрить систему ключевых показателей эффективности (KPI) для цифровой экономики: доля ИКТ в ВВП, уровень цифровой грамотности, проникновение онлайн-сервисов и т.д.

Проводить регулярные оценки результатов программ цифровизации (например, “Цифровой Казахстан”, DigitEL) и корректировать стратегию на основе обратной связи и анализа данных.

Сотрудничать с международными организациями (ООН, Всемирный банк, OECD) для обмена опытом и привлечения инвестиций [5].

За период 2022–2024 годов Казахстан продемонстрировал значительный прогресс в цифровизации экономики. Были достигнуты впечатляющие показатели проникновения интернета, роста e-government, экспорта IT-услуг и электронной коммерции. Цифровизация

уже оказывает конкретное влияние на экономику — как через вклад в ВВП, так и через рост производительности бизнеса и создание рабочих мест.

Тем не менее, перед Казахстаном стоят важные вызовы: неравномерное покрытие интернета, потребность в развитии цифровых навыков, регулирование цифровых финансовых технологий и обеспечение безопасности данных.

Для устойчивого и всестороннего развития цифровой экономики необходимо усилить инфраструктуру, активно привлекать частные инвестиции, а также регулярно адаптировать стратегию на основе мониторинга и оценки [5].

В долгосрочной перспективе цифровизация может стать мощным драйвером устойчивого роста, инноваций и повышения качества жизни населения. При грамотном подходе Казахстан способен не только укрепить свою позицию в цифровом мире, но и стать лидером в регионе в сфере цифровой экономики.

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ОЦЕНКА КАЧЕСТВА ФИНАНСОВЫХ ПОКАЗАТЕЛЕЙ НА ПРИМЕРЕ НЕФТЕГАЗОВОЙ ОТРАСЛИ РОССИИ

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Финансовые показатели организаций являются индикаторами успешности их деятельности. Они позволяют делать вывод, насколько эффективно работает предприятие,

насколько целесообразна проводимая им финансовая политика. Их расчёт ведётся в рамках комплексного экономического анализа, который проводится как штатными или привлекаемыми экономистами, так и независимыми экспертами. Обязательной частью комплексного экономического анализа является финансовый анализ - исследование финансовых результатов и финансового состояния предприятия, посредством которого можно определить сильные и слабые стороны организации, сделать вывод о результатах формирования, распределения и использования её финансовых ресурсов, а также спрогнозировать отдельные показатели деятельности.

Целью данной работы является изучение теоретических аспектов финансовых показателей, сравнение значений финансовых показателей ПАО «Газпром» с их значениями по нефтегазовой отрасли и значениями, рекомендуемыми известными отечественными экономистами, проверка их качества и актуальности в современных условиях.

Теоретическую базу работы составили труды российских учёных по исследуемой проблеме, финансовая отчётность ПАО "Газпром" и материалы Федеральной службы государственной статистики Российской Федерации. Методом исследования послужил комплексный анализ финансовых показателей по нормативным значениям.

По мнению Ковалёва В.В., финансовый анализ представляет собой процесс, в рамках которого осуществляется идентификация, систематизация и исследование финансовой информации о предприятии. На основании результатов проведённого анализа руководству проанализированного предприятия даются рекомендации по принятию определённых управленческих решений. [1, с.41].

Цель оценки финансового состояния организации состоит в определении финансового положения предприятия для разработки экономически обоснованных управленческих решений [2, с. 309].

В задачи оценки финансового состояния входит:

- определение финансового состояния, в котором находится предприятие;
- выявление и анализ причин положительного или отрицательного изменения финансового состояния за анализируемый период;
- разработка и экономическое обоснование рекомендаций по повышению финансовой устойчивости, платежеспособности, деловой активности и рентабельности предприятия [2, с. 308].

Финансовый анализ включает в себя несколько направлений:

а) Анализ имущественного положения - изучение итоговых показателей формирования ресурсов и их использования в ходе производственной деятельности.

б) Анализ деловой активности - изучение уровня и динамики финансовых коэффициентов оборачиваемости.

в) Анализ рентабельности - изучение показателей рентабельности позволяет выявить, какую прибыль или убыток получила фирма от использования своих ресурсов.

г) Анализ финансовой устойчивости - определяет соотношение долгов и собственного капитала. На его основе даются рекомендации по привлечению заёмных средств, например, инвестиций, а также кратко- и долгосрочных кредитов.

д) Анализ ликвидности - изучение способности организации отвечать по обязательствам своим имуществом за счёт его трансформации в денежную форму без потери текущей рыночной стоимости и нарушения хозяйственного процесса.

Как уже упоминалось выше, значения финансовых показателей конкретной организации часто сопоставляются с их нормативными значениями и значениями отрасли, где работает предприятие. Причины и цели этого понятны - компании хотят видеть общий уровень показателей на рынке, сравнить итоги своей деятельности с результатами: если показатели организации выше отраслевых, значит, её можно считать успешной, а если ниже, то, возможно, следует разработать и принять необходимые меры.

При этом аналитики опираются на существующие нормативы, а также на отраслевые значения этих показателей. Однако, показатели как конкретного предприятия, так и целой

VII Международный конкурс студенческих научно-исследовательских работ по экономике

отрасли могут серьёзно отличаться от рекомендованных. Но следует помнить, что это не всегда может быть поводом для отказа от инвестирования в компанию или выдачи ей кредита. В качестве примера проведём сравнение значений финансовых показателей ПАО «Газпром» с их значениями по нефтегазовой отрасли и значениями, рекомендуемыми известными отечественными экономистами.

Одной из наиболее развитых сфер российской экономики является добыча полезных ископаемых, наиболее востребованными из которых являются нефть и природный газ. Эту отрасль мы и возьмём для нашего исследования. Для справки: вид деятельности - Добыча нефти и природного газа, код по ОКВЭД - 06.

В качестве примера мы рассмотрим Публичное акционерное общество «Газпром». Это российское международное энергетическое предприятие, главным акционером (более половины акций) которой является государство. Организация осуществляет геологоразведку, добычу, транспортировку, хранение, переработку и продажу газа, газового конденсата и нефти. Также ПАО «Газпром» занимается производством и продажей тепловой и электрической энергии.

Далее в таблице приведены значения финансовых показателей ПАО «Газпром» за 2023 год, так как на момент написания статьи отраслевые показатели, с которыми будут сравниваться показатели этого предприятия, на сайте Федеральной службы государственной статистики были доступны лишь за этот год [3].

Сразу можно отметить, что собственный капитал ПАО занимает 66% от общего числа активов. Собственные оборотные средства занимают 26% оборотных активов, что говорит о том, что 74% оборотных активов ПАО финансируется за счёт заёмных средств. За счёт всех оборотных активов организация могла погасить 136% краткосрочных обязательств, за счёт абсолютно ликвидных активов (денежные средства) и дебиторской задолженности - 88%, а за счёт только абсолютно ликвидных активов - всего 17%. Каждый заработанный рубль принёс в 2023 году организации 5 копеек убытка, а каждый вложенный - 1 копейку убытка. За 2023 год оборотные активы организации трансформировались в денежные средства почти 1,5 раза, запасы - почти 6,5 раз, а дебиторская задолженность - почти 3 раза.

Таблица 1. - Финансовые показатели ПАО «Газпром» за 2023-й год.

Наименование показателя	Значение
Коэффициент автономии, %	66
Коэффициент обеспеченности собственными оборотными средствами, %	26
Коэффициент текущей ликвидности, %	136
Коэффициент быстрой ликвидности, %	88
Коэффициент абсолютной ликвидности, %	17
Рентабельность продаж, %	-5
Рентабельность активов, %	-1
Оборачиваемость оборотных активов,	1,47
Оборачиваемость запасов	6,42
Оборачиваемость дебиторской задолженности	2,86

Такие выводы можно сделать, проанализировав финансовую отчётность ПАО «Газпром». Но о чём говорят значения этих показателей - успешно предприятие ведёт свою деятельность или нет? Для ответа на этот вопрос эти значения надо с чем-то сравнить. Первое, к чему следует обратиться — это нормативы.

В таблице ниже приведены значения финансовых показателей, рекомендуемые известными отечественными экономистами. [4, 5, 6, 7].

Таблица 2. - Значения финансовых показателей, рекомендованные отечественными экономистами

Показатель	А.Д.	Г.А.	В.В.	О.В.	А.Ф. Ионова

VII Международный конкурс студенческих научно-исследовательских работ по экономике

	Шеремет	Савицкая	Ковалёв	Ефимова	
Коэффициент автономии	$\geq 0,5$	$> 0,5$	$\geq 0,6$	$\geq 0,5$	0,5
Коэффициент обеспеченности собственными оборотными средствами	$\geq 0,1$	$\geq 0,1$	-	-	-
Коэффициент текущей ликвидности	≥ 2	1,5 - 2	≥ 2	2	2
Коэффициент быстрой ликвидности	≥ 1	0,7 - 1	≥ 1	0,8 - 1	0,8
Коэффициент абсолютной ликвидности	$0,5 \geq \text{КАЛ} \geq 0,2$	0,2 - 0,3	$\geq 0,2$	0,2 - 0,3	$0,5 \geq \text{КАЛ} \geq 0,2$
Оборачиваемость запасов	3	-	-	-	-
Оборачиваемость дебиторской задолженности	4,9	-	-	-	-

Сравнивая фактические значения с рекомендованными, можно отметить, что коэффициент автономии удовлетворяет всем нормативам; коэффициент обеспеченности собственными оборотными средствами превосходит нормы более, чем в два раза; текущая ликвидность не удовлетворяет нормам, зато быстрая ликвидность вполне соответствует рекомендациям Савицкой Г. А., Ефимовой О. В. и Ионовой А. Ф. Абсолютная же ликвидность ПАО, как и текущая, в нормы не укладывается. Показатели рентабельности в работах экономистов не нормируются, поэтому проверить их значения у организации мы не можем. Свои запасы "Газпром" реализует, по критериям А.Д. Шеремета очень быстро - показатель в 2,14 раза превышает норму. А дебиторская задолженность ПАО оборачивается медленно - менее трёх раз в год; А.Д. Шеремет же рекомендует значение этого показателя в 4,9 раза. [7].

Судя по результатам проведённого нами сравнительного анализа, в 2023-м году дела у организации шли не очень хорошо: несмотря на наличие высокого спроса, на что указывают значения показателей оборачиваемости, производство приносило убыток, а активы не окупали свою стоимость. Зато имущественное положение организации было неплохим, но с платёжеспособностью были некоторые проблемы, причиной которых стали понесённые убытки.

Но нужно посмотреть и на отраслевые значения вышеуказанных показателей и сравнить их с показателями «Газпрома» и приведёнными нормативами. Далее в таблице представлены значения финансовых показателей по отрасли Добыча нефти и природного газа за 2023-й год. [8].

Таблица 3. - Значения финансовых показателей по нефтегазовой отрасли

Показатель	Отраслевое значение
Коэффициент автономии, %	69
Коэффициент обеспеченности собственными оборотными средствами, %	42
Коэффициент текущей ликвидности, %	173
Коэффициент быстрой ликвидности, %	194
Коэффициент абсолютной ликвидности, %	63
Рентабельность продаж	30,2
Рентабельность активов	13,72
Оборачиваемость оборотных активов	1,9
Оборачиваемость запасов	15,7
Оборачиваемость дебиторской задолженности	3

Значение коэффициента автономии позволяет делать вывод о том, что доля собственного капитала предприятий отрасли составляет 69%, что всего на три процента выше, чем у «Газпрома». Это говорит о том, что как ПАО, так и отрасль в-целом, имеют надёжную структуру капитала. Оборотные активы ПАО обеспечены собственными средствами на 26%,

оборотные активы отрасли - на 42%, что превосходит нормативы. Что касается рентабельности, то с каждого рубля выручки отрасль имела 30 копеек прибыли, а каждый вложенный рубль принёс почти 14 копеек прибыли. «Газпром» же в 2023 году понёс убытки.

Текущая ликвидность отрасли выше показателя ПАО на 7%, что является незначительной разницей, но именно она позволила отрасли уложиться в норму Савицкой Г. А. Быстрая ликвидность отрасли превышает значение «Газпрома» в 2,2 раза, и удовлетворяет всем нормативам, в отличие от показателя ПАО, укладывающегося только в часть из них.

Оборотные активы отрасли оборачиваются чуть быстрее активов ПАО -меее, чем на пол-оборота. Запасы отрасли же оборачиваются в 2,45 раза быстрее запасов «Газпрома» и в пять раз превышают норму. Дебиторская задолженность отрасли оборачивается всего на 0,2 оборота быстрее, чем у ПАО, но нормам также не удовлетворяет.

Делая выводы, можно отметить, что ПАО «Газпром» являлось одним из наименее успешных предприятий в своей отрасли в 2023 году. Однако, финансовые показатели и компании, и отрасли не отвечают рекомендациям экономистов, но этот факт вовсе не является плохим признаком, так как все предприятия отрасли, не исключая и ПАО «Газпром», успешно работают и развиваются.

Подводя итоги проведённого анализа, следует отметить, что существующие нормативы по финансовым показателям - это лишь база, значения, достаточные для того, чтобы организация успешно функционировала. Отличие от них показателей отдельной организации обычно обусловлено не низкой эффективностью работы предприятия, а спецификой отрасли, где оно работает. Поэтому при проведении финансового анализа больше стоит ориентироваться на отраслевой уровень показателей, так как их значения у организаций напрямую связаны с экономической ситуацией, отраслевой принадлежностью и положением дел в самой организации. Сравнение с нормами может оказаться не вполне корректным, так как они рассчитывались для общего числа организаций, без учёта их отраслевой принадлежности. Также следует совершенствовать действующую методику оценки финансового состояния предприятий, корректировать нормы, чтобы они соответствовали современной экономической действительности.

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В данной статье рассматриваются ключевые понятия экономической теории — экономический рост и экономическое развитие. Анализируются их сущностные различия, взаимосвязь и взаимовлияние. Особое внимание уделяется критике валового внутреннего продукта (ВВП) как узкого показателя роста и обзору комплексных индикаторов развития. Статья подчеркивает, что экономический рост является необходимым, но недостаточным условием для достижения подлинного экономического развития.

В публичном дискурсе и средствах массовой информации термины «экономический рост» и «экономическое развитие» часто используются как взаимозаменяемые. Однако с точки зрения экономической науки эти категории отражают принципиально разные, хотя и тесно связанные, процессы. Путаница между ними может привести к ошибочным политическим решениям, когда достижение количественных показателей становится самоцелью в ущерб качеству жизни населения.

Цель данной статьи — четко разграничить эти понятия, раскрыть их содержание и показать их диалектическое единство.

1. Экономический рост: парадигма измерения

Экономический рост представляет собой количественное увеличение масштабов производства товаров и услуг в национальной экономике за определенный временной промежуток.

Ключевые характеристики:

- Измеряемость. Основным индикатором выступает динамика реального Валового Внутреннего Продукта (ВВП) или ВВП на душу населения. Это позволяет получить конкретные, сравнимые во времени цифры (например, «рост ВВП составил 3,5%»).
- Краткосрочность. Является частым объектом макроэкономической политики, на который можно влиять через фискальные и монетарные инструменты.
- Нейтральность к распределению. Рост ВВП не дает информации о том, как дополнительные блага распределяются среди различных социальных групп. Выгоды могут быть сконцентрированы, что ведет к усилению неравенства даже на фоне растущей экономики.

Экономический рост создает материальную базу для повышения благосостояния, но сам по себе не гарантирует его. Классическая критика ВВП как универсального показателя благополучия была сформулирована еще Робертом Кеннеди в 1968 году: «ВВП учитывает все... кроме того, ради чего стоит жить».

2. Экономическое развитие: трансформация общества

Экономическое развитие — это качественное и структурное преобразование экономики и общества в целом. Это многогранный процесс, выходящий далеко за рамки простого наращивания объемов производства.

Ключевые характеристики:

- Качественные изменения. Включает совершенствование технологий, трансформацию отраслевой структуры (сдвиг от сельского хозяйства к промышленности и услугам), рост производительности труда.
- Институциональное измерение. Подразумевает укрепление правовых институтов, верховенства права, защиту прав собственности, снижение уровня коррупции.
- Социальный прогресс. Направлен на улучшение человеческого потенциала: рост продолжительности и качества жизни, доступ к качественному образованию и здравоохранению, сокращение бедности и неравенства.
- Долгосрочность. Является стратегической, многолетней целью.

Для измерения развития используются комплексные индексы, наиболее известным из которых является Индекс человеческого развития (ИЧР), разработанный Программой развития ООН (ПРООН). Он объединяет три ключевых аспекта: ожидаемая продолжительность жизни, уровень грамотности населения и среднее количество лет обучения, а также валовой национальный доход на душу населения.

3. Взаимосвязь и взаимозависимость

Между ростом и развитием существует диалектическая связь:

1. Рост без развития. Это ситуация, когда увеличение ВВП не приводит к улучшению качества жизни большинства. Хрестоматийный пример — «голландская болезнь» или экономика сырьевых стран, где доходы от экспорта ресурсов не реинвестируются в человеческий капитал и диверсификацию.

2. Развитие как драйвер роста. Устойчивое развитие, в свою очередь, создает условия для долгосрочного роста. Инвестиции в образование, науку и здравоохранение формируют конкурентоспособный человеческий капитал. Развитые институты снижают транзакционные издержки и стимулируют предпринимательскую активность. Таким образом, развитие закладывает фундамент для инновационного, «качественного» роста в будущем.

Экономический рост и экономическое развитие — две стороны одной медали, но не тождественные понятия. Экономический рост, измеряемый через ВВП, — это лишь инструмент, «сырая мощь» экономики. Экономическое развитие — это сложный, многогранный процесс, целью которого является расширение возможностей человека и повышение качества его жизни.

Современная экономическая политика не должна замыкаться на достижении высоких темпов роста любой ценой. Ее стратегической целью должно быть обеспечение инклюзивного и устойчивого развития, при котором экономический рост служит средством, а не конечной целью, и его плоды справедливо распределяются в обществе, способствуя всестороннему прогрессу.

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**ВЗАИМОДЕЙСТВИЕ МЕНЕДЖМЕНТА И ПОЛИТИКИ: АСПЕКТЫ
СОВРЕМЕННОГО МИРА**

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Взаимодействия менеджмента и политики носит тесный характер в современном мире. Их взаимодействие проявляется на нескольких уровнях и реализуется через различные механизмы. Менеджмент — это процесс организации, планирования, мотивации и контроля деятельности для достижения целей. Менеджмент способен воспитать грамотных управленцев, способных реализовать и вести как внутреннюю, так и внешнюю политику государства в правильном направлении. В свою очередь, политика — это система управления обществом, охватывающая все отношения людей, возникающие на основе власти. Эти два понятия объединяются в один термин - «политический менеджмент». Это система управленческих отношений, ориентированная на рациональное урегулирование политических процессов, достижение политических целей и оказание воздействия на принятие политических решений без применения принуждения и насилия. Политический менеджмент направлен на решение политических задач за счёт внедрения эффективных политических технологий, обеспечивающих координацию, сотрудничество и партнёрство в политической системе для преодоления общественных проблем [1]. Поэтому на сегодняшний день значительно повышается роль принятия политических, решений, которые отвечают потребностям граждан и государству, без каких-либо насильственных способов. Целью конкурсной работы является обоснование аспектов взаимодействия современного менеджмента и политики, разработка практических рекомендаций, направленных на повышение эффективности принятий политических решений.

Объектом исследования являются менеджеры и политики.

В последнее время возрастает внимание к вопросам взаимодействия менеджмента и политики, как в научном, так и в практическом аспектах. Это взаимодействие становится особенно актуальным в контексте реализации национальных проектов и государственных стратегий, где управленческие решения на уровне отдельных корпораций и отраслей тесно переплетаются с политическими целями и курсом.

Эффективность этого симбиоза напрямую влияет на социально-экономическое развитие. Например, успешность стратегически важных и регулируемых государством сфер зависит не только от грамотного менеджмента на местах, но и от продуманной государственной политики, системы поддержки и нормативно-правового регулирования [2].

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Теоретической основой для изучения данного взаимодействия служат работы как классиков политической науки, исследовавших власть и принятие решений, так и современных теоретиков менеджмента.

В рамках научного исследования нас интересует мнение, взгляды ученых, аналитиков, экспертов на аспекты взаимодействия менеджмента и политики. В этой связи, нами были изучены и проанализированы различные мнения, позволяющие определить результат взаимодействия менеджмента и политики в условиях современных реалий (таблица 1).

Таким образом, комплексное изучение взаимодействия менеджмента и политики требует междисциплинарного подхода, объединяющего инструментарий управленческих и политических наук. По мнению ученых, ряд систематизированных аспектов соответствует целям функционирования национальной экономики, а именно: обеспечению непрерывности экономического развития, безопасности граждан и государства, решению экологических и социальных проблем [3]. Кроме этого, проблемы формирования эффективных моделей управления в условиях политического влияния находят отражение в трудах П. Друкера, Г. Минцберга, И. Ансоффа, которые рассматривали стратегическое управление и роль внешней среды. В свою очередь, политико-административные аспекты и механизмы государственного регулирования подробно изучены в работах Г. Алмонда, Д. Истона, Р. Даля, а также отечественных ученых, таких как Л.В. Сморгунов и В.Л. Тамбовцев, анализирующих специфику государственного управления и публичной политики в России.

Таблица 1 – Аспекты взаимодействия менеджмента и политики

Аспект взаимодействия	Политика (Задаёт рамки и цели)	Менеджмент (обеспечивает реализацию)	Результат взаимодействия
Цели и стратегия	Формулирует стратегические цели и видение будущего (Например, снизить уровень бедности, увеличить продолжительность жизни). Определяет приоритеты и правила игры.	Разрабатывает конкретные, измеримые задачи и апелляционные планы для достижения стратегических целей. Определяет сроки, ответственных.	Политические цели обретают чёткие контуры и механизмы для их достижения. Без менеджмента политика остается декларацией.
Принятия решений	Решение носят нормативно ценностный характер. Учитывают интересы разных групп (лобби, избиратели), Идеологию, общественное мнение. Процесс часто публичен и демократичен.	Решение носит рациональный прагматический характер, основанный на данных, анализе, эффективности, бюджете. Процесс более закрытый и иерархичный.	Решение должно быть легитимным (одобрено политическим) И целесообразным (обоснованно менеджерами)
Ресурсы и бюджет	Устанавливают бюджетные приоритеты (куда направить деньги). Принимает политически мотивированные решения о финансировании (например: поддержка социальных программ)	Распределяет и оптимизирует выделенные ресурсы. Отвечает за эффективное использование средств, минимизацию потерь, отчётность.	Баланс между политической волей и экономической эффективностью.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

Контроль и отчётность	Осуществляет политический контроль. Например, через парламентские слушания. Оценивает результаты с точки зрения выполнения предвыборных обещаний и общественного блага.	Организует административный и финансовый контроль. Обеспечивает сбор данных, мониторинг показателей, подготовку отчётов для политиков.	Политики получают информацию для корректировки курса, а менеджер – обратную связь для улучшения процессов.
Кадры	Назначает высших должностных лиц: министров, глав ведомств - на основе политического доверия и лояльности	Формулирует профессиональную команду специалистов, отвечает за подбор, мотивацию и развитие персонала на основе компетенций.	Создание сбалансированной команды, где есть как политические лидеры, так и профессиональные исполнители: политики и технократы.
Взаимное влияние	Влияет на менеджмент через законы, нормативные акты и политические заказ, ограничивая или направляя его действия.	Влияет на политику через предоставление экспертной информации, отчётов о реализуемости инициатив и анализ узких мест.	Менеджмент помогает политике быть более реалистичной, а политика задаёт менеджменту то смысл и направления.

**Источник: систематизировано автором по материалам [1,2,3]*

На наш взгляд, одним из важнейших аспектов взаимодействия менеджмента и политики является деятельность, осуществляемая организациями. Более детально остановимся на региональном анализе, так в Орловской области на протяжении последних 6 лет наблюдается изменение количества общественных организаций (рисунок 1).

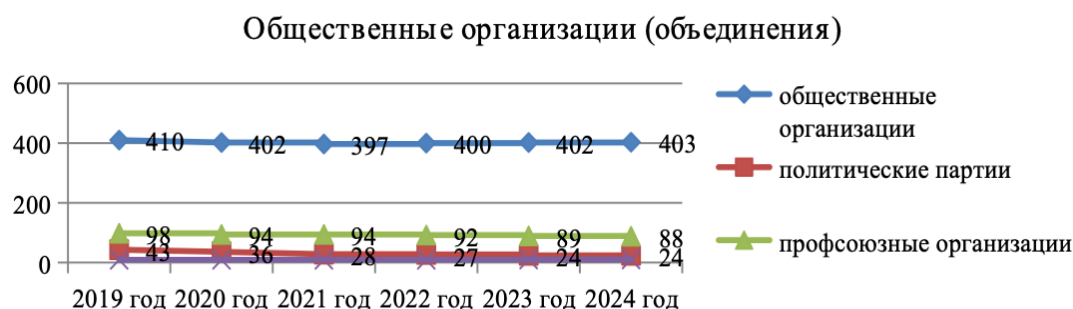


Рисунок 1. Общественные организации в Орловской области, ед.*

*Источник: составлено по данным Росстата [4]

Таким образом, в регионе в 2024 г. по сравнению с 2019 г. произошло сокращение общественных организаций (объединений) на 1,7% (или 7 ед.), однако если сравнивать с 2020 г. и далее в динамике, отмечается ежегодный рост количества общественных организаций в Орловской области. Что касается политических партий, то в регионе в 2024 г. наблюдается тенденция уменьшения их количества, по сравнению с 2019 г. темп спада составил 44%. Аналогичная ситуация происходит и с профсоюзными организациями: в 2024 г. таких организаций – 88 ед., что на 10 организаций меньше уровня 2019 г. Кроме этого в Орловской области развито общественное движение, количество этих организаций в 2024 г. – 10 ед. Отметим, что положительная тенденция прослеживается по количеству религиозных организаций, темп роста в 2024 г. составил 8,4% (или 18 ед.) по сравнению с 2019 г.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

В своих научных работах Горбова И.Н., отмечает, что основными особенностями современного менеджмента являются: принятие научно-обоснованных решений на основе анализа полной и доброкачественной информации, собранной и обработанной с помощью современных методов; отказ от авторитарного стиля руководства и переход к лидерству; как можно более глубокое и полное делегирование полномочий на всех уровнях, сопровождаемое соответствующим наделением ответственностью; постоянное обучение сотрудников организации; преданность делу; ответственность менеджеров за работу системы [5].

Следовательно, динамичное развитие региона невозможно без задействования в нем высококвалифицированных кадров, способных принимать управленческие решения и достигать намеченных целей. Также, считаем необходимым остановиться на анализе численности работников, замещающих должности государственной гражданской и муниципальной службы (рисунок 2).

Таким образом, в 2022 г. в государственных органах, органах местного самоуправления и избирательных комиссиях муниципального образования Орловской области было занято 5759 человек. При этом наибольшую долю численности 43,7% занимают работники в федеральных государственных органах, из которых 76 % это работники исполнительной власти, следовательно, 24% - работники судебной власти и прокуратуры. За анализируемый период (2010-2022 гг.) отмечается сокращение численности работников государственной гражданской и муниципальной службы по ветвям власти и уровням управления на 24% по сравнению с 2010 г. и на 2,4%. По нашему мнению, данная негативная тенденция связана с общей сложившейся демографической ситуацией в Орловской области. Отметим, что за 2019 - 2024 годы происходит сокращение численности населения на 6 % или на 44 тыс. человек. При этом снижение численности происходит как за счет городского населения, так и за счет сельского населения. Негативной тенденцией является тот факт, что происходит снижение численности населения в трудоспособном возрасте на 1,4% за период 2016-2024 гг. Это вызывает старение населения Орловской области и как факт – потеря активной части населения.

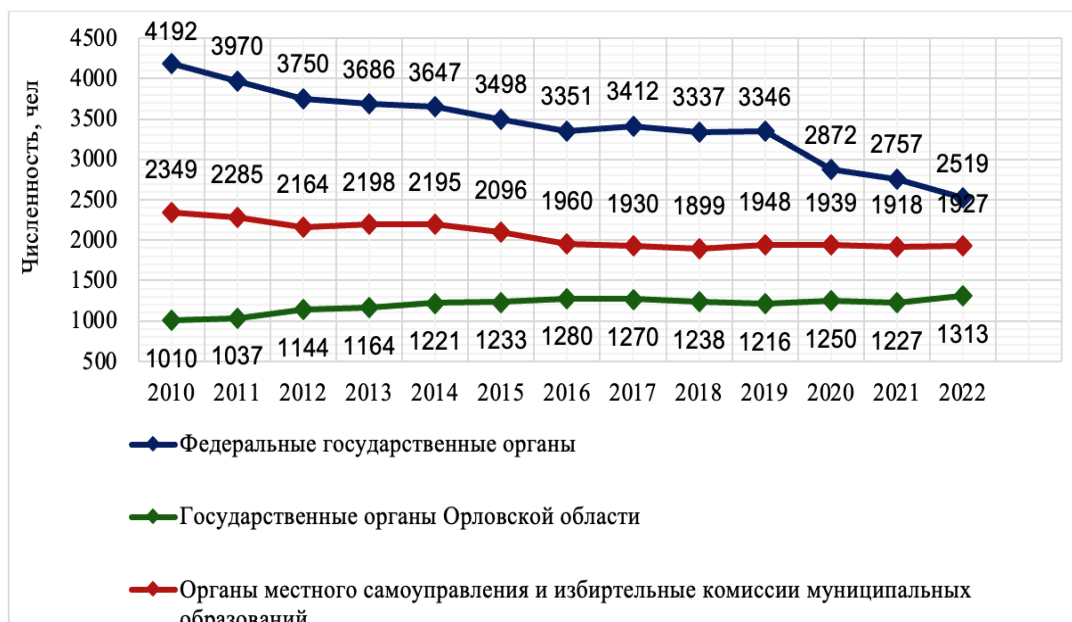


Рисунок 2. Численность работников, замещающих должности государственной гражданской и муниципальной службы по ветвям власти и уровням управления*

*Источник: составлено по данным Росстата [4]

Таким образом, взаимодействие менеджмента и политики способствует формированию эффективной концепции управления в условиях динамично изменяющейся внешней среды, посредством реализации национальных проектов и государственных стратегий [6].

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**ТРАНСФОРМАЦИОННАЯ ЦИФРОВАЯ ЭКОНОМИКА: БЕЛОРУССКИЙ
ОПЫТ**

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За последние десятилетия цифровые технологии стали неотъемлемой частью экономического развития: они трансформируют производство, торговлю, связь, систему услуг и государственное управление. Понятие «трансформационная цифровая экономика» подчёркивает не просто присутствие ИКТ в экономике, а качественное изменение взаимосвязей между акторами, моделями бизнеса и институтами. Для стран с разнообразной структурой экономики — в том числе и для Республики Беларусь — цифровая трансформация открывает новые возможности, но одновременно порождает вызовы, связанные с

институциональной адаптацией, подготовкой рабочей силы и обеспечением цифровой безопасности.

Трансформационная цифровая экономика — это такая стадия развития экономики, при которой цифровые технологии (облачные вычисления, большие данные, искусственный интеллект, интернет вещей, блокчейн и пр.) оказывают системное влияние на производственные цепочки, поведение потребителей, организационно-правовые формы бизнеса и институты регулирования. В результате меняются способы создания стоимости, квалификационные требования к труду и способы взаимодействия государства, бизнеса и граждан.

Ключевые механизмы трансформации

Автоматизация и роботизация — снижение доли рутинных операций и перераспределение труда в сторону задач творческого и аналитического характера.

Платформенная экономика — появление цифровых платформ, агрегирующих спрос и предложение, меняющих посреднические модели.

Данные как ресурс — использование больших данных для оптимизации процессов, принятия решений и персонализации сервисов.

Инновационная экосистема — взаимодействие стартапов, корпораций, научных институтов и государственных институтов для коммерциализации цифровых решений.

Институциональные изменения — адаптация законов, стандартов и образовательных программ под новые технологические реалии.

Цифровая трансформация может ускорять рост производительности, создавать новые рынки и секторы, но также вызывает структурную перестройку занятости — сокращение профессий, подверженных автоматизации, и рост спроса на IT-компетенции, аналитиков данных, специалистов по кибербезопасности и менеджеров цифровых продуктов.

Исследование цифровой трансформации требует сочетания методов: макроэкономического анализа (влияние ИКТ-инвестиций на ВВП и производительность), отраслевых кейсов (анализ цифровизации конкретных секторов), институционального анализа (законодательство, регуляция, стандарты) и социологического подхода (восприятие цифровых изменений обществом, готовность кадров).

Республика Беларусь располагает рядом преимуществ для цифрового развития: высокий уровень базовой математической и технической подготовки в системе образования, наличие IT-кластеров и экспортно ориентированных IT-компаний. Однако структура экономики (высокая доля государственных предприятий в ряде секторов, значительная роль традиционных отраслей) накладывает специфические ограничения и формирует специфические пути трансформации.

Государство в Беларуси традиционно играет значительную роль в экономике и в цифровой политике: от инициатив по цифровизации госуслуг до поддержки IT-сектора. Это создаёт как преимущества (координация, централизованные проекты), так и риски (узость инициатив, возможная бюрократизация, слабая гибкость в частном секторе). Важным элементом является развитие нормативной базы, защита данных и формирование прозрачных условий для частных инвесторов.

В стране присутствует заметный слой IT-компаний и стартапов, ряд научно-исследовательских центров и вузов, выпускающих квалифицированные кадры. Тем не менее для устойчивой экосистемы необходимы механизмы долгосрочного финансирования инноваций, доступ к международным рынкам, стимулирующие налоговые и нормативные решения, а также поддержка коммерциализации научных разработок.

Спрос на IT-специалистов стабильно высок, но наблюдается несоответствие между профилем выпускаемых специалистов и потребностями рынка (не всегда хватает специалистов в областях ИИ, больших данных, кибербезопасности, продуктового менеджмента). Система непрерывного образования, профессиональной переподготовки и партнёрств вузов с индустрией — ключевая задача.

Развитие платформенной экономики влечёт за собой новые модели для малого и среднего бизнеса: цифровые маркетплейсы, онлайн-сервисы, удалённая доставка услуг. Для распространения этих моделей необходима доступная цифровая инфраструктура, простые правила трудовой и налоговой политики для фрилансеров и онлайн-предпринимателей.

Качественная цифровая инфраструктура (широкополосный доступ, мобильная связь, дата-центры) является фундаментом трансформации. Важно также обеспечить кибербезопасность, устойчивость коммуникаций и доступность для регионов.

Проблемы и барьеры

Наличие нормативных и административных барьеров, тормозящих гибкое развитие цифровых сервисов.

Ограниченный доступ к венчурному капиталу и международным рынкам для стартапов.

Риск «утечки умов» и миграции IT-специалистов при отсутствии привлекательных условий работы.

Вопросы защиты персональных данных и кибербезопасности, требующие модернизации законодательства и практики.

Социальное неравенство в доступе к цифровым услугам между городом и сельской местностью, а также между поколениями.

Внедрение электронных государственных услуг (порталы, электронные подписи, цифровые реестры) повышает прозрачность и уменьшает транзакционные издержки. Ключ — интеграция между ведомствами и понятный для граждан интерфейс.

Создание межведомственных механизмов координации цифровой политики с участием бизнеса и академии; упрощение регуляторных барьеров для цифровых инициатив.

Развитие инструментов раннего финансирования (гранты, акселераторы), стимулирование частных инвесторов и создание механизмов выхода на международные рынки.

Инвестиции в STEM-образование, программы непрерывного обучения, сотрудничество вузов с IT-компаниями, создание курсов по цифровому менеджменту и ИИ.

Масштабирование широкополосного доступа в регионы, развитие национальной облачной инфраструктуры и стандартов безопасности, программы повышения цифровой грамотности населения.

Целевые программы для малых городов и сельской местности по доступу к цифровым услугам, поддержка локальных цифровых предпринимателей.

Трансформационная цифровая экономика представляет собой многофакторный процесс, затрагивающий технологические, экономические и институциональные пласты общества. Для Республики Беларусь цифровая трансформация открывает значительные возможности ускорения роста, диверсификации экспортной базы и повышения конкурентоспособности. Вместе с тем успех зависит от сочетания рычагов: адекватной государственной политики, развития человеческого капитала, стимулирования инновационных экосистем и надёжной цифровой инфраструктуры. Последовательная реализация описанных направлений и устранение ключевых барьеров позволит превратить цифровые технологии в инструмент инклюзивного и устойчивого развития.

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ТЕНДЕНЦИИ СОВРЕМЕННОГО РАЗВИТИЯ МАЛОГО И СРЕДНЕГО ПРЕДПРИНИМАТЕЛЬСТВА В КАЗАХСТАНЕ

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Предпринимательство играет решающую роль в формировании современной рыночной экономики. Малые и средние предприятия (МСП) создают значительную часть рабочих мест, способствуют развитию инноваций и повышению конкурентоспособности национальной экономики.

В Казахстане развитие МСП является одним из приоритетов государственной политики, направленной на диверсификацию экономики и снижение зависимости от сырьевого сектора, поставлена задача по увеличению доли МСП в ВВП до 50% к 2050 году.

В этой статье мы рассмотрим, что представляет собой малое и среднее предпринимательство в Казахстане, какие ключевые тренды и проблемы сейчас наблюдаются в этом секторе и какие возможности могут использовать предприниматели для устойчивого роста.

К субъектам малого и среднего предпринимательства относятся юридические лица, индивидуальные предприниматели и крестьянские или фермерские хозяйства, деятельность которых регламентируется Предпринимательским кодексом Республики Казахстан.

К субъектам малого предпринимательства относятся индивидуальные предприниматели без образования юридического лица и юридические лица, осуществляющие предпринимательство, со среднегодовой численностью работников не более ста человек и среднегодовым доходом не свыше трехсот тысячекратного месячного расчетного показателя (МРП), установленного законом о республиканском бюджете и действующего на 1 января соответствующего финансового года (примерно 1,1 млрд тенге по состоянию на 2025 год) [1]. Эта категория охватывает огромный пласт предпринимателей — от пекарен и IT-стартапов до ремесленников и небольших фермерских хозяйств. Это форма бизнеса, ориентированная на локальные рынки, гибкая в управлении, но часто ограниченная в ресурсах.

Среднее предпринимательство — это компании с численностью до двухсот пятидесяти человек и доходом до трех миллионов МРП. Средний бизнес имеет более высокий потенциал

VII Международный конкурс студенческих научно-исследовательских работ по экономике

роста по сравнению с малым за счёт большего масштаба, что позволяет эффективнее использовать ресурсы, внедрять инновации и масштабировать производство. Большая часть продукции средних предприятий представлена в обрабатывающей промышленности.

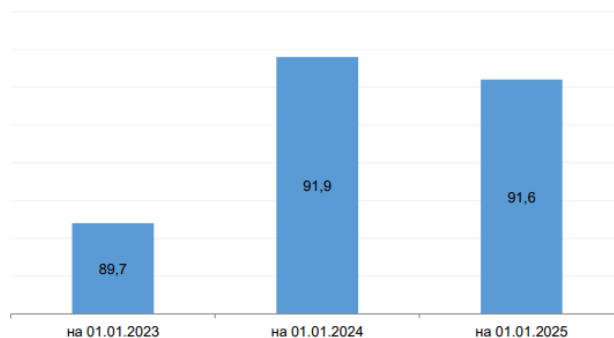
Крупный бизнес в Казахстане, напротив, имеет более высокие показатели выручки, численности и налоговой нагрузки. Он играет важную роль в экспорте и формировании макроэкономических показателей, но с точки зрения занятости и инновационности уступает сектору МСП.

В условиях 2025 года, когда экономика Казахстана все активнее переходит на цифровые рельсы, МСП становится основой гибкости и адаптивности всей страны.

В настоящее время в Казахстане наблюдается значительное усиление предпринимательской активности, что отражается в динамике развития малого и среднего бизнеса (МСБ). Согласно статистике, опубликованной Бюро национальной статистики Агентства по стратегическому планированию и реформам РК (БНС АСПиР РК), по состоянию на 1 января 2025 года, в стране зарегистрировано 2262,4 тыс. субъектов МСП, из них количество действующих субъектов - 2071,7 тыс., включая юридические лица и ИП [2]. Один из ключевых индикаторов — доля активных компаний среди зарегистрированных — вырос с 89,7% в 2022 году до 91,6% в 2024 году, что видно из рисунка 1.

Доля действующих в общем числе зарегистрированных субъектов МСП

в процентах



Однако доля действующих в общем числе зарегистрированных субъектов МСП в 2024 году составила 91,6%, что на 0,3 п.п. ниже уровня предыдущего 2023 года. Наибольшая доля в региональном разрезе преобладает в Туркестанской (96,6%), Кызылординской (95,5%) и Алматинской (94,5%) областях. Наименьшая доля зафиксирована в г. Алматы (88,2%).

Как и раньше, индивидуальные предприниматели остаются доминирующей формой МСБ. Из общего числа активных субъектов на ИП приходится 69,7% (примерно 1,5 млн):

17,5% составляют предприятия малого бизнеса;

12,6% — крестьянские и фермерские хозяйства;

только 0,2% приходится на средние компании, что эквивалентно примерно 3 тыс. организаций (Рисунок 2).

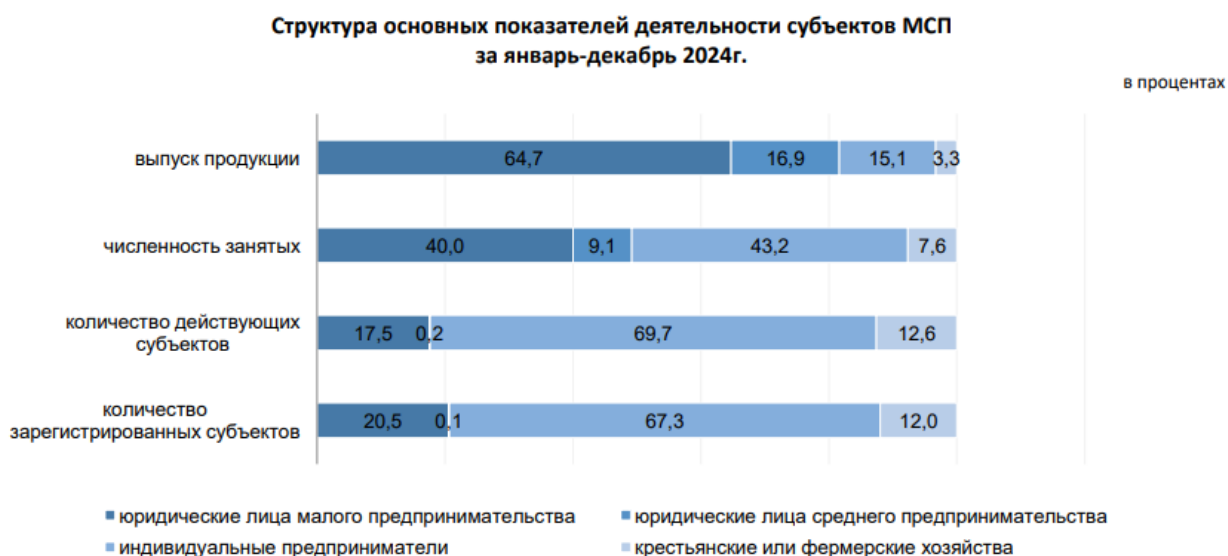


Рисунок 2. Структура основных показателей деятельности субъектов МСП за январь-декабрь 2024 года, в процентах.

Наибольший рост малого и среднего бизнеса в Казахстане наблюдается в сферах ИТ, сельского хозяйства, образования, логистики и сервисных услуг. Благодаря развитию онлайн-платформ и доступности цифровых решений, предприниматели все чаще выбирают e-commerce, EdTech, AgriTech и другие технологичные направления.

Автоматизация, онлайн-оплата, маркетинг-плейсы и цифровая бухгалтерия — все это помогает малому бизнесу масштабироваться без резкого увеличения затрат. К примеру, многие МСП используют CRM-системы, онлайн-кассы и мобильные приложения для оптимизации работы.

Среди трендов — растущий интерес к внешним рынкам. Средний бизнес в Казахстане все чаще рассматривает экспорт как способ масштабирования. Государственные программы помогают выйти на рынки ЕАЭС, Китая, стран Ближнего Востока.

Упрощение экспортных процедур и поддержка логистики делают внешнеэкономическую деятельность доступной даже для небольших производственных компаний. Это особенно актуально для агросектора и товаров легкой промышленности.

Наибольшая предпринимательская активность отмечается в крупнейших городах страны. В 2024 году на Алматы, Астану и Шымкент пришлось 36,4% всех субъектов МСБ — это порядка 753,2 тыс. единиц. Рост числа бизнес-единиц в этих городах был особенно заметен: в Алматы и Шымкенте почти вдвое, в Астане — на 84,6%.

Среди регионов лидирует Туркестанская область с более чем 208,7 тыс. субъектов МСБ. Это объясняется высокой плотностью населения и ограниченными возможностями трудоустройства на крупных производствах. Сокращение числа предприятий зафиксировано только в Восточно-Казахстанской области, но это связано с методологическими изменениями — в 2022 году она была разделена, и часть субъектов отошла к новой Абайской области.

Статистика также подтверждает устойчивую тенденцию: в южных регионах страны МСБ более развит, чем на севере, востоке и западе. Это совпадает с демографическим распределением — в северных областях плотность населения и количество субъектов бизнеса традиционно ниже.

Данные за 2024 год показывают, что малый и средний бизнес в Казахстане в основном ориентирован на сферу услуг. Лидером среди отраслей остается торговля — здесь заняты 735 тыс. субъектов МСБ, что на 66,3% больше, чем несколько лет назад. На втором месте — агропромышленный комплекс (АПК) с 292,1 тыс. субъектов и приростом 15,9% за год.

Заметный двукратный рост зафиксирован в следующих сферах: промышленность — 120,3 тыс. активных компаний и ИП против 51 тыс. пять лет назад, при этом прирост

VII Международный конкурс студенческих научно-исследовательских работ по экономике

обеспечили предприятия обрабатывающего сектора; образование и здравоохранение — рост числа субъектов также более чем в два раза. Снижение показал лишь сектор финансов и страхования: на 24,6%, что связано с усилением требований со стороны регулирующих органов.

Малый и средний бизнес играет ключевую роль на рынке труда. В 2024 году в секторе МСБ были заняты 4,4 млн человек, что составляет 48% от общей численности трудоспособного населения. По сравнению с 2019 годом это на 30,1% больше.

Ведущие позиции по численности занятых снова занимают мегаполисы.

В Алматы на предприятиях МСБ работают почти 1 млн человек. Рост с 2019 года составил 52,9%. В Астане трудится 528,2 тыс. человек — второе место по стране. В Туркестанской области — 295,2 тыс. занятых, что также выводит регион в тройку лидеров.

Южные области в целом демонстрируют положительную динамику как по численности занятых, так и по темпам прироста. В то же время в северных и некоторых центральных регионах рост едва заметен: в Северо-Казахстанской области — 2,9%, в Карагандинской — 2%, в Костанайской — 4,2%.

Согласно Отчету Global Entrepreneurship Monitor (GEM) 2025 года, в Казахстане сохраняется высокий уровень предпринимательской активности, а население в целом положительно относится к ведению бизнеса. По индексу предпринимательской активности страна занимает 29 место из 60, примерно 15% казахстанцев планируют открыть собственное дело в ближайшие шесть месяцев [3].

Рассмотрим динамику основных показателей деятельности субъектов МСП за 2022-2024 годы в следующей таблице.

Из таблицы видно, что в период с 2022 по 2024 годы наблюдается устойчивый рост малого и среднего предпринимательства в Казахстане. Количество зарегистрированных субъектов МСП в 2024 году увеличилось на 11,6 % по сравнению с 2022 годом, действующих — на 13,9%. Необходимо отметить, что за это время наблюдается значительный рост численности индивидуальных предпринимателей и результатов их деятельности, что может определяться упрощением процедур регистрации и ведения бизнеса, в том числе за счет цифровизации и внедрения онлайн-сервисов для открытия ИП. Так, если в 2022 г. количество индивидуальных предпринимателей составляло 1234,5 тыс. единиц, то в 2024 году оно выросло до 1444,5 тыс. единиц, что на 17% выше, чем в 2022 году, а выпуск продукции индивидуальными предпринимателями за этот период увеличился в 2,76 раз.

Хозяйствующими субъектами малого и среднего бизнеса было произведено продукции, выполнено работ и оказано услуг в 2024 г. на сумму 81 920 млн тенге, что на 38,3% выше аналогичного показателя 2022 года. На долю юридических лиц малого предпринимательства в 2024 г. приходится 64,7% от общего объема выпуска продукции, 16,9% приходится на юридических лиц среднего предпринимательства, 15,1% - на индивидуальных предпринимателей и наименьшая доля – 3,3% объема приходится на крестьянские (фермерские) хозяйства. В целом количество занятых в МСБ людей выросло на 7,6% в 2024 году по сравнению с 2022 годом.

Таблица. Динамика основных индикаторов развития МСП в Республике Казахстан в разрезе организационно-правовых форм за 2022-2024 годы

Показатели	2022 г.	2023 г.	2024 г.	2024 г. в % к 2022 г.
Зарегистрированные субъекты малого и среднего предпринимательства, ед.	2 026 527	2 178 951	2 262 392	111,6
в том числе:				
предприятия малого предпринимательства	438 403	456 655	464 811	106,0

VII Международный конкурс студенческих научно-исследовательских работ по экономике

предприятия среднего предпринимательства	3 032	3 024	3 207	105,8
индивидуальные предприниматели	1 336 490	1 442 861	1 523 035	114,0
крестьянские или фермерские хозяйства	248 602	276 411	271 339	109,1
Действующие субъекты малого и среднего предпринимательства, ед.	1 818 764	2 002 199	2 071 657	113,9
в том числе:				
предприятия малого предпринимательства	340 584	360 268	363 012	106,6
предприятия среднего предпринимательства	2 924	2 940	3 135	107,2
индивидуальные предприниматели	1 234 536	1 369 043	1 444 485	117,0
крестьянские или фермерские хозяйства	240 720	269 948	261 025	108,4
Численность занятых в МСП, чел.	4 109 741	4 326 316	4 422 058	107,6
в том числе:				
на предприятиях малого предпринимательства	1 728 767	1 772 925	1 769 658	102,4
на предприятиях среднего предпринимательства	380 081	395 186	404 309	106,4
у индивидуальных предпринимателей	1 678 463	1 808 655	1 909 811	113,8
в крестьянских или фермерских хозяйствах	322 430	349 550	338 280	104,9
Выпуск продукции субъектами МСП, тыс тг	59 221 488	68 710 494	81 920 046	138,3
в том числе:				
предприятия малого предпринимательства	42 069 312	47 162 247	53 011 738	126,0
предприятия среднего предпринимательства	9 699 892	12 085 620	13 859 169	142,9
индивидуальные предприниматели	4 468 161	6 729 352	12 347 329	276,3
крестьянские или фермерские хозяйства	2 984 123	2 733 275	2 701 810	90,5

Доля малого и среднего бизнеса в ВВП страны в 2024 году достигла 39,7%, общая численность занятых в МСП составила более 4,4 млн человек [2]. Тем не менее, даже исходя из официальной статистики, в Казахстане доля МСП к ВВП (39,7%) остается ниже уровня развитых странах (около 54%) и показателя развивающихся (порядка 49%).

Проблемы, с которыми сталкивается малый бизнес в Казахстане:

1. Финансовые барьеры и сложности с кредитованием. Одна из главных проблем МСП — ограниченный доступ к финансированию. Банки требуют залоги, справки, кредитную историю. Это тормозит развитие, особенно для начинающих предпринимателей. Решением может быть рефинансирование через home.kz — это способ снизить долговую нагрузку и оптимизировать выплаты, освободив ресурсы для роста.

2. Нехватка знаний и опыта. Многие предприниматели сталкиваются с нехваткой управленческих навыков, знаний в области финансового планирования, маркетинга и ИТ. Это ограничивает их возможности масштабирования и эффективной конкуренции. Обучающие программы, менторство и участие в бизнес-инкубаторах становятся ключевыми инструментами роста. Поддержка стартапов и акселерационные программы востребованы во всех регионах страны.

3. Регулятивные и бюрократические преграды. Несмотря на реформы, МСП все еще сталкивается с административными барьерами: частые проверки, сложность налогового учета, лицензирование. Эти факторы особенно тормозят развитие в регионах. В этих случаях следует обращаться в палаты предпринимателей, использовать онлайн-сервисы (например, Egov.kz) и заранее консультироваться по правовым вопросам.

Ключевые вызовы развития МСБ связаны с качеством бизнес-среды, характеризующейся значительным разрывом между законодательными нормами и реальной правоприменительной практикой, нестабильностью законодательства, сложными регуляторными процедурами и административной нагрузкой. Поэтому одним из главных направлений работы правительства стала реализация принципиально новых подходов к регулированию бизнеса "с чистого листа". Так, совместно с НПП "Атамекен" проведена масштабная работа по выявлению избыточных требований, мешающих бизнесу. В различных сферах экономики выявлено порядка 10 тыс. требований, которые не соответствуют новой регуляторной политике. Решить эту проблему планируется в два этапа в рамках закона по вопросам внедрения новой регуляторной политики, который подписал Глава государства в конце 2021 года. Утвержден Национальный проект по развитию предпринимательства и принят закон по вопросам внедрения новой регуляторной политики в сфере предпринимательской деятельности [4].

Так, в первом полугодии 2022 года обеспечен пересмотр регуляторных требований в четырех приоритетных отраслях: торговая деятельность, транспорт, сельское хозяйство, услуги общественного питания и проживания. Охват субъектов МСП в данных сферах составляет порядка 60%.

Во втором полугодии 2022 года и в 2023 году пересмотрены требования (более 40 тыс.) к бизнесу в остальных отраслях, среди которых здравоохранение, строительство, промышленность и др. (охват МСП – 40%).

Параллельно начат новый этап реформирования системы государственного контроля: переход с 1 января 2023 года от проверок к профилактике нарушений через автоматизацию. В результате уже к середине 2023 года автоматизированы 62 сферы контроля. Полноценно новые подходы в регуляторной политике заработали в 2024 году.

Реализация новых подходов позволила кардинально снизить нагрузку на бизнес и придать импульс развитию деловой активности в условиях новой экономической реальности.

При этом со стороны Правительства продолжается поддержка бизнеса в рамках программ «Экономика простых вещей» и «Дорожная карта бизнеса», доказавших свою эффективность. По программе "Дорожная карта бизнеса — 2025" для субъектов МСП увеличен размер кредита до 7 млрд. тг со сроком субсидирования 5 лет, а также сняты отраслевые ограничения. По программе "Экономика простых вещей" увеличен общий объем кредитования до 1 трлн. тг, срок субсидирования — до 10 лет, расширен перечень товаров и услуг, а также улучшен инструмент гарантирования. В рамках государственной программы "ДКБ-2025" просубсидировано и гарантировано 18,9 тыс. Проектов субъектов МСП на сумму 1 трлн. тг.

В 2022 году был принят и ряд других мер по развитию предпринимательства. Так, внедрено льготное микрокредитование под 5% в моногородах, малых населенных пунктах и селах, запущена региональная программа поддержки МСБ с льготным кредитованием по ставке от 1%, а также начало действовать льготное кредитование под 5% для западных и южных регионов. Вместе с тем была снижена максимальная сумма кредитования с 7 до 3 млрд

тенге, что позволило увеличить охват субъектов бизнеса мерами господдержки, и внедрен отраслевой подход при ее оказании.

Еще одним инструментом поддержки стала Концепция развития малого и среднего предпринимательства до 2030 года, в рамках которой планируется: отменить законодательные и регуляторные акты, создающие несправедливые привилегии отдельным участникам рынка; сократить регуляторные барьеры для МСП; обеспечить приоритет коллективных выгод перед индивидуальными для повышения эффективности использования ограниченных бюджетных ресурсов; стимулировать создание избыточного предложения качественной промышленной, инновационной и креативной инфраструктуры для начинающего и действующего бизнеса; автоматизировать отчетность бизнеса и сократить число разрешительных документов[5].

Достижение поставленных целей обеспечит необходимые условия и возможности для граждан по самореализации в качестве предпринимателя, ведению открытого и добросовестного бизнеса, созданию предсказуемой, прозрачной и справедливой деловой среды.

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УДК 004.8:338.45

**АНАЛИЗ СОСТОЯНИЯ ЦИФРОВИЗАЦИИ В РЕСПУБЛИКЕ МОЛДОВА И
НАПРАВЛЕНИЯ ЕЁ РАЗВИТИЯ**

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Современный этап развития мировой экономики характеризуется активным внедрением цифровых технологий, которые становятся основным драйвером инноваций и конкурентоспособности. Для любого государства приоритетом становится создание условий для цифровой трансформации всех сфер деятельности — от государственного управления и бизнеса до образования и социальной сферы. Цифровизация открывает возможности для повышения эффективности управленческих процессов, оптимизации производственных ресурсов, стимулирования предпринимательства и улучшения качества жизни населения [7].

Республика Молдова, продвигаясь по пути европейской интеграции, постепенно формирует цифровую экосистему, направленную на модернизацию экономики и государственного сектора. В последние годы реализованы проекты в области электронного

правительства, цифровых государственных услуг, электронной коммерции и телекоммуникаций [6].

Так, для системного развития цифровизации в Республике Молдова в 2023 году была разработана и принята «Стратегия цифровой трансформации Республики Молдова на 2023–2030 годы» [4]. Стратегия устанавливает приоритеты в области электронных услуг, цифровой инфраструктуры и кибербезопасности, формируя основу государственной политики цифровизации и способствуя интеграции страны в европейское цифровое пространство.

Развитие цифровой трансформации в Молдове поддерживается не только стратегическими документами, но и законодательной базой, регулирующей использование электронных услуг и цифровых технологий. К основным законам относятся: Закон № 91/2014 «О электронной подписи и электронном документе» [1], который обеспечивает юридическую значимость электронных документов и подписи, а также Закон № 247/2024 «О договорах на поставку цифрового контента и цифровых услуг», регулирующий создание и предоставление цифровых сервисов на территории страны [2].

На практике реализация стратегических и законодательных инициатив обеспечивается через подзаконные акты, в частности Постановление Правительства № 6/2023, направленное на внедрение цифровых проектов [3], и Постановление № 308/2025, утверждающее программу реализации Стратегии цифровой трансформации [5]. Дополнительно ряд регламентов определяет использование электронных средств в различных государственных процессах, включая налогообложение, таможенное администрирование и судебное делопроизводство.

Несмотря на наличие стратегии и нормативной базы, процесс цифровизации по-прежнему сталкивается с рядом трудностей: низким уровнем цифровой грамотности среди части населения, ограниченным доступом к современным технологиям в регионах, недостаточным объемом инвестиций и необходимостью дальнейшего совершенствования нормативно-правовой базы.

По данным отчета *Digital 2025: Moldova* (DataReportal, 2025) [8], на январь 2025 года в Республике Молдова насчитывалось около 2,42 млн пользователей интернета, что соответствует 80,2 % от общей численности населения. Данный показатель демонстрирует высокий уровень цифрового охвата и свидетельствует о том, что интернет стал неотъемлемой частью социально-экономической жизни страны.

Однако, в период с января 2024 по январь 2025 года количество интернет-пользователей сократилось примерно на 30 тыс. человек (-1,2 %). Несмотря на снижение абсолютного числа пользователей, уровень проникновения интернета в структуре населения остался стабильным, что указывает на насыщение рынка интернет-услуг.

В то же время, около 597 тыс. человек, или 19,8 % населения, оставались «офлайн» на начало 2025 года. Этот показатель свидетельствует о сохраняющемся цифровом разрыве между различными регионами и социальными группами. Наиболее распространёнными причинами неполного охвата остаются недостаточная цифровая инфраструктура в сельской местности, ограниченные финансовые возможности домохозяйств, а также низкий уровень цифровой грамотности части населения.

Помимо показателей интернет-пользователей среди населения, важным индикатором цифровой зрелости экономики является оснащённость организаций компьютерной техникой. Динамика распространения персональных компьютеров среди юридических лиц отражает уровень цифровой инфраструктуры бизнеса. На рисунке 1. представлена динамика оснащённости юридических лиц персональными компьютерами в Республике Молдова в период с 2016 по 2025 гг.

VII Международный конкурс студенческих научно-исследовательских работ по экономике

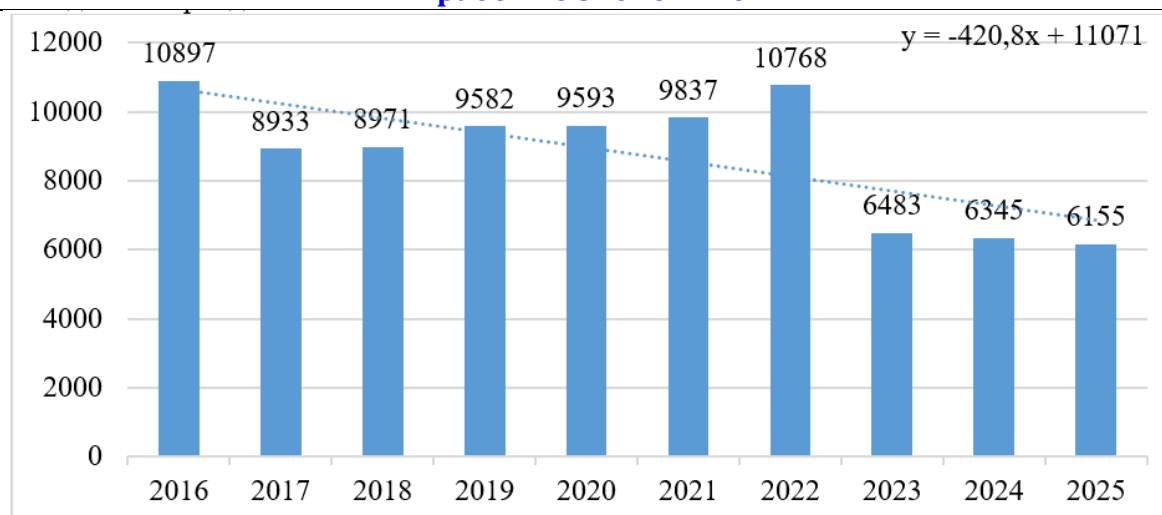


Рис. 1. Оснащённость юридических лиц персональными компьютерами в Республике Молдова, ед.

Источник: Национальное Бюро Статистики Республики Молдова

Режим доступа: Statbank.Statistica.md

Динамика оснащённости юридических лиц Республике Молдова персональными компьютерами в 2016–2025 гг. демонстрирует выраженные колебания и два ключевых этапа развития. После пика в 2016 году (10 897 единиц) наблюдается резкое сокращение в 2017 году на 18 %, затем в период 2018–2022 гг. фиксируется постепенный рост, достигший 10 768 единиц (+9,5 % относительно 2021 года), что отражает восстановление и модернизацию ИТ-инфраструктуры. Начиная с 2023 года, число компьютеров резко сокращается до 6 155 единиц к 2025 году, что на 43 % меньше пикового уровня 2022 года. По нашему мнению, такая динамика связана с переходом бизнеса на виртуальные решения, оптимизацией рабочих мест и сокращением физической техники.

Распределение организаций с персональными компьютерами по регионам позволяет выявить, в каких регионах Республики Молдова цифровая инфраструктура наиболее развита (таблица 1.)

Таблица 1. Распределение юридических лиц с персональными компьютерами по регионам Республики Молдова, ед.

Регион	2022 г	Уд. вес в 2022 г, %	2023 г	Удельный вес в 2023 г, %	2024 г*	2025 г	Удельный вес в 2025 г, %
Вся страна	10768	100	6483	100		6155	100
муниципий Кишинёв	5251	48,8	4447	68,6		4008	65,1
Север	1966	18,3	720	11,1		780	12,7
Центр	2125	19,7	830	12,8		877	14,2
Юг	1048	9,7	310	4,8		325	5,3
АТО Гагаузия	378	3,5	176	2,7		165	2,7

* в 2024 году отсутствуют статистическая информация

Источник: Национальное Бюро Статистики Республики Молдова Режим доступа: Statbank.Statistica.md

Из данных таблицы 1 видно, что лидирующую позицию по количеству компьютеров занимает муниципий Кишинёв, где их доля увеличилась с 48,8% в 2022 году до 65,1% в 2025

VII Международный конкурс студенческих научно-исследовательских работ по экономике

году. Это является индикатором сосредоточения деловой активности и развития ИТ-сектора в столичном регионе.

Центр и Север Республики занимают соответственно второе и третье места по численности компьютерного парка. В Центральном регионе наблюдается относительная стабильность (снижение с 19,7% до 14,2%), в то время как в Северном регионе отмечается незначительное увеличение (с 11,1% до 12,7%).

Наименьшая доля компьютеров зафиксирована в Южном регионе Республики (5,3%) и АТО Гагаузия (2,7%), что говорит о более низком уровне цифровизации и меньшей интенсивности предпринимательской деятельности в этих регионах.

Для более детального понимания цифровой активности предприятий необходимо рассмотреть наличие веб-сайтов у юридических лиц в разрезе видов экономической деятельности (таблица 2)

Таблица 2. Юридические лица с веб-сайтом по видам экономической деятельности в Республике Молдова, ед.

Вид экономической деятельности	2022 г	Уд. вес в 2022 г, %	2023 г	Уд. вес в 2023 г, %	2024 г*	2025 г	Уд. вес в 2025 г, %
Всего	4461	100	2670	100		2247	100
Сельское хозяйство, лесное хозяйство и рыболовство	100	2,2	..	..		..	..
Добывающая промышленность	12	0,3	..	..		10	0,4
Обрабатывающая промышленность	525	11,8	523	19,6		489	21,8
Электроэнергия, газ, водоснабжение	25	0,6	..	..		29	1,3
Водоснабжение, утилизация отходов	38	0,9	37	1,4		28	1,2
Строительство	194	4,3	205	7,7		164	7,3
Оптовая и розничная торговля	804	18,0	784	29,4		758	33,7
Транспортировка и хранение	137	3,1	146	5,5		130	5,8
Размещение и питание	125	2,8	141	5,3		155	6,9
Информация и коммуникации	434	9,7	496	18,6		225	10,0
Финансы и страхование	83	1,9	..	..		..	..
Недвижимость	81	1,8	77	2,9		72	3,2
Профессиональная и научная деятельность	177	4,0	157	5,9		116	5,2
Административные службы	78	1,7	71	2,7		77	3,4
Госуправление и оборона	607	13,6	..	..		..	..
Образование	508	11,4	..	..		..	..
Здравоохранение и соцпомощь	357	8,0	..	..		..	..
Искусство, отдых и досуг	70	1,6	..	..		..	..
Прочие виды деятельности	106	2,4	4	0,15		4	0,2

* в 2024 году отсутствуют статистическая информация

Источник: Национальное Бюро Статистики Республики Молдова Режим доступа: Statbank.Statistica.md

Анализ наличия веб-сайтов у юридических лиц в Республике Молдова (2022–2025 гг.) показывает выраженную отраслевую дифференциацию цифровой активности. Наибольшее

присутствие в интернете отмечено в оптовой и розничной торговле (рост с 18 % до 34 %) и обрабатывающем секторе (с 12 % до 22 %), тогда как сектор ИТ и связи сохраняет высокую долю, но к 2025 году снижается до 10 %. С минимальным онлайн-представительством остаются добывающая промышленность (менее 1 %), аграрный сектор (около 2 %) и финансовый сектор, характеризующийся низкой активностью.

Помимо цифровой активности бизнеса, Республика Молдова демонстрирует значительный прогресс в развитии цифровой инфраструктуры и государственных сервисов. Уже цифровизировано более 300 государственных услуг, обеспечено 98 % 4G-покрытие, а средние скорости фиксированного интернета превышают 133 Мбит/с. Активно развивается международное сотрудничество, включая проект «общего цифрового пространства» с Румынией, а также проводятся кампании по повышению цифровой грамотности граждан. Вместе с тем, для полного внедрения цифровых технологий остаются вызовы, связанные с сокращением цифрового разрыва между регионами и обеспечением равного доступа к современным сервисам для всех категорий населения.

Учитывая достигнутый прогресс и сохраняющиеся вызовы, для дальнейшего развития цифровизации в Республике Молдова можно выделить три ключевых направления действий.

Во-первых, усиливать цифровую грамотность населения, особенно в сельских и отдалённых регионах, чтобы расширить охват и активное использование цифровых сервисов.

Во-вторых, развивать цифровую инфраструктуру и доступ к современным ИТ-решениям, включая облачные технологии, для сокращения разрыва между регионами и стимулирования цифровой активности бизнеса.

В-третьих, поддерживать цифровую трансформацию государственных услуг и предприятий, интегрируя электронные сервисы, совершенствуя законодательство и стимулируя инвестиции и инновации в цифровой сфере.

Реализация этих мер позволит ускорить цифровую трансформацию страны, повысить эффективность государственного управления и обеспечить равный доступ граждан и бизнеса к современным цифровым технологиям.

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**УПРАВЛЕНИЕ КАЧЕСТВОМ ТРУДА В ОТРАСЛИ ЖИВОТНОВОДСТВА
РЕСПУБЛИКИ БЕЛАРУСЬ:
СОВРЕМЕННЫЕ ВЫЗОВЫ И ПЕРСПЕКТИВЫ**

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В статье рассматриваются ключевые аспекты управления качеством труда в животноводческой отрасли Республики Беларусь. Анализируются современные вызовы, стоящие перед сектором, включая демографические изменения, отток квалифицированных кадров, необходимость модернизации и внедрения инновационных технологий. Представлены статистические данные, характеризующие кадровый потенциал отрасли, уровень оплаты труда и производительности. Особое внимание уделено белорусскому и российскому опыту в формировании эффективной кадровой политики, системе подготовки и переподготовки специалистов, а также мерам по повышению престижа сельскохозяйственного труда. Предложены направления совершенствования системы управления качеством труда, включая цифровизацию, повышение мотивации и улучшение условий труда, что позволит обеспечить устойчивое развитие животноводства и продовольственную безопасность страны.

Животноводство является одной из стратегически важных отраслей агропромышленного комплекса (АПК) Республики Беларусь, обеспечивающей продовольственную безопасность страны, экспортный потенциал и занятость значительной части сельского населения. Успешное развитие отрасли напрямую зависит от эффективности использования трудовых ресурсов, а значит, от качества труда. В условиях глобализации, технологического прогресса и демографических вызовов, управление качеством труда становится одним из центральных вопросов для обеспечения конкурентоспособности и устойчивости белорусского животноводства. Проблема оттока кадров из сельской местности, старение рабочей силы, недостаточная квалификация и низкая мотивация труда требуют комплексного подхода и системных решений.

Теоретические аспекты управления качеством труда.

Качество труда в широком смысле определяется как совокупность характеристик трудовой деятельности, отражающих степень соответствия работника и его труда требованиям производства, способствующих достижению высоких результатов и удовлетворению потребностей работника [1]. В контексте животноводства, качество труда включает в себя не только профессиональные навыки и знания, но и ответственность, дисциплину, способность к адаптации к новым технологиям, а также готовность к постоянному повышению квалификации.

Ключевыми элементами системы управления качеством труда являются:

1. Формирование кадрового потенциала: привлечение, отбор, расстановка и адаптация персонала.
2. Обучение и развитие: профессиональная подготовка, переподготовка, повышение квалификации.
3. Мотивация и стимулирование труда: системы оплаты труда, премирования, социальные льготы.
4. Организация и условия труда: нормирование, безопасность, эргономика, автоматизация.
5. Оценка и контроль: мониторинг производительности, качества продукции, трудовой дисциплины [2].

Эффективное управление этими элементами позволяет повысить производительность, снизить издержки, улучшить качество продукции и обеспечить социальную стабильность в коллективах.

Современное состояние и проблемы управления качеством труда в животноводстве Беларуси.

Белорусское животноводство демонстрирует стабильный рост производства основной продукции, что достигается за счет модернизации ферм, внедрения новых технологий и значительных государственных инвестиций. По данным Белстата, производство молока в сельскохозяйственных организациях Республики Беларусь в 2022 году составило около 7,8 млн тонн, а мяса (в живом весе) – свыше 1,1 млн тонн, что свидетельствует о развитии отрасли [3]. Однако, несмотря на положительную динамику объемов производства, отрасль сталкивается с рядом системных проблем в области управления качеством труда.

1. Демографический фактор и кадровый потенциал.

Одной из острых проблем является старение кадров и отток молодежи из сельской местности. Средний возраст работников сельского хозяйства в Беларуси продолжает расти, а доля лиц старше трудоспособного возраста остается высокой. Это приводит к дефициту молодых специалистов, особенно в таких востребованных профессиях, как ветеринарный врач, зоотехник, оператор машинного доения, механизатор. По данным исследований, доля работников АПК со средним специальным и высшим образованием постепенно увеличивается, однако потребность в квалифицированных кадрах остается высокой, особенно в условиях внедрения высокотехнологичного оборудования [4].

2. Уровень оплаты труда и мотивация.

Несмотря на рост заработной платы в сельском хозяйстве, она по-прежнему отстает от среднего уровня по экономике страны. Это снижает привлекательность сельскохозяйственного труда и является одной из основных причин текучести кадров. Для сравнения, средняя заработная плата в сельском, лесном и рыбном хозяйстве в 2022 году составляла около 80-85% от средней по республике [3]. Недостаточно развиты системы материального и нематериального стимулирования, которые могли бы учитывать специфику животноводческого труда (работа в выходные дни, ненормированный график).

3. Условия труда и престиж профессии.

Несмотря на значительные инвестиции в модернизацию животноводческих комплексов, условия труда на многих фермах остаются тяжелыми. Не всегда соблюдаются санитарно-гигиенические нормы, уровень автоматизации недостаточен, что увеличивает физическую нагрузку на работников. Низкий престиж сельскохозяйственных профессий в обществе также негативно сказывается на привлечении молодых кадров.

4. Подготовка и переподготовка кадров.

Система образования Республики Беларусь включает ряд аграрных университетов и колледжей, которые готовят специалистов для АПК. Однако существует разрыв между теоретической подготовкой выпускников и практическими требованиями производства. Не всегда программы обучения оперативно адаптируются к новым технологиям и методам

VII Международный конкурс студенческих научно-исследовательских работ по экономике

ведения животноводства. Недостаточно развита система непрерывного образования и повышения квалификации для действующих работников.

Таблица 1. Показатели трудовых ресурсов в сельском хозяйстве Республики Беларусь 2022-2024 гг.

Показатель	2022 г.	2023 г.	2024 г.
Численность работников, тыс. чел.	320	285	270
Средний возраст работников, лет	44,5	46,2	47,0
Доля работников до 30 лет, %	18,0	15,5	14,0
Уровень текучести кадров, %	12,5	15,0	16,2
Ср. ЗП (относительно средней по экономике), %	75,0	80,0	82,0
Производство молока на 1 работника, т/год	25,0	28,0	30,5

Как видно из таблицы 1, наблюдается тенденция к сокращению численности работников и их старению, что требует неотложных мер по стабилизации кадровой ситуации.

Опыт России и зарубежных стран.

В Российской Федерации, как и в Беларуси, аграрный сектор сталкивается с аналогичными проблемами трудовых ресурсов. Однако в России активно развивается практика создания крупных агрохолдингов, которые внедряют современные системы управления персоналом, включая корпоративное обучение, разработку прозрачных систем мотивации, предоставление жилья и социальных пакетов [5]. Примером может служить опыт компаний, активно инвестирующих в обучение и переподготовку сотрудников на базе собственных учебных центров, а также привлекающих молодых специалистов через целевое обучение и программы поддержки.

Зарубежный опыт (например, стран ЕС) показывает, что ключевыми факторами успеха являются: высокая степень автоматизации и роботизации производственных процессов, что снижает потребность в тяжелом физическом труде и повышает его производительность; развитая система консультационных услуг и фермерского образования; а также мощная государственная поддержка, направленная на развитие сельских территорий и создание комфортных условий для жизни и работы.

Перспективы и направления совершенствования управления качеством труда.

Для обеспечения устойчивого развития животноводства Республики Беларусь и повышения качества труда необходимо реализовать комплекс мер по следующим направлениям:

1. Модернизация образовательной системы:

- Актуализация учебных программ аграрных вузов и колледжей в соответствии с требованиями цифровизации и высокотехнологичного производства.
- Развитие системы целевой подготовки специалистов с гарантированным трудоустройством и социальными гарантиями.
- Создание современных учебно-практических центров на базе передовых хозяйств для отработки практических навыков.
- Внедрение программ непрерывного образования и повышения квалификации для действующих работников, включая дистанционные форматы.

2. Повышение мотивации и престижа труда:

- Разработка гибких и прозрачных систем оплаты труда, привязанных к конечным результатам производства (продуктивность, качество, отсутствие потерь).

- Внедрение дополнительных стимулирующих выплат, бонусов и социальных пакетов (льготное жилье, компенсация проезда, медицинское обслуживание).
- Формирование положительного имиджа сельскохозяйственных профессий через медиакампании, конкурсы профессионального мастерства, фестивали.
- Государственная поддержка молодых специалистов и закрепление их на селе (подъемные, льготные кредиты).

3. Улучшение условий труда и цифровизация:

- Дальнейшая автоматизация и механизация производственных процессов на животноводческих комплексах (системы кормления, доения, навозоудаления, микроклимата).
- Внедрение цифровых технологий (интернет вещей, искусственный интеллект, большие данные) для мониторинга животных, оптимизации производственных процессов и снижения ручного труда.
- Обеспечение безопасных и комфортных условий труда, строгое соблюдение требований охраны труда и санитарных норм.
- Развитие сельской инфраструктуры: доступ к качественному образованию, медицине, связи, культурным объектам.

4. Развитие управленческих компетенций:

- Обучение руководителей и специалистов современным методам управления персоналом, лидерским качествам, навыкам командообразования.
- Внедрение системы регулярной оценки производительности труда и обратной связи.
- Развитие внутрихозяйственного планирования и организации труда.

Управление качеством труда в животноводческой отрасли Республики Беларусь является многогранной и сложной задачей, требующей системного подхода и тесного взаимодействия государства, образования, науки и производства. Несмотря на достигнутые успехи в модернизации отрасли, сохраняются серьезные вызовы, связанные с кадровым дефицитом, старением рабочей силы, недостаточной мотивацией и не всегда соответствующими современным требованиям условиями труда.

Таким образом, комплексная реализация предложенных направлений – модернизация образования, повышение мотивации и престижа, улучшение условий труда и внедрение цифровых технологий, развитие управленческих компетенций – позволит не только преодолеть существующие проблемы, но и обеспечить устойчивое развитие животноводства, повысить его эффективность и конкурентоспособность. Это, в свою очередь, укрепит продовольственную безопасность страны и улучшит качество жизни на селе.

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**УПРАВЛЕНИЕ ЧЕЛОВЕЧЕСКИМ КАПИТАЛОМ КАК ФАКТОР
ПОВЫШЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ СОВРЕМЕННОГО ПРЕДПРИЯТИЯ**

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В эпоху глобализации и цифровизации управление человеческим капиталом выходит на передний план как стратегический ресурс, определяющий успех современного предприятия. Человеческий капитал, включающий знания, навыки и мотивацию сотрудников, становится основой конкурентоспособности, позволяя компаниям адаптироваться к изменяющимся рыночным условиям и инновациям. Эффективное управление им не только повышает производительность, но и напрямую влияет на экономические результаты, такие как рост прибыли и снижение текучести кадров. [1, с.58]

Сегодня ключом к успеху большинства ведущих компаний на рынке является способность быстро адаптироваться к постоянно меняющимся социально-экономическим условиям внешней и внутренней среды. В этих условиях одним из ключевых факторов является эффективная система управления персоналом, основанная на поиске и удержании в организации квалифицированных, высокопродуктивных кадров.

Обобщающим для настоящего момента является следующее определение человеческого капитала, приведенное на сайте Всемирного Банка: «человеческий капитал – это знания, навыки и здоровье, в которые люди вкладывают средства и которые они аккумулируют в течение своей жизни, что позволяет им реализовывать свой потенциал в качестве полезных членов общества».

Мотивация — это двигатель производительности. Современные предприятия применяют комбинацию материальных и нематериальных стимулов.

Традиционные методы мотивации персонала организации состоят из двух больших групп: экономических и неэкономических.

Экономические методы основаны на материальном вознаграждении, основанном на системе вознаграждения работников финансовым вознаграждением. В частности, именно материальная мотивация является наиболее универсальной. Существует несколько видов материальных стимулов, которые влияют на производительность труда сотрудников. Некоторые из них:

- повышение заработной платы;
- платы и бонусы;
- процент выручки;
- дополнительные награды

Этот метод стимулирования наиболее эффективен для тех работников, для которых важны, прежде всего, денежное вознаграждение и власть. Лидер должен знать этих людей и мотивировать их этими факторами.

Неэкономическими методами стимулирования (или нематериального стимулирования) являются почётные письма, почётная доска, похвальные встречи, приоритетное предоставление информационных и технических средств, участие лучших в корпоративных мероприятиях, направления для обучения и другие выгоды, которые нельзя отнести к экономической категории. [2, с. 256]

Нематериальные методы включают организационные и морально-психологические методы стимулирования.

Можно выделить, что при всем разнообразии позитивных аспектов традиционных методов мотивации эти методы, включая как экономическую, так и неэкономическую мотивацию, имеют один, но очень важный негативный эффект - зависимость. Как показывает практика, сотрудник крупной компании, который получает процент от прибыли за хорошую работу, через некоторое время начинает относиться к этой заработной плате как к части заработной платы, теряя стимул к повышению собственной эффективности, он вызывает привыкание. Поэтому в таких случаях следует внедрять новые, инновационные или инновационные методы мотивации.

Талантливые сотрудники — серьезный актив компании, они усиливают команду и, действуя, как слаженный механизм, ведут бизнес к успеху. Поиск и удержанием талантливых экспертов занимается отдельное направление HR-менеджмента — талант-менеджмент.

В условиях дефицита кадров управление талантами стало важным пунктом рабочей повестки компаний. Оно включает не только мероприятия для привлечения, развития экспертов с высоким уровнем человеческого капитала. [3, с.200]

Помочь в удержании талантливых работников могут:

1. Создание позитивной и поддерживающей корпоративной культуры. Это подразумевает и совпадение миссии компании и ценностей человека, и здоровые отношения в коллективе, основанные на уважении, и комфортные условия труда.

2. Гибкий рабочий график и удаленные возможности создают ряд преимуществ для сотрудников. Это и экономия времени на дорогу в офис и обратно, возможность трудиться из любой точки мира, свобода в управлении временем, улучшение баланса между работой и личной жизнью.

3. Открытое общение и прозрачность во взаимодействии также помогают удерживать талантливых сотрудников. Возможность быть в прямом диалоге с начальством показывает людям, что их мнение имеет значение. Обратная связь и информирование о целях и достижениях бизнеса помогают создать атмосферу доверия и повышают уровень удовлетворенности людей.

В вопросе удержания талантов нет универсального подхода, работу в этом направлении стоит адаптировать под потребности и цели компании. Важно также учитывать, что значимые факторы вовлеченности и мотивации людей не всегда выражаются в денежном эквиваленте. Для ряда сотрудников большую роль играют перспективы роста, открытость, обратная связь и др. [1, с. 60]

Эффективное управление талантами приводит к:

1. Росту производительности труда за счёт повышения мотивации и квалификации сотрудников.

2. Снижению затрат на рекрутинг благодаря снижению текучести кадров.

3. Укреплению репутации компании как привлекательного работодателя, что облегчает привлечение новых талантов.

4. Инновациям и улучшению качества продукции/услуг благодаря вовлечённости сотрудников в развитие компании.

Эффективное управление человеческим капиталом является фундаментом для устойчивого развития и конкурентного преимущества современного предприятия. Инвестиции в развитие и мотивацию сотрудников позволяют компании не только успешно

конкурировать сегодня, но и адаптироваться к вызовам будущего, создавая прочную основу для инновационного и качественного роста.

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