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## **УПРАВЛІНСЬКІ ДЕТЕРМІНАНТИ ВПЛИВУ НА ЕФЕКТИВНІСТЬ СТАЛОГО РОЗВИТКУ КРЕАТИВНОЇ ПРОМИСЛОВОСТІ РЕГІОНІВ**

### **MANAGERIAL DETERMINANTS OF INFLUENCE ON THE EFFICIENCY OF THE SUSTAINABLE DEVELOPMENT OF REGIONAL CREATIVE INDUSTRY**

**Abstract.** The report presents the results of an up-to-date, thorough and detailed the scientific study of the problem of ensuring sustainable development of the country's regional economy on the example of creative industry of the country's regions as a set of production enterprises at the meso-level. The article presents the main imperatives of organizing sustainable development of the regional creation industry, one of the possible examples of a relevant and the modern organizational and economic mechanism for its provision in the future, as well as methods that allow taking these postulates into the account in practice.

**Keywords:** creative industry, imperative, industry, industrial enterprise, mechanism, method, region, sustainable development.

**Анотація.** Представлено результати актуального, ґрунтовного і детального наукового дослідження проблематики забезпечення сталого розвитку регіональної економіки країни на прикладі креативної промисловості регіонів країни як сукупності виробничих підприємств на мезорівні. У доповіді наведено базові імперативи організації сталого розвитку креативної промисловості регіонів, один з можливих прикладів актуального і сучасного організаційно-економічного механізму його забезпечення у перспективі, а також методи, що дозволяють врахування цих постулатів на практиці.

**Ключові слова:** імператив, креативна промисловість, метод, механізм, промислове підприємство, регіон, сталий розвиток.

In the modern conditions of economic development, more attention is paid to the study of the problems of creative industry, as one of the main ones in the economy of countries, and therefore very acute questions arise regarding its exit from the crisis. The current state and ways of the development of the creative industry of Ukraine still continue to concern representatives of the state authorities, heads of business entities. This is explained by the fact that the problem of preserving and strengthening the industry directly affects the national economy, foreign policy, social stability and pace of scientific and technological progress. It is also allows us to take into account the national interests [1, p. 3; 2, p. 65].

Moreover, among the most important tasks that require urgent action, we can especially highlight creation of the effective management mechanisms, internal consolidation of industry at all levels of economy, its liberation from structural redundancy, etc. For the successful implementation of these and the other tasks, a well-founded program of integration of the industry

into the market infrastructure, increasing its economic attractiveness is necessary. A sustainable development of industry of the regions, a qualitative increase in its efficiency and competitiveness is possible only on the basis of the introduction of modern market tools [2, p. 95]. So, in this light, it is extremely important to identify the relevant and to use modern methodological and methodical approaches to the strategic planning of the sustainable development of regional industry, because the development is the result of management.

The use of development strategy allows enterprises to continue to develop within the existing market at a new qualitative level without using unrelated diversification. And thus achieve more stable efficiency and reduce the risk of economic activity. When formulating the development strategy of an enterprise, it is necessary to take into account: types of reactions to changes in external environment (in the demand, level of competition, legislation, etc.) – the both threatening and favorable:

- protection against negative developments and promotion of positive trends;
- options for allocating resources between divisions, departments and areas of activity in order to use them the most effectively in order to achieve strategic goals;
- methods of competition in the each of the areas of activity of the enterprise to ensure competitiveness.

In order to avoid serious mistakes when formulating a development strategy, it is necessary to take into account the key development resources, the accumulation of which contributes to the competitiveness of the enterprise:

- availability of advanced technology;
- development of own R&D;
- quality of technical service;
- ability to maneuver prices and product range;
- financial position of enterprise and the level of financial risk management;

availability of a sales network, experienced personnel to promote goods on the markets.

When developing a company's development strategy, the focus should be on matching potential opportunities with the planned volume of production and sales. And when the developing a company's development strategy, the main focus should be on the correspondence of potential opportunities to the planned volume of production and the sales. The company's action program is calculated on the basis of its existing production capacities, taking into account the range of the products. The program is then compared with the volume of market demand for the respective type of product and the necessary and sufficient increase in the volume of products is determined, together with the quantity produced, is ensured by solvent demand.

Sustainable development of industrial enterprise should be understood as structural changes in production, financing, marketing, management and the other elements of the enterprise's potential aimed at increasing its value. In the process of restructuring, the following tasks are solved:

- improvement of production activities and the structure of the business entity's divisions that carry out these activities;
- increase in the efficiency of the use of all types of resources – financial, human, material;
- creation of organizational structures and management ideology that are adequate to the strategic goals of the business entity and the ensure strategic business efficiency in a changing competitive environment;
- formulation and implementation of a new image of the business entity in daily practice both among its employees and the public.

The continuous changes in external and internal environment of an enterprise require the use of scenario-based approaches in strategic planning that address all aspects of enterprise's activities reflected in its mission. The main (basis) approaches to the enterprise restructuring are developmental restructuring and reengineering, which differ in depth of structural changes. Thus,

the process of implementing a cumulative strategy for sustainable development of an industrial enterprise consists of the following stages.

Awareness of the need to move to a qualitatively the new level of enterprise functioning. Through continuous monitoring of changes in the external and internal environment of the enterprise and analysis of incoming information, the causes and factors that can cause both negative and positive changes in the financial and competitive position of the enterprise are identified in a timely manner.

The new strategic goals are formulated. In accordance with the new goals, the organizational, the production and marketing potential of the enterprise, the necessary technological changes in production and the products themselves are theoretically studied, and the planned structural changes are linked to the necessary resources.

With the same degree of completeness as for the strategic potential, a model of the existing potential of enterprise is created. The system of marketing, production, supply, finance and management of enterprise structure is described, its effectiveness is assessed in order to identify problem areas. The current market assessment of the enterprise's potential is built, and the main factors affecting the efficiency of the enterprise and its market value are identified.

By comparing the initial position of the company and its ultimate goals, the type of strategic changes, – the sustainable development, – is determined. At this stage, specific strategies for enterprise development are considered, which can be divided into external and internal.

So, the transition to a new business model is a consistent implementation of the company's strategy. In this case, the entire transition period is divided into several tactical intervals with control points, where the actual implementation of the business plans is recorded and the results achieved are compared with the planned tasks. If the actual results coincide with the planned targets (within the specified tolerances), the sustainable development strategy, its implementation are recognized as satisfactory and its implementation continues in the next tactical interval. If the deviation of actual results from planned results exceeds the range of the permissible deviations, the reasons for such deviation are carefully analyzed.

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