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METHODOLOGICAL PRINCIPLES OF STRATEGIC MANAGEMENT OF FINANCIAL STABILITY OF ENTERPRISES IN A POST-CRISIS ENVIRONMENT

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МЕТОДОЛОГІЧНІ ЗАСАДИ СТРАТЕГІЧНОГО УПРАВЛІННЯ ФІНАНСОВОЮ СТІЙКІСТЮ ПІДПРИЄМСТВ У ПОСТКРИЗОВОМУ СЕРЕДОВИЩІ

The article examines the theoretical and methodological principles of strategic management of financial stability of enterprises in a post-crisis economic environment. It is substantiated that in conditions of growing economic instability, increased financial risks, transformation of market relations and limited financial resources, ensuring the financial stability of an enterprise acquires strategic importance for maintaining its competitiveness and long-term development. The essence of the financial stability of an enterprise is determined as the ability to ensure the balance of financial resources and obligations, maintain solvency and financial equilibrium, as well as effectively adapt to changes in the external economic environment.

The features of the formation of financial stability of enterprises in post-crisis conditions are analyzed and the key factors influencing its provision are identified. It is proved that effective strategic management of financial stability requires the integration of financial management tools, strategic planning, risk management and financial controlling. The study substantiates approaches to the formation of a system of strategic management of the financial stability of enterprises, which involves optimizing the capital structure, improving financial planning mechanisms, developing a financial forecasting system and using modern information technologies for financial management.

It has been established that a strategic approach to financial stability management allows enterprises to increase the efficiency of using financial resources, minimize the impact of financial risks and create the prerequisites for long-term economic development. The results of the study can be used in the formation of the financial strategy of enterprises, improving the system of strategic management of financial resources and developing mechanisms for ensuring the financial stability of enterprises in the post-crisis economic environment.

У статті досліджено теоретико-методологічні засади стратегічного управління фінансовою стійкістю підприємств у посткризовому економічному середовищі. Обґрунтовано, що в умовах зростання економічної нестабільності, посилення фінансових ризиків, трансформації ринкових відносин та обмеженості фінансових ресурсів забезпечення фінансової стійкості підприємства набуває стратегічного значення для підтримання його конкурентоспроможності та довгострокового розвитку. Визначено сутність фінансової стійкості підприємства як здатності забезпечувати збалансованість фінансових ресурсів і зобов'язань, підтримувати платоспроможність та фінансову рівновагу, а також ефективно адаптуватися до змін зовнішнього економічного середовища.

Проаналізовано особливості формування фінансової стійкості підприємств у посткризових умовах та визначено ключові фактори, що впливають на її забезпечення. Доведено, що ефективне стратегічне управління фінансовою стійкістю потребує інтеграції інструментів фінансового менеджменту, стратегічного планування, ризик-менеджменту та фінансового контролінгу. У межах дослідження обґрунтовано підходи до формування системи стратегічного управління фінансовою стійкістю підприємств, яка передбачає оптимізацію структури капіталу, удосконалення механізмів фінансового планування, розвиток системи фінансового прогнозування та використання сучасних інформаційних технологій фінансового управління.

Встановлено, що стратегічний підхід до управління фінансовою стійкістю дозволяє підприємствам підвищити ефективність використання фінансових ресурсів, мінімізувати вплив фінансових ризиків та сформулювати передумови для довгострокового економічного розвитку. Отримані результати дослідження можуть бути використані при формуванні фінансової стратегії підприємств, удосконаленні системи стратегічного управління фінансовими ресурсами та розробленні механізмів забезпечення фінансової стабільності підприємств у посткризовому економічному середовищі.

Key words: financial stability of the enterprise, strategic management, post-crisis environment, financial management, financial strategy of the enterprise, financial risk management, financial planning, economic stability of the enterprise, financial resources, strategic development of the enterprise.

Ключові слова: фінансова стійкість підприємства, стратегічне управління, посткризове середовище, фінансовий менеджмент, фінансова стратегія підприємства, управління фінансовими ризиками, фінансове планування, економічна стабільність підприємства, фінансові ресурси, стратегічний розвиток підприємства.

THE GENERAL STATEMENT OF THE PROBLEM AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

The current stage of development of the world and national economy is characterized by increased dynamics of transformation processes, accompanied by financial crises, structural changes in economic systems, technological shifts and increased global competition. In such conditions, enterprises are forced to operate in an environment of high uncertainty, which significantly complicates the processes of strategic planning and financial management. The post-crisis period is usually accompanied by a violation of established financial proportions, a decrease in the level of investment activity, limited access to financial resources and an increase in the risks of economic activity. In this regard, the problem of forming effective methodological approaches to strategic management of the financial

stability of enterprises becomes particularly relevant. Financial stability in modern conditions is considered a key prerequisite for the stable functioning of an enterprise and ensuring its long-term competitiveness. It determines the ability of a business entity to maintain a balance of financial resources, maintain solvency and creditworthiness, effectively respond to external economic challenges and ensure the continuity of economic activity. In a post-crisis environment, the importance of financial stability increases significantly, since it determines the ability of an enterprise to overcome the consequences of crisis phenomena, restore financial balance and create the prerequisites for further development. At the same time, the practice of many enterprises indicates the insufficient effectiveness of existing approaches to financial stability management. In most cases, financial management focuses mainly on solving short-term tasks related to ensuring current solvency and liquidity, while

the strategic aspect of financial stability remains insufficiently developed. This approach does not allow enterprises to form a long-term system of financial development that can adapt to changes in the external economic environment and increase their resistance to new crisis phenomena.

In this context, the development of methodological principles for strategic management of financial stability of enterprises, which involves the integration of strategic planning, financial management, risk management systems and modern information technologies for financial analysis, is of particular importance. The formation of such a methodology allows us to consider financial stability not only as a result of current financial activities, but also as a strategic resource for the development of an enterprise, which ensures its long-term stability and competitiveness. Therefore, the relevance of the study is due to the need for theoretical justification and practical improvement of methodological approaches to strategic management of financial stability of enterprises in a post-crisis environment. Solving this problem is important for increasing the efficiency of financial management, forming adaptive financial strategies of enterprises and ensuring their sustainable economic development in an unstable economic environment.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS IN WHICH THE SOLUTION OF THIS PROBLEM WAS INITIATED AND ON WHICH THE AUTHOR RELIES, HIGHLIGHTING PREVIOUSLY UNRESOLVED PARTS OF THE GENERAL PROBLEM TO WHICH THIS ARTICLE IS DEVOTED

In the scientific literature, the issue of managing the financial stability of enterprises is considered from various theoretical and applied positions, which allows forming a comprehensive understanding of the mechanisms for ensuring the stability of the functioning of enterprises in difficult economic conditions. In particular, V. Izyumska and A. Nikulshina investigate financial stability as a key characteristic of the financial condition of an enterprise, emphasizing the importance of maintaining a balance between the sources of formation of financial resources and the directions of their use [1]. O. Filonych and Ya. Dryapak focus on the managerial aspects of ensuring the financial stability of enterprises and prove that an effective financial management system should be based on the analysis of the solvency, liquidity and financial independence of the enterprise [2]. I. Kosareva and A. But consider the mechanism of managing financial stability as a set of economic instruments and management decisions aimed at optimizing the capital structure and increasing the efficiency of using financial resources [3]. Further development of this issue is reflected in the work of the authors, which substantiates the need to improve the financial management system of enterprises through the use of modern methods of financial analysis and strategic planning [4–6]. The theoretical principles of forming a mechanism for managing the financial stability of an enterprise are studied in the works of O. Kalchenko, who

defines financial stability as the result of effective interaction of financial, investment and management processes [7]. In addition, V. Shary, M. Zos-Kior and I. Kyrylyuk study the institutional aspects of economic development, which allows us to consider the financial stability of enterprises in the broader context of the transformation of the economic environment [8]. An important contribution to the development of approaches to assessing financial stability was made by V. Ganin and R. Alekperov, who proposed methodological approaches to analyzing the financial stability management system of enterprises in modern economic conditions [9]. An important addition to this issue is the research of I. Hnatenko and Yu. Kulikova, which substantiates the role of improving the personnel management system in ensuring the effective functioning of organizations [10]. T. Bodareva and L. Shirinyan investigate financial stability management from the perspective of ensuring the effectiveness of financial management and optimizing the structure of financial resources of the enterprise [11]. Special attention in modern research is paid to the influence of crisis factors on the financial stability of enterprises. Thus, M. Rudenko, N. Tretyak, O. Kravchenko, O. Kharchenko and D. Plynokos analyze the features of managing the financial stability of enterprises in war conditions, emphasizing the need to adapt financial policy to a high level of economic uncertainty [12]. At the same time, the scientific works of Hnatenko, Yu. Popova, I. Bachkir and K. Nechyporenko consider the issues of development of labor potential and strategic priorities of the innovative economy, which creates a methodological basis for the formation of effective models of strategic management of enterprises [13]. A similar position is supported by O. Kuzenko, who considers financial stability management as a systemic process of forming the financial balance of an enterprise based on strategic planning and financial forecasting [14]. Despite a significant number of studies, the issue of forming methodological principles of strategic management of financial stability of enterprises in a post-crisis environment requires further scientific study, in particular in the direction of integration of strategic financial planning, risk management and adaptive management mechanisms.

THE FORMULATION OF THE OBJECTIVES OF THE ARTICLE

The formulation of the objectives of the article (task statement) is a theoretical justification and development of methodological principles of strategic management of the financial stability of enterprises in a post-crisis environment, taking into account modern economic challenges, transformations of financial markets and the growth of the level of economic risks. Achieving the set goal involves studying the economic essence of the financial stability of an enterprise as a strategic characteristic of its development, determining the features of the formation of financial stability in the conditions of a post-crisis economy, as well as substantiating conceptual approaches to building a system of strategic management of the financial resources of an enterprise. The study provides for a generalization of theoretical approaches to the interpretation of the financial stability

of an enterprise, an analysis of factors influencing its formation in a post-crisis environment, as well as a study of the role of strategic financial management in ensuring the stability of the functioning of business entities. An important task of the study is to determine the relationship between the financial policy of the enterprise, the structure of its capital, the level of financial risks and the ability of the enterprise to ensure long-term financial balance.

Particular attention is paid to the justification of approaches to the formation of a system of strategic management of the financial stability of enterprises, which is based on the integration of financial planning, forecasting, risk management and financial controlling tools. Within the framework of the tasks set, the study is aimed at identifying areas for improving the financial strategy of enterprises in a post-crisis environment, which allows increasing the efficiency of the use of financial resources, ensuring the adaptation of enterprises to changes in the economic situation and creating the prerequisites for their sustainable development.

PRESENTATION OF THE MAIN MATERIAL OF THE STUDY WITH FULL JUSTIFICATION OF THE OBTAINED SCIENTIFIC RESULTS

Modern development of enterprises takes place in conditions of increased economic instability, which is caused by cyclical crises, global economic transformations, technological changes and geopolitical challenges. In the post-crisis environment, enterprises are forced to adapt to new operating conditions, characterized by market instability, changing demand structure, limited financial resources and increased risks of economic activity. Under such conditions, strategic management of the financial stability of the enterprise acquires special importance, which allows ensuring the stability of the organization's functioning, maintaining its solvency and forming long-term prerequisites for economic development.

The financial stability of an enterprise in modern economic theory is considered as the ability of a business entity to maintain a balance between financial resources and the needs for their use, to maintain solvency and creditworthiness in the long term and to ensure the effective use of capital in an unstable economic environment. In post-crisis conditions, the concept of financial stability becomes more complex, as it implies not only the ability of an enterprise to maintain the stability of financial indicators, but also to effectively respond to external economic challenges, minimize risks and ensure the adaptability of the enterprise's financial system to changes in the market environment. The methodological principles of strategic management of financial stability of enterprises are based on the integration of financial management, strategic planning, risk management and the controlling system. This approach allows us to consider financial stability not only as a result of the current financial activities of the enterprise, but also as a strategic

characteristic of its development. Within the framework of strategic management, financial stability is formed through a system of management decisions aimed at optimizing the capital structure, ensuring the effective use of financial resources, increasing the investment attractiveness of the enterprise and forming long-term financial stability. In a post-crisis environment, strategic management of financial stability involves reorienting management approaches from short-term financial balancing to long-term strategic forecasting of financial results. This means that the financial policy of the enterprise should take into account not only current financial indicators, but also potential changes in the external environment that may affect the financial stability of the organization [1—4; 6—10]. This approach allows you to form a system of strategic financial management, which ensures the flexibility and adaptability of the enterprise to new economic conditions. An important element of the methodology of strategic financial stability management is the systematization of factors that affect the financial stability of the enterprise in the post-crisis environment. These factors form a complex system of relationships between the internal potential of the enterprise and external economic conditions that determine the possibilities of ensuring financial balance (Fig. 1).

The analysis of the presented factors shows that the financial stability of an enterprise in a post-crisis environment is formed under the influence of both external and internal factors. External factors determine the level of economic instability and form the general conditions for the functioning of enterprises, while internal factors are related to the effectiveness of the financial management system and the ability of the enterprise to adapt its financial strategy to changes in the economic environment. In this context, the formation of a strategic management system for financial stability, which is based on a comprehensive analysis of financial indicators, forecasting financial results and developing a long-term financial strategy for the enterprise, is of particular importance. Such a system should include financial planning tools, risk management mechanisms, a system for controlling and monitoring the financial activities of the enterprise [5—8]. An important aspect of strategic management of financial stability is the assessment of the effectiveness of financial decisions in the long term. For this purpose, it is advisable to use a system of indicators that allow for a comprehensive

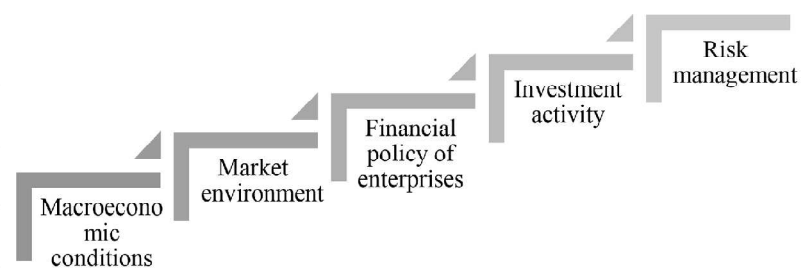


Figure 1. Key factors in the formation of the financial stability of an enterprise in a post-crisis environment

Source: formed by the authors.

assessment of the financial condition of the enterprise, the level of its solvency, liquidity, and financial independence (Fig. 2).

The systematic use of the above indicators allows enterprises to carry out a comprehensive analysis of the financial condition and form strategic management decisions aimed at ensuring long-term financial stability. In post-crisis conditions, it is especially important not only to analyze current financial indicators, but also to forecast their dynamics, taking into account changes in

the external economic environment. Strategic management of financial stability of enterprises also involves the formation of an adaptive financial policy that allows for a quick response to changes in market conditions. Such a policy includes diversification of funding sources, optimization of the cost structure, increasing the efficiency of the use of financial resources and development of a financial planning system. An important role in this process is played by the introduction of modern information technologies of financial management, which allow for operational monitoring of financial indicators and forecasting possible risks of financial activities. Thus, the methodological principles of strategic management of financial stability of enterprises in the post-crisis environment are based on a complex combination of strategic financial planning, risk management system, financial controlling and adaptive financial policy. This approach allows enterprises to ensure the stability of financial activities, increase the efficiency of resource use and create the prerequisites for long-term economic development in an unstable economic environment. Further study of the methodological principles of strategic management of financial stability of enterprises in the post-crisis environment requires an in-depth analysis of the relationship between the financial policy of the enterprise and its long-term competitiveness. In modern conditions, financial stability ceases to be only a characteristic of the current financial condition of the organization and turns into a complex indicator of its strategic potential. It is the ability of the enterprise to maintain financial balance, effectively manage resources and form reserves for future development that determines its ability to function in difficult economic conditions.

In the post-crisis environment, enterprises are faced with the need to quickly revise traditional approaches to financial management. Crises, regardless of their nature, lead to disruption of financial flows, reduction of investment volumes, decrease in consumer solvency and increase in financial risks. In such conditions, strategic management of financial stability should be focused not only on maintaining the stability of current financial indicators, but also on forming a new financial model of the enterprise's functioning, capable of ensuring its long-term adaptation to changes in the economic environment. An important role in this process is played by the formation of an effective financial forecasting system. Forecasting financial results allows the enterprise not only to assess possible

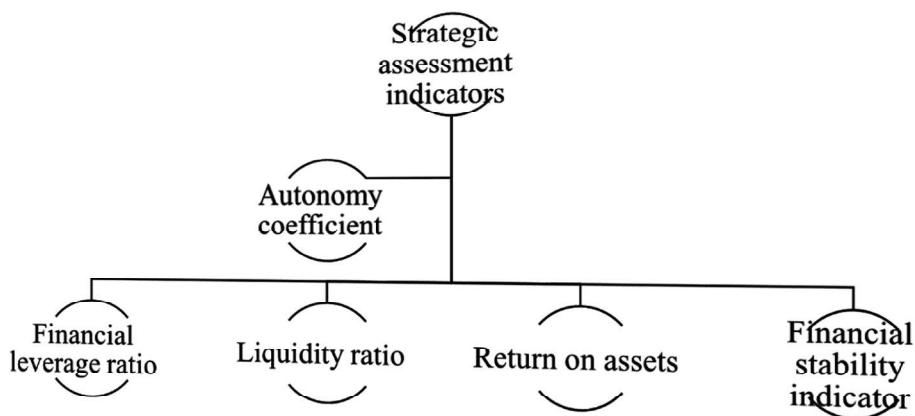


Figure 2. System of indicators for strategic assessment of financial stability of an enterprise

Source: formed by the authors.

scenarios of events, but also to timely adjust the financial strategy depending on changes in the market situation. In the post-crisis environment, the importance of the scenario approach to financial planning, which involves the development of several alternative scenarios for the development of the enterprise, is significantly increasing. This approach allows to increase the flexibility of financial management and ensure the readiness of the enterprise for different options for the development of the economic situation.

Of significant importance in the strategic management of financial stability is the optimization of the capital structure of the enterprise. The rational ratio of equity and debt capital is one of the key factors of the financial stability of an organization. Excessive dependence on borrowed resources can lead to an increase in financial risks, while an insufficient level of external financing limits the development opportunities of the enterprise [5; 11]. In post-crisis conditions, enterprises should pay special attention to the formation of a balanced financing structure that ensures a sufficient level of financial independence and at the same time allows attracting additional resources for the implementation of investment projects. Investment policy has a significant impact on the financial stability of enterprises in modern conditions. Investment decisions directly determine the prospects for the development of the enterprise, since it is investments that form the basis for the modernization of production, the introduction of innovative technologies and increasing the efficiency of economic activity. In the post-crisis environment, enterprises are forced to more carefully assess investment risks and choose projects that provide maximum economic efficiency under conditions of limited financial resources [2; 6; 12—14]. This approach involves the use of modern methods of assessing investment efficiency and strategic analysis of investment projects.

Financial risk management is of particular importance in the system of strategic management of financial stability. In periods of economic instability, risks become an integral part of the activities of enterprises, which necessitates the formation of an effective system for their identification, assessment and minimization. Modern approaches to risk management involve the integration of risk management into the system of strategic management of the enterprise. This means that risk assessment should be carried out at all stages

of management decision-making, starting from strategic planning and ending with the implementation of specific financial projects. An important direction for increasing the financial stability of enterprises is the development of a financial controlling system. Controlling provides information support for management decisions, allows for constant monitoring of the financial results of the enterprise and timely detection of deviations from planned indicators. In a post-crisis environment, an effective controlling system contributes to increasing the transparency of the financial activities of the enterprise and provides a prompt response to changes in the economic situation. An equally important factor in ensuring financial stability is the development of the internal financial potential of the enterprise. This is about increasing the efficiency of financial resources, optimizing costs, improving the working capital management system and increasing the productivity of economic activity. In post-crisis conditions, enterprises are forced to pay special attention to the rational use of available resources, since the possibilities of attracting additional financing may be significantly limited. Current trends in economic development indicate an increasing role of digital technologies in the financial management system of an enterprise. The use of digital tools for analyzing financial data, automated planning and forecasting systems allows to significantly increase the efficiency of management processes and provide a more accurate assessment of the financial condition of the enterprise. Digitalization of financial management contributes to an increase in the speed of making management decisions and creates new opportunities for strategic management of financial stability. In a post-crisis environment, an important aspect of strategic financial management is also the formation of partnerships with financial institutions, investors and other economic entities. The development of such relationships allows the enterprise to expand access to financial resources, increase its investment attractiveness and strengthen its position in financial markets. Establishing effective communication with investors and creditors contributes to the formation of trust in the enterprise and creates the prerequisites for long-term financial cooperation.

Thus, strategic management of the financial stability of enterprises in a post-crisis environment is a complex multi-level process that covers a wide range of management decisions and economic instruments. The effectiveness of this process depends on the ability of the enterprise to combine strategic planning, financial analysis, risk management, investment policy and modern information technologies. The integrated application of these approaches allows enterprises not only to overcome the consequences of crisis phenomena, but also to form a new model of financial development, which ensures stable functioning and increased competitiveness in the long term.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION

As a result of the study, it was established that in the post-crisis economic environment, the financial stability of an enterprise is one of the key prerequisites for ensuring its stable functioning and long-term development. Increased economic instability, increased financial risk, transformation of market relations and limited financial

resources form new requirements for the enterprise management system. Under such conditions, financial stability acquires a strategic nature and should be considered not only as a result of effective financial management, but also as an important element of the overall development strategy of the enterprise. The study showed that strategic management of the financial stability of enterprises in the post-crisis environment should be based on a comprehensive combination of strategic financial planning, financial risk management system, financial controlling mechanisms and modern financial analysis tools. This approach allows you to form an integrated system of managing the financial resources of the enterprise, which ensures the maintenance of financial balance, increasing the efficiency of capital use and creating the prerequisites for long-term economic growth. An important role in this process is played by the ability of the enterprise to adapt its financial policy to changes in the external environment, to predict possible risks and to timely adjust strategic management decisions. The study substantiated that ensuring the financial stability of the enterprise requires a systematic approach to the formation of its financial strategy, which should take into account both the internal potential of the enterprise and the influence of external economic factors. Strategic management of financial stability involves optimizing the capital structure, increasing the efficiency of financial flow management, developing a financial forecasting system and implementing modern information technologies in the field of financial management. The integrated use of these tools allows enterprises to increase the level of financial stability, strengthen competitive positions and ensure resilience to crisis phenomena.

The results of the study indicate that strategic management of financial stability of enterprises is an important tool for forming an effective model of enterprise development in a post-crisis environment. The implementation of strategic approaches to financial management contributes to increasing the adaptability of the enterprise to changes in the economic situation, ensures more rational use of financial resources and creates conditions for stable economic development.

Prospects for further scientific research in this area are related to the deepening of methodological approaches to assessing the financial stability of enterprises, the development of modern models of strategic financial management using digital technologies, as well as the study of the impact of innovative financial instruments on increasing the stability of enterprises during periods of economic transformations. Special attention is required to analyze the mechanisms for adapting the financial strategy of enterprises to the conditions of global economic instability, which will allow the formation of more effective tools for ensuring their financial stability in the long term.

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