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INFORMATION-ANALYTICAL SUPPORT AND ORGANIZATIONAL-STRUCTURAL REGULATION OF OPERATIONAL ACTIVITY OF ENTERPRISES: ECONOMIC EVALUATION AND CONSTRUCTION OF MANAGEMENT SYSTEMS

Abstract. *The article is devoted to solving an important scientific problem - the formation of a management system for strategic performance and adaptation of enterprises implementing construction projects to change. Theoretical approaches to the classification of strategic performance of enterprises are studied and systematized, which allowed to highlight the need to take into account the foreseeable and unpredictable opportunities for change in the enterprise, focusing on external and internal environmental factors that affect the formation of quality management system. Theoretical and methodological approach to the formation of the quality management system is based on the formation and implementation of basic elements and components (organizational, economic, legal, technological and social) using methods and techniques of a mixed approach (managerial, functional and process). The concept of the tool base for modeling strategic performance as a model for managing the adaptation of the enterprise to change is proposed, which has a number of advantages in practical use by enterprises: it is based on the vision, mission and main development objectives formed by the enterprise; takes into account the factors of cyclicality, which are a reflection of existing trends in the economy of the world and the country and directly affect the development of the enterprise; provides opportunities to conduct a comprehensive assessment of the external and internal environment of the enterprise, to calculate and predict the psychological and qualification level of staff and the level of perception of change by these employees; is based on the theoretical foundations of the process approach in the development of mechanisms for managing individual components based on business process management; is developed in accordance with the main functions of management, which provides an opportunity to take into account the sequence of actions and the formation of regulations for the management of enterprises. In turn, the main components of the management system of adaptation of enterprises to change take into account the need for systematization and management of ancillary processes: infrastructure and information; the need for feedback, adjustment of the developed measures of the regulations of strategic performance management as a result of monitoring and control over the consequences of its implementation.*

Keywords: construction company; investment project; economic stability; operating system of enterprise management

Introduction

The effectiveness of adaptive responses of any enterprise to changes in the economic situation, its ability to survive or work stably depend on the management system of information about its status and prospects, existing and potential problems, alternative development scenarios. In such conditions, diagnostics, which has a pronounced target character, is designed not only to form an information system to support management decisions, which is based on a comprehensive and systematic study of all aspects of financial and economic activities of the enterprise, but also to identify ways to influence operational (economic and organizational). management) parameters of its work. The solution of these problems is especially acute for enterprises in such a strategically important area of the national economy as construction, where the global financial crisis has led to a sharp decline in growth, a significant number of financially insolvent and bankrupt organizations (unable to timely and in time).

Under such conditions, each construction company as a stakeholder («stakeholder» according to ISO/IEC 29148: 2011) is operating in a complex, unstable and dynamic external environment, which places new emphasis on the management of the company, leading to the forefront of its quantitative and qualitative properties in terms of ability to survive and ensure development in the face of destabilizing unpredictable and unpredictable external and internal factors (when businesses face capital loss, payment crisis, decline in production, reduction of production capacity, job losses, which creates economic and social problems of their further activities).

Literature Review

Therefore, there is a need for a comprehensive study of the complex, multifactorial problem of managing the economic stability of construction companies, which is the basis of strategic effectiveness, which allows to identify trends and summarize various management concepts on the phenomenon of sustainable economic development. Theoretical-methodological and practical aspects of diagnostics of conditions and parameters of financial stability of enterprises taking into account industry specifics are reflected in the works of modern scientists – economists Aristov O. V., Basovsky L. E., Chupryna Y. A. [3; 4], Bozhenko L. I., Pys'mennyy O. M. [12], Gerusa O. V, Ryzhakova G. M [1], Gludkina O. P., Pokolenko V. O. [7], Dubovogo, P. I., Kulikov P. M. [2], Belenkova O. Y. [11], Goiko A. F. [10], Stetsenko S. P. [9], Lych V. M. [8], Fedorenko V. G. [6] and others.

Study of scientific sources and generalization of experience of economic activity of domestic construction enterprises allow to draw a conclusion about imperfection of methods of diagnostics of economic stability on the maintenance and current coordinates of passing of the basic events of a life cycle and coordination of economic requirements and expectations of institutional participants of the construction project. This applies to the organizational and information process of identifying signs of preservation / loss of economic balance by stakeholders of the construction project, development of tools to reduce information asymmetry and conflict of interest management between economic relations, which together reduce information risk and reduce the impact of subjectivity in economic management decisions.

The purpose and objectives of the study

The aim of the work is to develop methodological and analytical principles and practical recommendations for ensuring the strategic effectiveness of construction companies, which is considered in the context of the peculiarities of their operations as the economic stability of stakeholders in construction investment projects.

This goal necessitated the solution of the following research tasks:

a) to define the content and functional load "strategic effectiveness" as a state and level of harmonization of processes and the purpose of functioning of stakeholders of construction projects with the environment of such projects;

b) to develop methods for diagnosing the economic stability of construction companies, taking into account their interdependence as subjects of implementation of construction projects (CP). Ensure coordination of the content and direction of these diagnostic methods with the processes of construction and selection by leading CP (customer, co-investor, developer) of rational resource models and the budget for the implementation of the construction project.

Presenting main material

One of the key attributes of the category "strategic performance" of the enterprise is the so-called field (zone) of economic stability, which is a range of possible states of its internal and external environment, within which it is able to maintain itself and realize its purpose (Fig. 1).

One of the key attributes of the category "strategic performance" of the enterprise is the so-called field (zone) of economic stability, which is a range of possible states of its internal and external environment, within which it is able to maintain itself and realize its purpose (Fig. 1). The term "economic stability" is often equated with the term "economic stability", however, such an identification is not true. Economic stability should be understood as clear (fixed) coordinates of equilibrium, subjective economically positive for the decision maker.

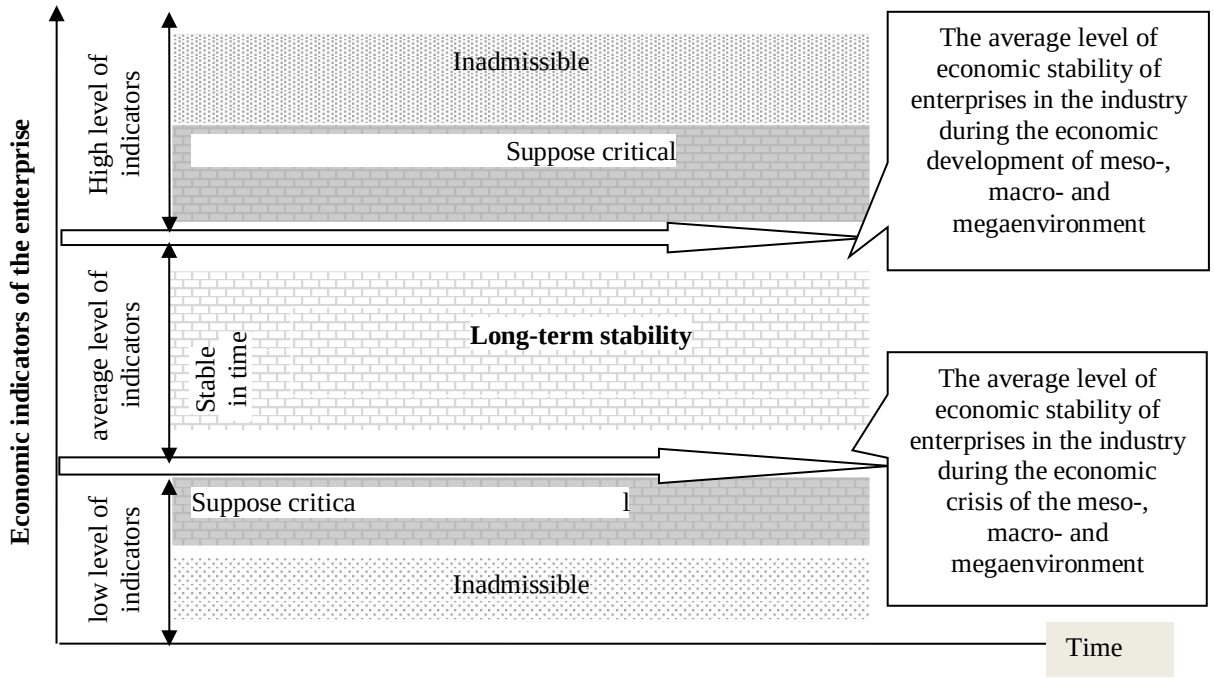

Figure 1 – Economic stability in the system of indicators of the enterprise

And the concept of "economic stability" is broader and suggests that the system (enterprise) can leave these fixed coordinates of positive equilibrium (efficiency) and for a long time, under the influence of negative influences to function in a stable negative state (loss, threat of loss of solvency and bankruptcy, etc.), and then – after eliminating the action of negative factors – has the ability to return to an equilibrium positive state. Thus, the category of "economic stability" must be associated with a certain diagnostic range and a system of indicators that reflect in which direction the company is moving: improving, degrading or stagnating.

Any enterprise is an open system that connects activities outside the enterprise and within the enterprise itself. However, each system needs a comprehensive approach to management, which would be able to take into account the specifics of its operation, factors of influence and possible changes, development options. The formation of the enterprise management system is a complex and multifaceted issue that combines a range of component subsystems.

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Maintaining economic stability for each of the stakeholders of the construction project can be ensured by fulfilling the following conditions:

− the business entity is compatible with other structures at the micro and meso levels and is aimed at fulfilling strategic development objectives within the format of the construction project and its life cycle;

− has a certain level of independence and autonomy, ie is a holistic formed organism that is constantly evolving;

− retains its aggregate property, function when changing its shape and structure;

− its reproduction processes correspond to the dynamics of needs within both their own economic needs and the needs of institutional actors of the construction project;

− has the potential for self-organization and self-development.

It is substantiated that the temporary nature of the project, the interdependence of stakeholders and their interdependence – despite the existing differences in the content of operating activities in the investment and construction process, require joint consideration of economic stability in updated for stakeholders of the construction project technology for diagnosing economic stability (Tab. 1).

The company faces the emergence of predictable and unpredictable changes, they occur in the external and internal environment. Changes in management functions are inversely related to the emergence and response to changes in the external and internal environment of the enterprise. Taking into account the main features of change in the formation of a management system for adaptation to change is the key to their clear understanding, timely detection and development of measures for effective adaptation. However, a significant

number of signs of possible changes create obstacles to the formation of a simplified and unified approach to the analysis of such changes. When studying the factors of the environment of enterprises, the primary attention should be paid to the analysis of cyclical and chaotic factors (macro- and meso-environment), as well as factors of the internal environment of the enterprise.

Table 1 – ***The content of parameters and characteristics of integrated components in assessing the quality of management in a construction company [7 – 9]***

The name (object) of the integrated component	**Components (object) of the integrated component**		**Units of measurement of parameters**
	Features $q_1\left(p_1^1\right)$	**Parameters**	
The first integrated component "Quality of resource provision at the construction company"	p_1^1 – Provision of labor resources	– Labor productivity is generally defined as the ratio of value to available resources or the number of manufactured products per unit of labor per year. Also, this indicator can be determined in relative units by expert evaluation.	Units of output. / pers. * year and relative units
		– Motivation. It is determined on the basis of expert evaluation and reflects the desire of employees to obtain certain benefits, including financial, through employment in the enterprise.	Relative units
		– Provision of all types of work by employees of the required qualification. Defined as a percentage of the total number of employees who perform work according to the level of qualification and education. Also, this parameter can be estimated by experts according to the above scale.	% and relative units
		– General level of training and qualification of employees. This parameter is defined as the amount of money received as a result of work per unit of labor during the year.	Thousands UAH / person * year and relative units
	p_2^1 – Financial security	– The overall efficiency of financial resources management is assessed by financiers in relative units.	Relative units
		– The level of wages of employees (taking into account the average. By state). The parameter is estimated in monetary units, reflecting the average salary at the enterprise in thousands of UAH, as well as in relative units, and the value of 10 on the scale will correspond to the maximum level of wage compliance with the work required, the value of 1 - the minimum level.	Thousands UAH and relative units
		– Availability of an investment fund and opportunities for additional financial infusions. A parameter that determines the financial stability and ability to participate in joint projects of a construction company.	Relative units
	p_3^1 – Material and technical support	– Provision and efficiency of management of material produc-tion resources. The parameter can be estimated as the percentage of material production resources available to the enterprise in relation to the total amount of all necessary resources of the enterprise. The parameter is also evaluated in relative units by experts.	%, relative units
		– Provision and efficiency of management of technical production resources. The parameter can be estimated as the percentage of material production resources available to the enterprise in relation to the total amount of all necessary resources of the enterprise. The parameter is also evaluated in relative units by experts.	%, relative units
		– Equipping with computers and means of communication as a percentage of the total number of needs.	%, relative units

	– Organization	– The construction of the organizational structure of the enterprise is assessed by experts. If the quality of the organizational structure, according to the expert, is high, then he sets 10 points, otherwise – lower values.	Relative units
		– The organization of the production process is evaluated by analogy with other parameters by experts on the basis of the given ten-point evaluation scale.	Relative units
		– Distribution of powers and responsibilities of employees. Expert assessments determine how effectively the distribution of powers among employees is carried out. Efficiency is determined by the subjective opinion of experts on a scale from 1 to 10, where 1 point equals low efficiency, 10 – very high efficiency.	Relative units
		– Ensuring the process of creating new values for customers and the efficiency of their production is determined on the basis of an expert survey on the above scale.	Relative units
	p_3^2 – Control	– Calculation and analysis of customer satisfaction. A value of 10 indicates that customers are completely satisfied with the quality of products, 1 – completely dissatisfied. The overall result is determined by experts on the basis of these estimates.	Relative units
		– Calculation and analysis of the results obtained in the production process. If the results obtained in the production process are significant, the expert evaluates this parameter at 10 points, otherwise – 1 point.	Relative units
		– Control over the rational use of resources. The parameter determines how the construction company provides control over the rational use of resources. If the control is provided at a high level, the expert gives a score of 10, otherwise – 1.	Relative units
		– Correspondence of results of activity to the strategic purpose of the enterprise is estimated by analogy with other parameters by an expert way on the basis of the resulted ten-point scale of estimation.	Relative units
		– Control over the quality of implementation of business plans of the construction company is assessed by analogy with other parameters by experts on the basis of the given ten-point rating scale.	Relative units
	p_4^2 – Motivation	– Presence at the enterprise of corporate structure. A value of 1 means its absence, 10 – the presence and effectiveness, intermediate values between 1 and 10 determine how effective the corporate structure (more value – more effective, less value – less effective).	Relative units
		– Availability of opportunities for professional growth, training and self-realization of employees. Experts evaluate this characteristic on the scale of conformity of linguistic estimates of numerical (score) values. If experts evaluate the characteristic at the level of 10, then the company has all the opportunities for professional growth, 1 – no opportunities for growth, learning and self-realization.	Relative units

	p_4^1 – Time management efficiency	– The structure of working time is estimated in relative units. A value of 10 means the maximum efficiency of work for a given structure of working time, 1 – the minimum.	Relative units
		– The efficiency of the distribution and use of working time is assessed in relative terms by experts.	Relative units
		– Time reserves are determined in working hours and in relative units according to the given scale.	Year. slave. time and relative units
		– Taking into account the seasonality of the construction process. A value of 10 means that the seasonality of the construction process is fully taken into account at all stages of construction. A value of 1 means that seasonality is not taken into account at all.	Relative units
		– Taking into account the duration of the production cycle is estimated in relative units by experts.	Relative units
		– Consideration of process mismatch construction with the reporting period is estimated in relative units.	Relative units
	p_5^1 – Efficiency of information transmission and exchange	– The completeness, reliability and quality of information is assessed by experts on the basis of the above scale.	Relative units
		– The process of exchanging information at a construction company. The effectiveness of the information exchange process is indicated by the assessments of experts from the interval [1, 10].	Relative units
		– The existence of limits of competence and responsibility for the collection and exchange of information is assessed by experts on the basis of relative indicators.	Relative units
		– Availability of information base at the construction company. Value 10 – the company has a base, 1 – no base.	Relative units
The second integrated component "Quality of management functions at the construction company"	p_1^2 – Planning	– The formation of the strategic goal of the construction company is assessed by analogy with other parameters by experts on the basis of the given ten-point rating scale.	Relative units
		– Obtaining and analyzing information about key customers and partners. If such an analysis takes place, the expert gives 10 points, if not, then 1.	Relative units
		– Obtaining and analyzing information about competitors of the enterprise. If such an analysis takes place, the expert gives 10 points, if not, then 1.	Relative units
		– Modification of business processes. Modifiability of business processes is determined by experts.	Relative units
		– Resource planning. The quality of resource planning is determined in relative units on the basis of an expert survey. If the quality is high, the experts evaluate this parameter at level 10, otherwise if the quality is very low – at level 1.	Relative units

It is proposed to present the general management system of adaptation of the enterprise as a cyclical movement, which consists of the following stages:

− analysis and assessment of the conditions of the enterprise in the external (including the study of cyclical factors) and internal environment of its operation;

− identification of weaknesses and bottlenecks, strengths and capabilities of the enterprise, forecasting areas of enterprise development;

− formation of the mechanism of the enterprise's reaction to possible negative changes in the external and internal environment of functioning;

− development and implementation of mechanisms for managing the adaptation of the enterprise to changes at the level of organizational and economic, legal, technological and social components;

− monitoring, control and coordination of the main stages and elements of the management system of adaptation of the enterprise to change;

− adjustment of the management system of adaptation of the enterprise to changes with change of operating conditions.

The stages and essence of the components according to the theoretical blocks of formation of the management system of adaptation of the enterprise to changes are allocated:

1) theoretical foundations of the management system of adaptation to change: definition of the essence,

type of transformation, main purpose, main tasks, subjects, objects, principles, mechanisms of the management system of adaptation to change in four components: organizational and economic, legal, technological , social;

2) methodological principles of enterprise management system for adaptation to changes: theoretical approaches to enterprise management, combination of system elements, development of approaches to adaptation management for each component of the management system for adaptation to change;

3) modeling of the management system of adaptation of the enterprise to changes: means and tools of construction, analysis and estimation of economic and mathematical models on components of the management system of adaptation of the enterprise to changes;

4) instrumental support of the management system of adaptation of the enterprise to changes: tools of analysis and assessment of preconditions; business models for four components; system formation and implementation software; instructions, regulations, etc .;

5) organizational and practical support of the management system of adaptation of the enterprise to changes: analysis and assessment of prerequisites; component planning; organization of implementation of measures; motivation of staff to implement the management system of adaptation of the enterprise to change; control and coordination of system components; analysis and evaluation of system efficiency; adjustment of elements.

The first component of **AR** of the created toolkit (AR – abbreviation from "analytical regulator") provides an analytical basis of economic balance to the leading participants of construction – co-investors at the beginning of the pre-investment phase.

This analytical regulator was developed in such a way as to take into account the variability (probabilistic nature) of the investment process to prove the economic rationality of the participation of the co-investor-customer in this construction project. Taking into account the variability of the investment process in the algorithm **AR** is provided by providing some probabilistic situational parameters of the construction investment project of various random values within a predetermined (at the stage of preliminary feasibility study of the project) range of deviations. Mathematical formalization of **AR** reflects its focus on maximizing the integrated economic criterion of co-investor participation in this project as a basis for ensuring the zonal range of its economic stability:

$$YRsi = \Omega si * NPVi;\ i = \{1; NPV\}; \quad (1)$$

$$YRsi = fcorsi\ (d1, d2\ldots dn1;\ st1, st2\ldots stn2) \quad (2)$$

$$MoYRsi = \Sigma 1 - Nim\ [YRsi\ (k) * Nim\ (k)] / \Sigma\ Nim \quad (3)$$

$$MoYRSi\ (Nim) \rightarrow max; \quad (4)$$

$$\min \leftarrow KFvar\ (YR1Si) = \sigma\ (YR1Si) * 100\% / [MoYR1Si\ (Nim)] \leq 15\% \quad (5)$$

$$Sp = \int [\acute{a};\ \beta]\ \rho dd\ (YR1) > 0.85;$$

$$\acute{a} = (MoYR1Si / 1.15);$$

$$\beta = (MoYR1Si * 1.15)]; \quad (6)$$

$$Nim \geq 0.2 * N\Sigma im = Nv, Nv2, \ldots Nvn2 \quad (7)$$

$$YS1si = EF1\ [(MoYRsi\ (Nim)], \quad (8)$$

where i – serial number of the project from among those offered for participation to this investor, in the range from 1 to NPV;

s – serial number of the organization as part of the project investors;

YR1Si – probabilistic estimated financial result of the participation of the s-th co-investor in the i-th construction project;

ΩSi – expected (planned) share of the s-th co-investor in the estimated net present value of the i-th construction project for the entire investment cycle, the share of units;

NPVi – net present value (net discounted income) of the i-th project;

MoYRSi (Nim) – the mathematical expectation of the YRSi indicator established by the results of using the AR1 algorithm, provided that the stochastic-game simulation of the occurrence of certain events for the i-th project;

Nim – a set number of game simulations, each of which simulates options for the implementation of the investment cycle;

d1, d2… dn1 – deterministic arguments (independent variables) that are econometrically part of YRS and as functions;

St1, st2… stn2 – stochastic (variable) arguments that are part of YRS and as a dependent variable (Table 2);

fcorsi – econometrically established relationship between YRS and its arguments (deterministic and stochastic design variables);

n1 is the number of deterministic variables;

n2 is the number of stochastic variables;

Nv, Nv2, ... Nvn2 – the number of choices for individual variable variables of the algorithm AR1;

YR1si (k) – the value of YR1Si, set based on the results of the simulation-game situation, when the value of situational arguments is determined by the random event generator (table 3);

NΣim – the maximum number of investment situations, determined by the product of the number of simulations for each of the stochastic variables;

pshr (YR1) is the probability density function of the YRs function, established by the results of all Nim simulations;

Sp is the integral of the probability distribution curve of the criterion index YRsi – the area of the curvilinear trapezoid, limited by 15% deviation from the mathematically expected value of YRsi;

ά and β are the right and left boundaries of integration, respectively;

KFvar (YRs) – coefficient of variation for YRs,%;

σ (YRsi) – in the standard deviation of YRsi.

YS1 – the criterion of the component AR1 – defined in universal units (indices) the state of economic stability of the investor organization. For all analytical regulators AR1 – AR3 there is a single content and measurement scale of the criterion indicator YS1 – YS3 (Table 1);

EF1 is the econometric function of the transition from the values of YR1 to the value of YS1.

Algorithm **AR** analytically links the state of economic stability of the investor organization with the integrated characteristics of the project – the estimated net discounted value of the NPV project, and with a certain set of arguments – deterministic and stochastic (variable).

Conclusions

The results of the study are integrated into a set of applications, the combined use of modules which provides a formalized measure of the level of economic stability of all project participants on a universal scale. The practical value of the work is due to the fact that the management of the construction project is provided with relevant tools (software modules and regulations for its application) to determine the need and list of implementation of stabilization measures at certain stages of project life and operational cycles. An important practical advantage is the ability of software to reconcile the aggregate criterion of economic stability with the technological content of works and operations, and with individual sections of the consolidated estimate and the relevant project budget items, which allows to build forecast resource models at the beginning of each stage of investment. project in a timely manner.

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ІНФОРМАЦІЙНО-АНАЛІТИЧНЕ ЗАБЕЗПЕЧЕННЯ ТА ОРГАНІЗАЦІЙНО-СТРУКТУРНА РЕГЛАМЕНТАЦІЯ ОПЕРАЦІЙНОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ: ЕКОНОМІЧНА ОЦІНКА ТА ПОБУДОВА СИСТЕМ МЕНЕДЖМЕНТУ

Анотація. *Стаття присвячена вирішенню важливої наукової проблеми – формуванню системи управління стратегічною результативністю й адаптацією підприємств-виконавців будівельних проєктів до змін. Вивчено та систематизовано теоретичні підходи до класифікації стратегічної результативності підприємств, що дало змогу виокремити необхідність врахування передбачуваних і непередбачуваних можливостей змін на підприємстві, зосереджуючись на зовнішніх і внутрішніх чинниках середовища підприємства, які впливають на формування системи менеджменту якості. Теоретико-методологічний підхід до формування системи менеджменту якості системи заснований на формуванні та впровадженні основних елементів і складових компонентів (організаційного, економічного, правового, технологічного та соціального) із застосуванням методів та прийомів змішаного підходу (управлінського, функціонального та процесного). Запропоновано концепцію інструментальної бази моделювання стратегічної результативності як моделі управління адаптацією підприємства до змін, що має низку переваг у практичному використанні підприємствами: вона базується на баченні, місії та основних завданнях розвитку, які сформувалися підприємством; враховує фактори циклічності, які є відображенням існуючих тенденцій в економіці світу та країни і безпосередньо впливають на розвиток підприємства; надає можливості проводити комплексну оцінку зовнішнього та внутрішнього середовища підприємства, розраховувати та прогнозувати психологічний, кваліфікаційний рівень персоналу та рівень сприйняття змін цими працівниками; спирається на теоретичні основи процесного підходу при розробленні механізмів управління окремими компонентами на основі управління бізнес-процесами; розробляється відповідно до основних функцій управління, що надає можливості врахувати послідовність дій та формування регламенту управління підприємствами. Своєю чергою основні складові системи управління адаптацією підприємств до змін враховують необхідність систематизації та управління допоміжними процесами: інфраструктурою й інформацією; необхідністю зворотного зв'язку, коригування розроблених заходів регламенту управління стратегічною результативністю в результаті моніторингу і контролю за наслідками його впровадження.*

Ключові слова: будівельне підприємство; інвестиційний проєкт; економічна стабільність; операційна система управління підприємством

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