

Article

# Conceptual principles of enterprise management and its system-forming components

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**Abstract:** In modern conditions of instability and changes in the factors of the environment of the functioning of many business structures, the construction of their management systems is becoming more complicated; the issue of the conceptual principles of enterprise management is becoming especially important. The conducted research is aimed at substantiating the conceptual principles of enterprise management, defining tasks, and developing recommendations for increasing the efficiency of business processes, strengthening economic potential, and ensuring adaptation to modern challenges. It was determined that under the enterprise management system, it is advisable to consider the methods of influence and interaction between the subject and the object of management, which is based on compliance with principles, using methods, and performing functions in order to achieve the set goals and fulfill the tasks of the enterprise's activities. The authors proposed a structure of procedural support for building an enterprise management system, which includes. The study developed a system of principles for building organizational structures for managing the activities of enterprises. The main principles of organizing the process of managing a production enterprise include achieving economic efficiency, personal material interest, single leadership, self-management, proportionality, and systematicity. The main recommendations for improving the efficiency of business processes and ensuring adaptation to modern challenges include: the use of digital platforms for promoting the corporate mission, vision and values; the creation of interactive employee training programs; the use of analytical tools for collecting and analyzing data; forecasting market trends and modeling development scenarios; the implementation of systems for integrating key enterprise functions; the use of specialized platforms for risk assessment; building a culture of innovation; methodological support for monitoring the results of the implementation of digital tools; the integration of environmental and social initiatives into all levels of management.

**Keywords:** enterprise management; management concept; efficiency; economic activity; economic potential

## 1. Introduction

In modern conditions of instability and changes in the factors of the operating environment of many business structures, the construction of their management systems is becoming more complicated, therefore, the study of the issue of the conceptual principles of enterprise management is of particular importance. Business development is characterized by dynamism, technological breakthroughs and fierce competition. In these conditions, enterprises need a clear conceptual basis, which serves as a tool for making effective management decisions. Any organization needs an effective management system that is able to ensure its development in the face of

the competitive environment, respond to all consumer requests, and satisfy the interests of the team.

The purpose of the work is to substantiate the conceptual principles of enterprise management, define tasks and develop priority areas to ensure its effective functioning. The main tasks of the study include: generalization of the theoretical concept of enterprise management; formation of the structure of procedural support for building a management system; definition and detailing of the principles of organizing the enterprise management process; development of recommendations for increasing the efficiency of business processes and ensuring adaptation to modern challenges.

## **2. Research methods**

The methodological basis of the study is a systematic approach to revealing the conceptual principles of enterprise management. The following methods were used in the research process: dialectical—when generalizing theoretical principles related to the disclosure of the concept of enterprise management; abstract-logical—when revealing the content of “enterprise management”, “enterprise management concept” for the theoretical justification of the logical relationship of these categories; analysis and synthesis and system-complex methods in developing a system of procedural support for building an enterprise management system and forming the principles of organizing the enterprise management process; generalization method – when making generalizations and conclusions from the research conducted.

## **3. Discussion**

Many scientists have devoted their works to the study of issues related to enterprise management processes. Among them, I would like to focus on the works of: Boychyk (2016), Georgiadi et al. (2018), Kalyuzhna (2011). Kulakova (2014), Ladunka and Rybalka (2017), Lozychenko (2018), Poghrischuk et al. (2023), Shcheglova et al. (2017), Vilgutska (2014), Yarkina (2014) and others. Boychyk (2016) notes: “Enterprise management should be considered as an activity aimed at achieving its effective functioning through the fulfillment of set tasks, through the use of means and methods of influencing all processes within it, coordinating the work of structural divisions and employees of the enterprise”. The importance of adhering to the principles of building organizational management structures is emphasized (Georgiadi et al., 2018). Kalyuzhna (2017) proposed a definition of the concepts of “enterprise management” and “organization”. The dependence of management efficiency on the construction of its organizational structure was carried out by Kulakova (2014). Ladunka and Rybalka (2017) in their study, they carried out an in-depth analysis of the features of economic management of an enterprise. Lozychenko (2018) substantiated the economic essence and approaches to defining enterprise management. Shcheglova et al. (2017) investigated approaches to enterprise management and the problem of increasing the efficiency of enterprise management. Shostak et al. (2024) devoted their work to the study of anti-crisis management strategies that can be effectively integrated into the business model system of an enterprise to ensure its sustainable development in the conditions of the

modern economy. The studies conducted by Yarkina (2014) focus on such definitions of the essence of the concept of “management” as: management is a system of ordered knowledge, principles, methods; management should be considered as an activity that encompasses the organization, planning, control, coordination, and motivation of the economic activity of an enterprise; management consists of a set of managerial actions aimed at improving production activities; management is used to direct the subject to the object of management; management is a governing body, that is, it consists of divisions, executors, who ensure the operation of the enterprise. The author argues that enterprise management is associated with the division of labor and regulates, organizes other types of economic activity by influencing the subject on the object of management. Therefore, enterprise management is aimed at identifying problems and finding solutions to solve them.

#### **4. Results**

The concept of enterprise management is a system of views, approaches and principles that determine the general direction of development, internal organization of processes and mechanisms for responding to the challenges of the external environment.

In conditions of uncertainty caused by crises or global challenges, such as a pandemic or war, enterprises face changes that require adaptation not only of business models, but also of ways of thinking, decision-making, and approaches to doing business (Shostak et al., 2024).

Enterprise management is a constant and systematic influence on the activities of its structures to ensure coordinated work and achieve a final positive result. The task of enterprise management is to ensure the coordinated activities of its divisions, as well as the interaction of the enterprise with the structural components of the external environment.

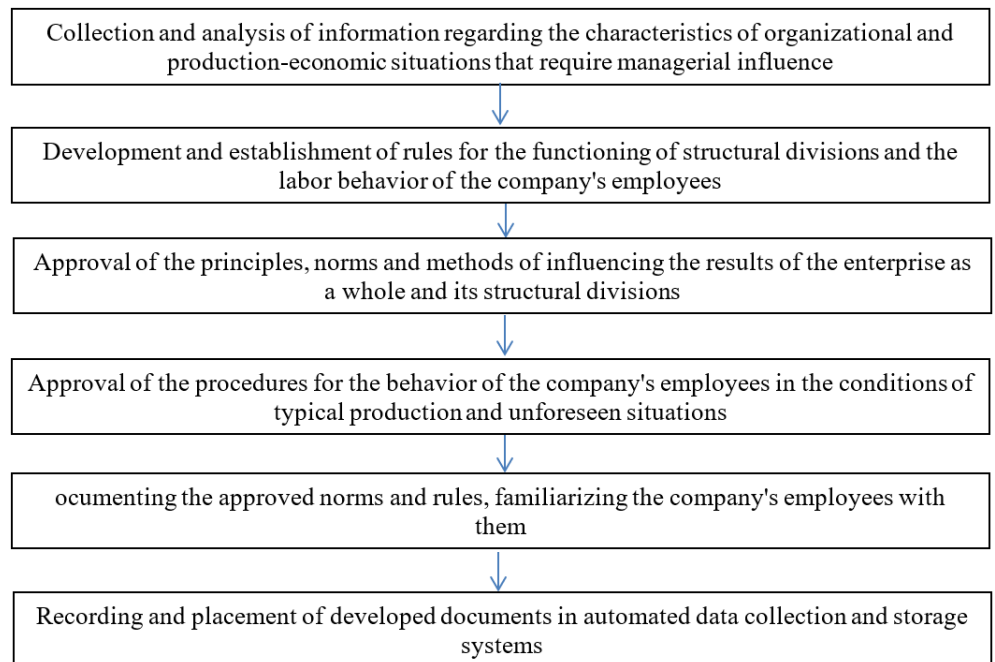
Under the enterprise management system, it is appropriate to understand the methods of influence and interaction between the subject and the object of management, which is based on compliance with the principles, use of methods and performance of functions in order to achieve the set goals and fulfill the tasks of the enterprise’s activities. Management activities are implemented through the development and implementation of management decisions aimed at achieving the set goals of the activity, which ensures the coherence of the work of divisions, contributes to increasing the efficiency of the enterprise.

The enterprise management system is a way of interaction between the subject and the object of management, the main element of the organization’s functioning and is based on the use of principles, functions, methods (Kolyuzhna, 2018).

The management structure is considered as an ordered set of stably interdependent elements that ensure the functioning and development of the organization as a single whole, it is also defined as a form of division and cooperation of management activities, within the framework of which the management process is carried out according to the corresponding functions aimed at solving the tasks set and achieving the intended goals. From these positions, the

management structure is presented as an optimal distribution of functional duties, rights and responsibilities, the order and forms of interaction between the management bodies included in its composition and the people working in them.

Thus, standard are those rules and procedures, the construction of which involves a general typology of management and production situations, which makes it possible to use them repeatedly as a certain sequence of mutually agreed actions. **Figure 1** shows the stages of developing rules and procedures in building an enterprise management system.



**Figure 1.** Procedural support for building an enterprise management system.

The idea outlined in the study has been developed (Georgiadi et al., 2018).

The creation of organizational structures for enterprise management usually occurs on the basis of existing structures. The sequence of creating an effective organizational structure of an enterprise should include the following components:

- Establishing the main goal, subgoals, tasks and functions to achieve the corresponding subgoals of activity, which are determined on the basis of previous research;
- Developing and substantiating the functional structure of the enterprise management by building appropriate models to provide a detailed and clear description of management processes and determining the factors and conditions for building interaction between all participants in the management process;
- Formation of structural divisions of the organizational structure of management by: allocation of structural blocks, oriented towards market expansion, increasing the number of consumers or improving products; unification of target groups of specialists in structural blocks through the creation of appropriate teams for common goals, carrying out their activities according to the network principle of work, establishing their interaction; the need to focus on the

minimum number of management levels and expanding control measures; unification of functions in structural blocks on the basis of a clear separation and the formation of general types of functions and relevant managers depending on the functional model of the enterprise; the need to provide employees with appropriate competencies and opportunities to demonstrate creative abilities to perform assigned tasks;

- Establishment of the level of competence of all employees performing managerial activities, determination of responsibility and development of effective tools to ensure orders and effective receipt of information through appropriate channels and means of accumulation.

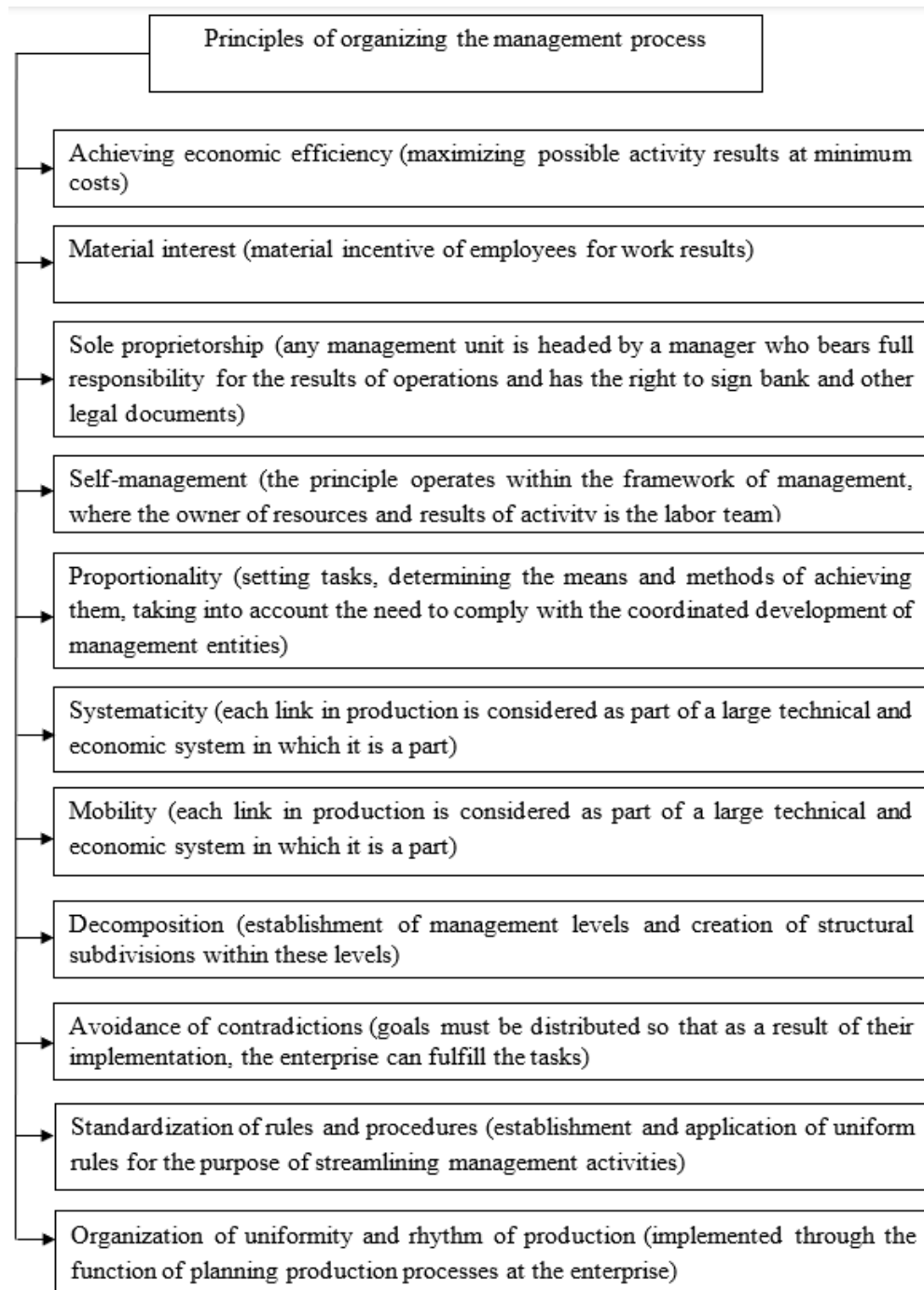
The optimal organizational structure of enterprise management should meet the following requirements:

- Meet the communication needs of modern society, have an information structure adequate to these needs, which is the basis of the organizational structure;
- Reflect the strategic goals of the enterprise, based on the center of strategic management, which should become an integral element of the organizational structure;
- Be oriented towards the formation of the network principle, most fully corresponding to the competitive activities of enterprises in the conditions of global integration.

The system of principles for the process of managing activities can be considered as certain initial aspects or rules that make it possible to form the optimal organizational structure of enterprise management and ensure its effective use in the future.

The conducted studies have shown that it is necessary to form and use organizational structures of enterprise management on the basis of compliance with interrelated principles, which are a set of rules, compliance with which helps to avoid such problems as irrational distribution of functions and powers between enterprise units and individual officials, the emergence of labor conflicts, violation of subordination, etc. (Georgiadi et al., 2018).

In the process of organizing the process of managing an enterprise, the manager must apply such principles as: achieving economic efficiency, personal material interest, single leadership, self-management, proportionality and systematicity (**Figure 2**).



**Figure 2.** Basic principles of organizing the management process of a production enterprise.

Also important in the process of forming a management system is the achievement of high mobility of the system, avoidance of contradictions, decomposition, standardization of rules and procedures, uniformity and rhythm of production. It is advisable to recognize that compliance by enterprise managers with these principles is a necessary, but not sufficient condition for the rational formation and effective use of organizational management structures.

The highlighted principles provide the expected results when their practical application is based on scientifically sound methodological tools for performing specific management tasks.

In the process of developing and implementing management decisions by enterprise managers, the principle of avoiding contradictions is also relevant. Contradictions can arise when, for example, decisions of a middle-level manager involve the implementation of certain actions, measures, the implementation of which is prohibited by managers of the institutional level of management.

The principle of avoiding contradictions becomes relevant not only during the construction of organizational structures of enterprise management, but also at the stage of creating a system of organizational goals. Goals must be distributed so that as a result of their implementation the enterprise can fulfill the mission for which it was created.

Given that all, without exception, organizational structures of enterprise management have hierarchical management components, one of the basic principles of the formation and use of organizational structures of enterprise management is the principle of decomposition. Its essence lies in the adequate establishment of management levels, as well as in the fact that structural divisions of the enterprise must be created exclusively within these levels. The condition for implementing this principle in practice is such a distribution of functions, responsibilities and powers, in which they do not duplicate and do not overlap between positions, structural units and levels of management.

As another example, we can cite a situation in which, in an enterprise where a matrix management structure operates, subordinates are brought to the attention of managers who linearly and functionally manage a certain type of activity with opposite content. To avoid such situations that cause such contradictions, it is important to ensure the publicity of management decisions and practice their collective development. For large enterprises with cumbersome organizational management structures, it is important to standardize rules and procedures as much as possible. Standardization will contribute to the uniformity of the conditions for managing the organization regardless of the number of types of activities of the enterprise, the geographical diversification of units, the nature of the projects implemented. Transnational companies that have a large number of foreign representative offices have extensive positive experience in standardizing rules and procedures.

The need for periodic adjustment of existing organizational management structures makes it necessary for managers to also adhere to the principle of ensuring the mobility of structures. The organizational management structure should be characterized by sufficient flexibility, which is due to the nature of the relationships between its components, which significantly changes depending on the needs of the organization under the influence of factors of the internal and external business environment. Compliance with the principle of mobility when using organizational structures of enterprise management is necessary for:

- Timeliness of adaptation of the existing organizational structure to changing conditions of the internal and external environments of the enterprise;
- The possibility of implementing entrepreneurial ideas that require the introduction of innovations, in-depth analysis of demand and supply in the market;

- The use of reserves to reduce the volume of conditional fixed costs in the overall cost structure of the enterprise, etc.

One of the principles of building organizational structures of enterprise management is the principle of uniformity and rhythm of production. Its essence is that any organizational changes that lead to the elimination of existing or the creation of new positions or structural units should not affect the uniformity and rhythm of production. The conditions for implementing this principle are as follows:

1) the decision on organizational changes should be formed collectively. This will reduce the likelihood of unforeseen management and production situations that may cause the enterprise to be unable to fulfill the operational and calendar production plan;

2) the enterprise should have a reserve of production capacity in case of need to compensate for the volume of finished product production when, due to certain changes in the organizational structure, there is a need to temporarily stop the operation of the equipment.

3) the enterprise should have a personnel reserve formed from among persons who are able to promptly begin performing new functions. They should be familiar with their job descriptions, as well as interested in the results of performing new duties.

4) changes in the current organizational structure of management must be implemented promptly, in short periods of time. This is possible in the case when, when modeling the updated organizational structure on alternative principles, all possible obstacles to the implementation of organizational changes are removed. In the process of creating organizational structures for enterprise management, the principles of systematicity and economic efficiency are pervasive. The essence of the first is that any decisions that result in the creation of new or liquidated existing positions and divisions should not affect the integrity of the enterprise management system, its ability to fulfill its goals, and the stability of its functioning.

The principle of systematicity is based on such a property of systems as emergence (a special characteristic of the system that is not inherent in any of its elements). Emergence is a synergistic phenomenon that is not the sum of the properties of individual components of the system, but a qualitatively new property of the system that appears when the system is a holistic entity that interacts with the external environment, self-develops, realizes goals and performs the functions for which it was created. When using the organizational structure of enterprise management in the conditions of forming a joint venture, merging enterprises or their absorption by each other, situations are common in which (Vilhutska, 2014):

- A new organizational structure is formed from two or more organizational management structures;
- One or more organizational management structures become part of another existing organizational management structure. Adherence to the principle of systematicity when building organizational management structures requires enterprise managers to have an adequate vision of the organization's mission, the structure of the organization's goals, their temporal and spatial adequacy, consistency in the development and implementation of tactical management decisions, their consistency with the enterprise's development strategy, etc.



The development of enterprises largely depends on the management of production, financial, investment, marketing, sales activities. Enterprise management is the main tool, a method that allows you to coordinate, control, organize all types of activities at the enterprise (Lozychenko, 2019).

Amazon is a prime example of an organization that has successfully embraced the principle of systematicity. Its operational processes, including warehouse automation and personalized recommendation algorithms, are highly efficient and consistent. This allows Amazon to maintain its ability to scale without compromising service quality. In addition, the company is constantly improving its internal processes by implementing regular audits and optimizing its supply chains. Whether you call it customer-centricity or customer obsession, customer focus is essential for highly effective, agile organizations. It's no wonder Amazon emphasizes it so much in its "Leadership Principles." To succeed, customer focus must be consistently emphasized as a value and reflected in the daily work of teams (Jean-Michel, 2024).

As an example of its use, Grammarly uses proportionality in startups. Ukrainian proofreading startup Grammarly demonstrates the principle of proportionality by applying its resources to current needs. The company has focused on adapting to the growing demand for educational resources during the COVID-19 pandemic, using a proportional approach to distributing finances for research and development. "The company also recently announced the launch of Grammarly for developers with the Text Editor SDK, which allows programmers to embed Grammarly's text editing features into any application. To use these features, a Grammarly account is not required. More than half a million applications and sites currently work with the service, including email clients, enterprise software, and text editors. The Grammarly team consists of 600 people, of which more than 270 are in Ukraine" (State Enterprise "Ukrainian Institute of Intellectual Property", 2024).

The effectiveness of enterprise management largely depends on the mutual coordination of the components of the enterprise management concept, decisions made by management personnel, the use of principles, functions, methods, the existing management system and affects the financial results of the activity. Therefore, the implementation of the enterprise management concept is aimed at achieving the set goal, the planned result, high performance indicators, and the coordination of the work of the divisions.

The main components of the concept of enterprise management include: mission, vision, values, business model, risk management and strategic planning, they form a system that allows the enterprise to adapt to modern challenges, effectively respond to changes in the external environment and ensure long-term development. Integration of these components with modern tools, such as digital technologies, is a key condition for success in the modern business environment.

An important condition for the effective formation of the enterprise management structure is the introduction of modern technologies for a significant number of processes in the enterprise management system, which implies the need to acquire work skills for specialists at all levels - from enterprise managers to performers of certain works. The proposed approach provides an opportunity to create such a management structure that is able to function for a long period of time

and the ability to make and timely resolve organizational changes, restructuring and quickly respond to external challenges.

Enterprise managers need to actively implement modern digital and innovative tools to integrate the components of the enterprise management concept. This will not only increase the efficiency of business processes, strengthen economic potential, but also ensure adaptation to modern challenges.

Specific effective steps that will help managers achieve this goal are identified:

- 1) Use of digital platforms to promote the enterprise's mission, vision and values.
- 2) Creation and implementation of interactive employee training programs on the core values of the enterprise, development of competencies through the use of an online platform for employee training.
- 3) Using analytical tools to collect and analyze large data sets related to market assessment, customer search and competitor analysis.
- 4) Forecasting market trends and modeling scenarios for the future development of the enterprise using digital business transformation models.
- 5) Using electronic platforms to establish interaction with customers, automate sales, marketing and customer service issues.
- 6) Implementing systems for integrating key enterprise functions: finance, production, supply and human resources management.
- 5) Using specialized platforms for risk assessment using technologies that allow monitoring and minimizing risks in real time, including the integration of cybersecurity tools to protect data and information systems of the enterprise.
- 6) Developing a culture of innovation by using innovative platforms for collaborative work on ideas in order to involve employees in the development of new products or services, and conducting interactive events to stimulate team creativity.
- 7) Methodological support for monitoring the results of the implementation of digital tools using performance indicators, such as customer satisfaction, employee productivity, sales volumes.
- 8) Integrating environmental and social initiatives into all levels of organization management. For example, using digital platforms for reporting on environmental indicators, optimizing resources or minimizing waste from production activities.

Part of the set of measures to improve the efficiency of enterprises is the optimization of organizational management structures. Managers must choose the structure that best meets the goals and objectives of the enterprise, responds in a timely and adequate manner to the actions of internal and external environmental factors, purposefully distributes and coordinates the efforts of employees and thus increases their own competitiveness (Kulakova, 2014).

The introduction of innovative approaches in the performance of management functions involves the emergence of a new type of innovation in the management system to assess the state of internal problems in management activities, as well as to develop and implement new solutions and organizational innovations, which involves the use of a knowledge system in management and communication activities. The business sector, scientific institutions, business and private

organizations are given access to open databases for use in their activities, their distribution in order to obtain economic, environmental, and social results.

Orientation to a certain competitive status encourages the enterprise to effectively use all available resources, personnel abilities, information, financial and innovative opportunities. In this context, the effectiveness of the management system acquires special importance for maintaining competitiveness and further effective development of the enterprise (Shcheglova et al., 2017). Assessment of management effectiveness within each subsystem should be carried out on the basis of the selection of criteria and determination of indicators capable of reflecting the degree of achievement of the organization's goals. A powerful influence on the effectiveness of employees' work is exerted by their material incentives, which has long become an effective mechanism for increasing their interest in improving the quality of the functions performed.

Different forms of enterprise ownership have a significant impact on the management of the enterprise and its system-forming components. Differences arise in approaches to decision-making, financing, profit distribution, definition of responsibility and interaction with the external environment. In particular, in state-owned enterprises, management is often carried out through bureaucratic structures, which sometimes reduces efficiency, decisions are made on the basis of state policy, the main task is to meet the needs of society, not to make a profit.

For private enterprises, flexibility in management is ensured through automation and optimization of processes, important components are innovation and competitiveness, and priority is given to maximizing profit and efficiency. Features of management are quick decision-making due to a simplified management structure and the ability to attract investments and create strategic alliances.

For mixed forms of ownership, a combination of private and public capital is inherent to solving strategic tasks, and complexity in coordination due to the diverse interests of shareholders. A potential advantage of this form of enterprise is access to state resources and investment capital.

Different types of organizations face unique challenges when implementing management principles:

- Small companies or startups often have limited resources, which makes it difficult to create systematic processes. For example, limited budgets and staffing forces young companies to choose narrowly focused solutions instead of long-term automation strategies;
- Large corporations such as Google face different challenges when it comes to proportionality. For example, making decisions to cut costs in one department can affect the overall corporate culture and employee motivation;
- Non-profit organizations such as the Red Cross must adapt the principles of systematicity and proportionality to their mission. They often operate in unpredictable environments, which makes systematic planning difficult, and proportionality in such environments requires flexibility.

Conducting an in-depth analysis requires identifying and specifying the factors that cause changes in the activities of the enterprise. Enterprise analysts must regularly identify which of the changes are the cause of subjective decisions of enterprise managers, and which are caused by objective circumstances, in particular,

demand and supply in the market for finished products, changes in prices, discount rate, fiscal policy, etc. Thus, as a result of the research conducted, it was found that when building organizational management structures, enterprise managers must adhere to a number of interrelated principles, namely: decomposition, systematicity, subordination, mobility, avoidance of contradictions, cross-control, standardization of rules and procedures, uniformity and rhythm of production, economic efficiency. Their observance will contribute to strengthening entrepreneurial potential, rationality of management decisions related to the formation and use of organizational structures of enterprise management.

The development of a strategic plan for the enterprise's activities must correspond to a certain scenario of events and provide for the development of a sequence of intended goals, which will lead to the fulfillment of the indicators provided for by the approved activity strategy, timely and necessary technological and raw material support, a certain composition of performers (Pogrishchuk et al., 2023).

When developing a management concept, it is necessary to take into account such basic components as: adaptability to changes in the external environment; innovation in the implementation of technologies, products and services; achieving a balance between economic, social and environmental goals; consumer orientation.

## **5. Conclusions**

The concept of enterprise management is considered as an integrated system of principles, values and approaches that sets the framework for planning, organization, motivation and control. It is the foundation on which the strategy is built and operational tasks are implemented. The concept of enterprise management in conditions of uncertainty must take into account all existing risks and threats, which are an integral part of entrepreneurial activity, which is taken into account not only when making management decisions.

It is determined that under the enterprise management system it is advisable to consider the methods of influence and interaction between the subject and the object of management, which is based on adherence to principles, the use of methods and the performance of functions in order to achieve the set goals and fulfill the tasks of the enterprise's activities. Management activities are implemented through the development and implementation of management decisions aimed at achieving the set goals of the activity, which ensures the coherence of the work of divisions, contributes to increasing the efficiency of the enterprise.

Different forms of enterprise ownership have a significant impact on the management of the enterprise and its system-forming components. Differences arise in approaches to decision-making, financing, profit distribution, definition of responsibility and interaction with the external environment. The form of ownership determines management priorities (social, economic, commercial). State-owned enterprises are oriented towards public interests, while private ones are oriented towards achieving competitive advantages. Mixed enterprises can be the optimal choice for strategically important industries where cooperation between the state and business is required.

The study proposes a structure of procedural support for building an enterprise management system. The components of such a structure include: collection and analysis of information on the characteristics of organizational and production and economic situations that require managerial influence; development and institutional consolidation of the rules for the functioning of structural units and the labor behavior of enterprise employees; approval of principles, norms and methods of influencing the results of the enterprise's activities as a whole and its structural units; approval of procedures for the behavior of enterprise employees in typical production and unforeseen situations; documentation of approved norms and rules, familiarization with them by enterprise employees; recording and placement of developed documents in automated data collection and storage systems.

The main recommendations for increasing the efficiency of business processes and ensuring adaptation to modern challenges include: the use of digital platforms. The main recommendations for increasing the efficiency of business processes, strengthening economic potential and ensuring adaptation to modern challenges include: the use of digital platforms for promoting the corporate mission, vision and values; creating interactive employee training programs; using analytical tools for collecting and analyzing data; forecasting market trends and modeling development scenarios; implementing systems for integrating key enterprise functions; using specialized platforms for risk assessment; building a culture of innovation; methodological support for monitoring the results of implementing digital tools; integrating environmental and social initiatives into all levels of management.

**Author contributions:** Conceptualization, VM and OP; methodology, VM; software, VM; validation, VM and OP; formal analysis, VM; investigation, VM; resources, VM; data curation, VM and YM; writing—original draft preparation, VM; writing—review and editing, VM and OP; visualization, VM and YM; supervision, VM; project administration, VM; funding acquisition, OP. All authors have read and agreed to the published version of the manuscript.

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