CONTENT AND PRINCIPLES OF ECONOMIC HARMONIZATION OF INTERESTS OF INDUSTRIAL ENTERPRISES

The article is devoted to the problems of harmonizing the economic interests of enterprises under the conditions of destabilizing factors of the external environment. The theoretical basis of the research is the work of foreign and domestic scientists. The study is based on a systems approach, the economic theory of development based on resources, and the theory of economic harmonies. The content of the concept of "harmonization of the economic interests of the enterprise" is defined, under which it is proposed to understand the process of harmonizing the economic interests of the enterprise and the interests of other subjects of the external environment, which provides for the reduction of the imbalance in the resource provision of all market participants and enables the further commercially successful activity of the enterprise on the basis of innovative activity, corporate social responsibility, and sustainable development. The following principles of harmonizing the interests of industrial enterprises are highlighted: complexity, planning, limitations, competitiveness, environmental friendliness, balance, continuity, and efficiency. The obtained results deepen scientific developments regarding the need for economic harmonization of domestic industrial enterprises. The structure of the balance sheet of economic entities in Ukraine for the period 2019–2021 is shown. The types of economic activity characterized by the dominance of the share of non-current assets in the total assets of the respective enterprises are highlighted. The need to consider the dependence of businesses on material costs when determining ways to...
harmonize their economic activity is emphasized. Areas of ensuring the harmonization of economic interests of economic entities are highlighted, namely: innovative cooperation; optimization preservation and focusing strategy; digitalization of business.

Keywords: economic harmonization, principles, economic interests, economic optimization, balanced development, industrial enterprises, economic disharmony, post-war economic recovery, digital economy.

Formulation of the problem in general. The main economic contradiction of unlimited needs and limited resources gives rise to the multivariate development of production and commercial activities of business entities in the direction of the formation of added value and business profit. The determination of ways to achieve commercial success is based on the use of those resources that are available to a particular enterprise and under the condition of such a distribution of publicly available resources that enables the further functioning of an individual enterprise, its competitors, and other market participants. A non-optimal distribution of resources can become an obstacle in the company's activities, when they are not enough to achieve goals, or an excess of resources creates gaps in other market entities (again, due to the limitation of general resources). Harmonization of the interests of industrial enterprises, society and the state can be a solution to the imbalance of resource provision, due to which the optimization of economic distribution, exchange, consumption and accumulation of resources is achieved.

Analysis of recent studies and publications. The main provisions concerning the harmonization of interests of the enterprises have been studied in the works of the following scientists: Berdar M. M. [1], Chmut A. V. [3], Vartsaba V. I. [9], Kalynychenko M. [4], Koshkalda I. V. and Tregub O. M. [5], Pravdyuk N. L. and Shinkovich A. V. [7], Zhylenko K. [10] and others.

However, based on the analysis, in our opinion, the experience of harmonization of interests of industrial enterprises needs to be further studied, which will contribute to the development and implementation of the necessary decisions in the field of the resource management, in particular, considering the specifics of a certain industry.

The theoretical basis of the study are the works of foreign and domestic scientists. Do achieve the research purpose, general scientific methods of scientific knowledge were used, namely: theoretical generalization, systematization, analysis and synthesis. The study is based on the system economic theory and resource-based economic theory, and theory or economic harmonies.
The study of various approaches to the definition of the concept of harmonization of the interests of enterprises showed the presence of certain debatable provisions, in particular, insufficient readability of the existing definitions and their incompleteness in terms of defining the components of the enterprise's activities, which are a source of economic interests. Under the harmonization of interests of the enterprise, authors understand the process of harmonizing the economic interests of the enterprise and the interests of other entities of the external environment, which provides for the reduction of the resource imbalance of all market participants and enables the further successful commercial activity of the enterprise based on innovation, corporate social responsibility, and sustainable development.

Berdar M. M. includes the following to the principles of harmonization of interests of enterprises [1, p. 127]: ensuring sustainable development of industrial enterprises; application of program-target management in ensuring its sustainable development; determining the set of own financial interests in its mission; the relationship of financial security management subsystems with the overall financial management system; balance of financial interests of owners, management, managers, departments, staff, etc.; carrying out constant monitoring, control, and assessment of financial risks; compliance of measures with the formation and implementation of the financial strategy of sustainable development of the industrial enterprise, its mission; timeliness of improving the system of financial support of industrial enterprises; minimization of costs to ensure sustainable development of industrial enterprises; development of financial policy in the areas of financial activity, formation and implementation of financial strategy.

Pravdyuk N. L. and Shinkovich A. V. believe that the principles of harmonization of interests of enterprises should be [7, p. 83]: concretization; balance; maximum efficiency; coordination; compliance with restrictions; flexibility; complexity; stabilization and coordination; decomposition; adaptability; mutual realization; diversity; prevention; cooperation; values, reliability, minimality, saturation, openness and a meaningful load of information; complementarity; predictability; professionalism and competence; structural perfection; collegiality; suboptimization; strategic; planning; recombination of rights, responsibilities, and powers; effective adjustment.

Koshkalda I. V. and Tregub O. M. argue that the harmonization of the interests of enterprises should be carried out in compliance with such principles [5, p. 38]: planning (provides for a sound plan of activity and development of the enterprise), coordination (analysis of strategic, tactical and operational changes in the enterprise, making appropriate adjustments to the set and proportion of resources), restrictions (based on limiting the set of resources in the enterprise, its structural units in order to effectively manage them), coordination (resources and actions on them should be coordinated and balanced), mutual realization (the optimal result of harmonization can be achieved with maximum consideration of the interests of all participants), objectivity (is to adequately characterize the components of the industry structure).

As a result of the analysis, we propose to consider the following principles of harmonization of the interests of the enterprise, which are given in the Table. 1.

In contrast to the harmonization of the economic interests of market subjects, today we see many examples of economic imbalances. Within the framework of this study, we are talking, first of all, about resource imbalances – financial, material, information, human capital, and other imbalances.

When studying the possibility of applying the principles of economic harmonization defined in Table 1, it is advisable to take into account the specifics of the industries in which enterprises operate. Thus, the economic sections of the work of enterprises by types of economic activity make it possible to single out those industries that are more dependent on material costs. In particular, these are those enterprises whose balance sheet structure is significantly dominated by non-current assets (Table 2).

As Table 2 shows, such industries as (a) Transportation and warehousing, postal and courier activities, (b) Administrative and support service activities, (c) Human health and social work activities, and (d) Arts, sport, entertainment, and recreation are those characterized by a large share of non-negotiable assets in the structure of the balance value. For mentioned industries, the optimization of the use of material resources at the enterprises is a more time-consuming and complex process, therefore, for these areas of activity, additional research is needed – the research on special tools for harmonizing their activities and the interests of the subjects of the external environment.

Enterprises with a smaller share of non-current assets in the structure of the balance sheet, but the specifics of whose activities may involve causing ecological damage to the environment, which in turn creates economic

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<th>№</th>
<th>Principle</th>
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<td>1</td>
<td>Complexity</td>
<td>An integrated approach to the development and implementation of appropriate measures</td>
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<td>2</td>
<td>Planning</td>
<td>Development of measures taking into account pessimistic and optimistic options for enterprise development</td>
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<td>3</td>
<td>Limitations</td>
<td>Taking into account certain restrictions that may arise in the course of the enterprise</td>
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<td>4</td>
<td>Competitiveness</td>
<td>The planned measures will help increase the level of competitiveness of the enterprise</td>
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<td>5</td>
<td>Environmental friendliness</td>
<td>Reducing the negative impact of the company on the environment</td>
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<td>6</td>
<td>Balance</td>
<td>Maintaining a balance between the interests of the enterprise and society, as well as the state</td>
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<td>7</td>
<td>Continuity</td>
<td>The process of implementing appropriate measures to harmonize the interests of the enterprise must be continuous</td>
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<td>8</td>
<td>Efficiency</td>
<td>Planned activities should be economically justified and have a positive impact on the dynamics of the enterprise</td>
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Source: proposed by the authors on the basis of [1; 5; 7]
imbalances, need special attention – primarily, industrial enterprises.

Resources are a factor of internal reserves, the effective use of which makes it possible to provide both the needs of the enterprise in particular and the needs of society in general. The value and influence of resources on the efficiency of the enterprise are determined by the role played by the resource in achieving the goals of the enterprise, the possibilities of its replacement, and the level of influence of the price on individual resources and are evaluated by a system of indicators that characterize the efficiency of the use of enterprise resources and determine their impact on the final performance results [6]. Accordingly, in order to harmonize the economic interests of industrial enterprises and their influence on the resource provision of other enterprises and market subjects, it is necessary to take into account this systemic relationship between business processes.

Due to [2], in the following years, the industry of Ukraine will develop under the following challenges: a further decrease in demand for the main positions of Ukrainian industrial exports due to the reduction; European partners of investment programs, the establishment of tough competition in export markets; strengthening of the trend towards localization of production chains within national economies for increasing the stability of supply chains and minimizing dependence on external partners; strengthening the digital component of the competitiveness of industrial enterprises.

In 2022, another challenge appears – a full-scale war in Ukraine, which creates a significant number of imbalances, which cannot be resolved with the tools of harmonization of interests due to a significant number of unpredictable events and a high level of turbulence. The scientific task of finding ways to restore the lost balance of resource provision in terms of post-war economic recovery is becoming extremely important.

In such conditions, the following means of restoring the balance of resource provision and harmonizing the activities of industrial and other enterprises are considered promising.

1. **Innovative cooperation.** This direction involves increasing the involvement of enterprises in the development and implementation of innovative projects, mostly due to the contribution of intellectual capital. Strengthening innovative activity due to the non-material participation of enterprises will provide an opportunity to avoid risks associated with material costs, as well as to prolong productive activity due to the created values based on scientific and technical partnerships with innovative concerns of European countries.

2. **Optimizing conservation and focusing strategy.** This direction involves the reduction of the usual activities of enterprises due to the termination of processes that require additional resources and cannot be continued due to logistical obstacles, instead, they can be replaced by other processes and focus attention only on the direction of activity that can be performed in the new conditions of war.

3. **Digitalization of business.** This direction is only possible for a part of the enterprises, and to a large extent, it has already been worked out due to the transformations of 2020 associated with quarantine restrictions.
Conclusions. The conducted research provides an opportunity to formulate the following conclusions of theoretical content and practical direction:

1. Under the harmonization of the economic interests of enterprises, it is appropriate to understand proposed to understand the process of harmonizing the economic interests of the enterprise and the interests of other subjects of the external environment, which provides for the reduction of the imbalance in the resource provision of all market participants and enables the further commercially successful activity of the enterprise on the basis of innovative activity, corporate social responsibility, and sustainable development.

2. One of the noticeable factors of the successful commercial activity of a private enterprise is the consistency of its economic interests with the economic interests of other market subjects.

3. Taking into account the principles of harmonization of the economic interests of enterprises should be based on the study of the specifics of the activity of a specific branch of industry or the field of activity of the enterprise.

4. When determining the ways to ensure economic harmonies, it is advisable to be guided by knowledge about the differences in the resource provision of enterprises, which may be seen in the differences in the structure of their balance value.

5. In conditions of increased turbulence of the economic environment, traditional management tools are characterized by lower efficiency, and therefore the development of new tools is required. Modern enterprises of Ukraine, which function in conditions of a full-scale war, should direct their efforts to those areas of activity that are relatively better equipped with resources and require a smaller amount of material costs, for example, innovation cooperation due to the contribution of mostly intellectual capital to joint innovation projects.

A promising research subject is an algorithm for harmonizing the interests of industrial enterprises, as well as the development of a comprehensive assessment of the effectiveness of the implementation of appropriate measures.

References:


