

## INFLUENCE OF ENVIRONMENTAL FACTORS ON THE MODERN ENTERPRISE MANAGEMENT

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**Introduction.** The management of the enterprise is the process of planning, organization, motivation and control of the enterprise's activity to achieve the goals. The management in modern conditions is very important, since companies are forced to work in difficult environmental conditions. The external environment of the enterprise consists of various factors that affect its functioning and development. The enterprise management should take into account these factors and respond to them.

**Analysis of the latest researches and publications.** The factors of the external environment of the enterprise in scientific works of various scientists have the same interpretation but different types of classification. Thus, Bell J. argues that "The external environment of an organization contains such elements as consumers, competitors, government agencies, suppliers, financial organizations and sources of labour resources, relevant to the organization's operations". However, this approach does not distinguish between different layers of the environment. The external environment, or the environment of indirect influence, does not directly affect each individual organization, but to all at once. This does not mean that their influence is less than their influence is less than that of environmental factors.

The well-known scientist Kotler F. believes that the external environment (macro-mediation) consists of six main factors: demographic, economic, natural, scientific and technical, political and factors of the cultural factors [1].

Environmental factors of the environment are most often classified into the following groups [2]:

1. Economic – factors related to the turn of money, goods, information and energy.
2. Political – factors influencing political views and share people into individual political groups and find expressions in the activities and decision making by local authorities and government.
3. Socio-demographic factors that affect the level and life expectancy of people, as well as form their value orientation.
4. Technological – factors related to the development of equipment, equipment, tools, processing processes and production of products, materials and technologies, as well as know-how.
5. Competition – factors that reflect future and current actions of competitors, changes in the share of markets, concentrations of competitors.
6. Geographic – factors related to placement, topography of the area, climate and natural resources (in particular, minerals).

Arthur Thompson and Arthur Strickland [3] add to the above-mentioned factors the legal and international environment as components of the external environment. There are many classifications of the components of the external environment, but the main directions and factors by which the main trends in the macro environment can be analyzed and predicted are not limited to stating the current situation. Environmental factors are interrelated, and a change in one factor affects other components. Therefore, it is important to identify the main trends, the interaction of these factors and build trends in their development.

**Objectives of the article.** The purpose of this article is to research the influence of environmental factors on the modern enterprise management. Also, to describe the environmental factors that affect the modern enterprise in the war.

**The main material of the study.** The enterprise management is an important element of the successful activity of any enterprise. The management provides for the development of strategies and tactics, planning, organization of activity, control and coordination of all the units of the enterprise to achieve the goals. The management also provides an analysis of the environment and taking into account the factors that affect the enterprise's activities.

In our opinion, in order to be able to best characterize the state of the external environment, it is worth considering the following factors influencing the modern enterprise:

1. Economic: the state of the economy and its processes, including inflation and deflation; tax system and quality of legislation; scale of industry support; market conditions; growth rates or decrease in the market; the growth rate of segments in accordance with the interests of the firm; state stock market; investment processes; bank interest rate; pricing system and etc.

2. Political and institutional: stability of the government; state policy on privatization / nationalization; state control and regulation of enterprise activity; the level of protectionism; decision to support companies in the enterprise; requirements for ensuring the level of employment; state policy on the provision of resources of individual branches and enterprises; corruption level; the level of economic freedom of the state.

3. Structural: structure of branches of the national economy; the emergence of new industries; cutting of activities' outdated "branches; influence of international distribution of work on the activities of branches and enterprises, including the influence of antitrust laws and etc.

4. Trends in science and technologies: place of "technological breakthroughs" (in which industries); reduction or extension of "life cycle" of technology; the relative importance of production and products based on science; requirements for the scientific and technical level of production to ensure competitiveness; requirements for the qualifications of staff of high-tech industries; requirements for the scientific and technical level of competitive products.

5. Natural and ecological component: natural and climatic conditions; geographical location of minerals and natural resources; the state of the environmental environment and its impact on production.

6. Component components: structure and availability of national resources; the level of deficit of resources used by existing enterprises; accessibility of resources (prices and costs for transportation).

7. Demographics: the number of potential consumers (structure of the population, changes in individual groups and their income); Available and potential number of labours; qualification characteristics of employees (quality of labour).

8. Socio-cultural components: attitude to private business (positive / negative); interaction between enterprises and public organizations; politics for foreign investors; the role of trade unions in the formation of public opinion.

9. Unforeseen events and possible risks related to strategic planning (main risks and estimates of possible impact on the strategic plan).

10. International environment (in some countries): structure of the country's economy; distribution of incomes; wage level; the cost of transport services; currency exchange rate and etc.

Let's consider each of the factors that directly affects business in the war on the modern enterprise and try to characterize influence of the environmental factors of the positive and negative points of view.

**The economic factors** of the external environment have a significant impact on the business of a modern enterprise, especially during the war.

For example, during a war, the demand for some goods and services may increase as people focus on buying those goods that are necessary for the safety of their lives. Also, during the war, the demand for communication, transportation, and etc. may increase, which can create additional business opportunities in these industries.

One example of the positive impact of the economic factor of the external environment during the war may be a production enterprise weapons and equipment for the army, which, undone, is the PJSC «KrAZ», which is one of the largest producers of heavy car and which offers a large range of armoured cars of the military sector. During the war, this enterprise can receive significant orders for their products and increase its profitability.

**Political and institutional factor** of the external environment can have a significant impact on the conduct of a business of a modern during the war. This factor includes political stability, legal system, the presence of market institutions, as well as regulatory policy of the state.

From a positive point of view, the presence of a stable and effective legal system can help the company protect their rights and interests in the war. In addition, the presence of developed market institutions and regulatory policy of the state can stimulate the development of the enterprise and provide a more predictive market situation.

In order to reduce the negative impact of the political and institutional factor, companies can look for new markets and diversify their activities to reduce dependence on one market. It is also important to carefully study the political and legal risks associated with doing business and develop strategies to mitigate them.

Considering *structural factors*, it should be noted that the positive impact of structural factors lies in the possibility of changing the approach to doing business and expanding the range of products, which will increase competitiveness in the market. In addition, in the event of structural changes, it is possible to establish new ties with other businesses and attract new customers.

However, with the right approach to analysis and strategic planning, structural changes can be a reason for the search for new markets and can force the company to thoroughly check their processes and products, which in turn will help improve the quality of the product and processes as a whole. In addition, structural changes can open opportunities for the development of new technologies, innovations and cooperation with other companies.

*Trends in science and technologies*. Have a significant impact on the external environment of doing business of the modern enterprise. This includes the development of new technologies and innovations that can improve the efficiency of activity enterprises and provide them formation of a new competitive advantage on the market.

One of the main positive effects of new technology on business is the ability to create new products and services that meet the market requirements and provide more quality and effective performance. For example, the war may create demand for new technologies of production of military equipment and equipment, which can become a new direction of enterprise development.

However, technological progress can also have a negative impact on business. In particular, the development of technologies can lead to a decrease in demand for some products and services, which can lead to a decrease in enterprises of enterprises. For example, the war may lead to a decrease in demand for some goods and services that are not related to military production or social security.

Another important issue is to ensure the availability of new technologies for small and medium-sized enterprises, which can become a challenge for business development in the region. Not all enterprises have resources and knowledge to introduce new technologies, which can lead to their lag in the market and reduce their competitiveness.

In connection with the above-mentioned trends in science and technology, it is important that the modern enterprises had flexibility and adaptability to changes. They should be ready to implement the new technologies and innovations to remain quickly to remain competitive on the market. An example of a positive impact of scientific achievements on enterprises is companies that successfully use Internet technologies and e-commerce for the development of their business, as well as those that make it possible to introduce new techniques and approaches to production.

The positive influence of the *natural and environmental factors* may be to preserve and restore natural resources, which can provide long-term stability of the enterprise. For example, agricultural producers can receive high-quality products due to a healthy ground and water system that are provided with environmentally friendly technologies, preserving forests, rivers and lakes.

However, the natural and environmental factors may have a negative impact on business. For example, the war may lead to environmental pollution due to emissions of primary carbon dioxide gases and chemicals, which can lead to threats to human health and cause damage to economic stability and development of enterprises. Business can undergo large losses due rivers, soils and etc. This can lead to the ban on the sale of food from a certain area that will reduce the profits of the enterprise.

It is necessary to take measures to reduce environmental impact to implement more environmentally friendly technologies and to comply with the requirements of environmental standards. However, the use of new scientific developments and technologies can help reduce the negative impact on the environment and ensure the sustainable development of enterprises. In addition, environmentally friendly enterprises may have a competitive advantage on the market and attract more investors who pay attention to environmental stability.

*Component support*, such as human, financial, material and intellectual resources, is an important factor in doing business of the modern enterprise. So, the effective use of resources can help reduce the cost of the enterprise, which is an important factor in difficult economic conditions, for example, during the war.

The presence of sufficient resources allows enterprises to effectively function and provide the needs of their clients, which corresponds to a positive effect on the external environment. Together, absence of necessary resources can force the enterprise to use less quality or less health resources. It can lead to a reduction in production, reducing product quality and deterioration of customer relationships and other stakeholders.

**Demographic factor** is one of the most important factor of external environment. So, the state of the population is displayed on the indicators of consumption of goods and services, then the change of structure and number of populations that directly affect the level of demand for products. Migration of the population may lead to loss of skilled personnel and complex conditions for supporting supply chains.

Examine **socio-cultural factors** it should be noted that, they can provide additional companies with additional public support and increasing customer loyalty. For example, if the company actively collaborates with local public organizations, is included in charitable projects and events, this may be positively displayed on its image and attract new customers.

However, it is important to remember that the use of the socio-cultural factor as a strategic tool should be ethical and not violate generally accepted values and principles.

If a company takes this factor into account and knows how to work effectively with the socio-cultural environment, it can successfully adapt to the changes caused by the war. For example, the development of socially responsible projects can increase customer loyalty and enhance the company's reputation, which can become a competitive advantage. However, ignoring socio-cultural factors can lead to conflicts with employees and other stakeholders, which can negatively affect the company's reputation and lead to loss of profit.

**Unpredictable events and possible risks** an integral part of strategic planning at any enterprise, especially in the war. On the one hand, such events can lead to the fact that the company will be forced to make a quick change in its strategies, thereby react to a new market situation, which may lead to the development of new business direction and increased competitiveness. On the other hand, unpredictable events can negatively affect business as they can disturb the company's plans and lead to significant losses. For example, reducing demand for goods and services, reduction of sales, violation of logistics units, increasing the cost of production, etc.

Consequently, the fact that unpredictable events and possible risks affect strategic planning, should be noted that companies must be prepared for any possible scenarios and respond to them on time. Influence this factors increase in the war or crisis situations, so it is important to have flexible strategies and reservoirs actions that can be quickly changed if it necessary. It is necessary to monitor the environment and monitor the possible risks to be constantly monitored to be able to make decisions on the time and decrease the possible consequences of unpredictable events.

Also, consideration of the influence of **the factors of the international environment** on the modern enterprise management is very important. On the positive side, the presence of international partners can help the enterprise to ensure stability and reliability in the supply of raw materials and sales of finished products, as well as to increase sales markets through exports. In addition, international partners can help to increase the competitiveness of enterprises and to introduce new technologies. A negative impact may be associated with a decrease in the volume of business through sanctions and trade restrictions.

**Conclusions.** In this article, we researched influence of environmental factors on the modern enterprise management. We also analysed the factors of the environment such as political, economic, demographic, socio-cultural, nature-environmental and others, also determined their influence on the modern enterprise.

During the war and unstable political and social media environment, it requires special attention to the environment and analysis of various factors that can affect the company. Is established, during the war especially increase influence that factors as unpredictable events and possible risks. It is important to have flexible strategies and reservoirs actions that can be quickly changed if it necessary. In general, successful business is during the war requires a deep understanding the environmental factors and training for various possible scenarios.

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**Olena Khrystenko**, Candidate of Economic Science, Associate Professor, Senior Lecturer at the Department of Management and Logistics. **Roman Oleksiienko**, Student, National University "Yuri Kondratyuk Poltava Polytechnic". **Influence of environmental factors on the modern enterprise management.**

The article examines the impact of the external environment on the management of logistics enterprises. Various environmental factors are considered, namely: economic, political, socio-cultural, unforeseen events and risks, as well as situations in the international environment. We have substantiated that the external environment is a key factor that affects the success or failure of an organization. We also provide a number of examples that demonstrate the impact of various factors on enterprises in Poltava region during the war. We have concluded that for an organization to be successful, it is necessary to pay attention to the external environment and develop strategies that take into account the possible impacts of various factors. It was emphasized that it is necessary to be able to adapt to changes that may occur in the external environment and develop strategies that provide a competitive advantage.

**Key words:** influence, external environment, risks, modern enterprise, management, factors.

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**Христенко Олена Володимирівна**, кандидат економічних наук, доцент, доцент кафедри менеджменту і логістики. **Олексієнко Роман Олександрович**, студент, Національний університет «Полтавська політехніка імені Юрія Кондратюка». **Вплив факторів зовнішнього середовища на управління сучасним підприємством.**

Управління підприємством – це процес планування, організації, мотивації та контролю діяльності підприємства з метою досягнення поставлених цілей. Управління в сучасних умовах є дуже важливим, оскільки підприємства змушені працювати в складних умовах зовнішнього середовища. Зовнішнє середовище підприємства складається з різних факторів, які впливають на його функціонування та розвиток. Управління підприємством повинно враховувати ці фактори та вчасно реагувати на них. На нашу думку, аби мати можливість якнайкраще охарактеризувати стан зовнішнього середовища, варто врахувати нижче перелічені фактори впливу на сучасне підприємство: 1. Економічні: стан економіки та її процесів, включаючи інфляцію та дефляцію; систему оподаткування та якість законодавства; масштаби підтримки галузей; кон'юнктуру ринку; темпи зростання чи зменшення ринку; темпи зростання сегментів відповідно до інтересів фірми; стан фондового ринку; інвестиційні процеси; ставки банківського проценту; систему ціноутворення; вартість землі тощо; 2. Політико-інституційні: стабільність уряду; державна політика щодо приватизації / націоналізації; державний контроль та регулювання діяльності підприємств; рівень протекціонізму; рішення щодо підтримки галузей підприємств; вимоги забезпечення рівня зайнятості; державна політика щодо забезпечення ресурсами окремих галузей і підприємств; рівень корупції; рівень економічної свободи держави; 3. Структурні: структура галузей національної економіки; виникнення нових галузей; згорання діяльності «застарілих» галузей; вплив міжнародного розподілу праці на діяльність галузей та підприємств, включаючи вплив антімонопольного законодавства тощо; 4. Тенденції в науці та технологіях: місце «технологічних проривів» (в яких галузях); скорочення або подовження «життєвого циклу» технологій; відносна важливість виробництва та продукції, що базуються на науці; вимоги до науково-технічного рівня виробництва для забезпечення конкурентоздатності; вимоги до кваліфікації персоналу високотехнологічних виробництв; вимоги до науково-технічного рівня конкурентоздатної продукції; 5. Природно-екологічний складник: природні та кліматичні умови; географічне розташування корисних копалин та природних ресурсів; стан екологічного середовища та його вплив на виробництво; 6. Складові ресурсного забезпечення: структура та наявність національних ресурсів; рівень дефіциту ресурсів, які використовуються наявними підприємствами; доступність ресурсів (ціни та витрати на транспортування); 7. Демографічні показники: кількість потенційних споживачів (структура населення, зміни в окремих групах та їх доходах); наявна та потенційна кількість робочої сили; кваліфікаційні характеристики працівників (якість робочої сили); 8. Соціально-культурні складові:

ставлення до приватного бізнесу (позитивне/негативне); взаємодія між підприємствами та громадськими організаціями; політика щодо іноземних інвесторів; роль профспілок у формуванні громадської думки; 9. Непередбачувані події та можливі ризики, які пов'язані зі стратегічним плануванням (основні ризики та оцінки можливого впливу на стратегічний план); 10. Міжнародне середовище (в окремих країнах): структура економіки країни; розподіл доходів населення; рівень заробітної платні; вартість транспортних послуг; обмінний курс валюти тощо. Під час війни та нестабільного політичного та соціального середовища ведення бізнесу вимагає особливої уваги до зовнішнього середовища та аналізу різних факторів, що можуть вплинути на підприємство. Встановлено, що під час війни особливо збільшується вплив таких факторів, як непередбачувані події та можливі ризики. Тому важливо мати гнучкі стратегії та запасні плани дій, які можна швидко змінити в разі потреби. Загалом, успішне ведення бізнесу під час війни потребує глибокого розуміння зовнішнього середовища та підготовки до різних можливих сценаріїв.

**Ключові слова:** вплив, зовнішнє середовище, ризики, сучасне підприємство, управління, фактори.