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**SYSTEM-SYNERGETIC APPROACH TO PROVIDING DYNAMIC STABILITY OF ENTERPRISES BASED BUSINESS LEADERSHIP****СИСТЕМНО-СИНЕРГЕТИЧНИЙ ПІДХІД ДО ЗАБЕЗПЕЧЕННЯ ДИНАМІЧНОЇ СТІЙКОСТІ РОЗВИТКУ ПІДПРИЄМСТВ НА ОСНОВІ БІЗНЕС ЛІДЕРСТВА**

*In the article an analysis of methods of obtaining stable competitive advantages, which allowed to reveal the semantic patterns of forming the strategy of development of domestic*

*enterprises in modern conditions of management. In order to substantiate the factors that determine the possibility of obtaining high positions in the market of the market, the author identified four groups of factors: 1) external positions that characterize the state of the enterprise in the market, 2) internal factors, which is a set of financial, technological, structural resources that is available; 3) lines of behavior that characterize the vector of enterprise development and associated with the history of its existence; 4) processes that, on the one hand, aim at the coordination and integration of existing resources, on the other hand, concern organizational learning and act as a dynamic process of adaptation to change. On the basis of the analysis of these factors, it is proved that in modern conditions of management, the success of commodity producers in the market, to a large extent, is determined by a nonlinear combination of intellectual, informational and investment resources created by the human capital of the enterprise. The author proposes to consider business leadership as a certain market state of the institutional entity in the market, which characterizes the level of its stability, and gives additional advantages to the enterprise compared to other commodity producers. It is determined that business leadership results from the rational combination of factors of production on the basis of an innovative risk approach through the continuous search for forms of organization of production, marketing, marketing, logistics, management to maximize productivity in each stage of the reproduction process. To characterize the processes of enterprise development in time, the author proposes to use a system-synergistic approach, which provides an opportunity to investigate the dynamics between the resource support and the properties of the system of internal organizational and economic development of the enterprise and consider leadership as a logical stage of enterprise development, which is based on the choice of optimal strategy and tactics of the enterprise.*

**Keywords:** the imperatives of development, the dynamic stability of the economic development strategy, business management, systematic and synergetic approach

*В межах статті проведено аналіз методів отримання стійких конкурентних переваг, що дозволило виявити семантичні закономірності формування стратегії розвитку вітчизняних підприємства в сучасних умовах господарювання. З метою обґрунтування факторів, що визначають можливість отримання підприємством високих позицій на ринку, виділено чотири групи факторів: 1) зовнішні позиції, що характеризують стан підприємства на ринку, 2) внутрішні фактори, що є набором фінансових, технологічних, структурних ресурсів, що є у наявності; 3) лінії поведінки, що характеризують вектор розвитку підприємства та пов'язані з історією його існування; 4) процеси, що з одного боку спрямовані на координацію та інтеграцію існуючих ресурсів, а з іншого – стосуються організаційного навчання і виступають як динамічний процес адаптації до змін. На основі аналізу означених факторів, доведено, що в сучасних умовах господарювання, успіх товаровиробників на ринку, значною мірою, визначається нелінійною комбінацією інтелектуальних, інформаційних та інвестиційних ресурсів, що створюється людським капіталом підприємства. Запропоновано розглядати бізнес-лідерство як певний ринковий стан інституціонального суб'єкта на ринку, що характеризує рівень його стійкості, та надає додаткових переваг підприємству порівняно з іншими товаровиробниками. Визначено, що бізнес-лідерство виникає внаслідок раціонального поєднання факторів виробництва на основі інноваційного ризикового підходу шляхом безперервного пошуку форм організації виробництва, збуту, маркетингу, логістики, менеджменту для максимізації продуктивності у кожній зі стадій процесу відтворення. Для характеристики процесів розвитку підприємства у часі запропоновано до використання системно-синергетичний підхід, що надає можливість дослідити динамічність між ресурсним забезпеченням та властивостями системи внутрішнього організаційно-економічного розвитку підприємства та розглянути лідерство як закономірний етап розвитку підприємства, в основі якого лежить вибір оптимальної стратегії та тактики підприємства.*

**Ключові слова:** імперативи розвитку, динамічна стійкість економічного розвитку, стратегія, бізнес-лідерство, системно-синергетичний підхід

**Introduction.** The strategic success of an enterprise's economic activity is determined by the presence of competitive advantage in the market, which is achieved through innovation, intellectualization of production and management, which provide long-term value, necessary growth rates of production, level of stability, and also preservation and consolidation of the market position in the long-term perspective. In the defined context, it refers to the ultimate position of the company in the market - a leader, candidate for a leader or follower of a leader [1; with. 247]. This position, on the one hand, characterizes the degree of business activity and firmness, and, on the other, reflects the interests and motives of the human capital of the enterprise involved in the processes of its functioning. Hence, it is extremely necessary, in the future, to build an author's concept of ensuring the dynamic sustainability of enterprise development through business leadership. First of all, it should be noted that to date, there are almost no scientific works, which would contain a comprehensive study of the economic essence of the processes of formation of business leadership of institutional entities taking into account the industry specificity of industry and resource provision of industrial potential for the formation of an appropriate methodological framework for the study of aspects of its functioning.

For many scientific works (Balabanova L.V., Koretsky M.H., Sumets O.M., Fathutdinov R.A.) characteristic of focusing attention on methods of obtaining stable competitive advantages through the use of strategic principles of corporate marketing, aimed at maximizing positive qualities in the business environment [2,8,9]. These theories are distinguished by the presence of a large number of diverse approaches, which is primarily due to certain problems of proving certain theoretical positions in the conditions of the multiplicity of factors of enterprise development.

**Setting objectives.** Therefore, an important issue from a theoretical and practical point of view is the substantiation of the factors determining the possibility of obtaining a high position in the market. It also needs to develop a methodology for ensuring the sustainability of economic activity of institutional actors, which actualizes the need for research aimed at establishing the business leadership of an institutional entity in the market through the effective use of human capital of an enterprise, taking into account sector specifics and modern economic conditions.

**Methodology.** The main methodological principle formulated in the work is the semantic patterns of the formation of a strategy for the development of domestic industrial enterprises in modern economic conditions.

**Research results.** Usually the focus of attention of modern economists is directed to the market of products [2-4]. In this respect, it should be pointed out that the key idea of obtaining sustainable competitive advantages is a long-term development strategy that involves identifying a certain position in the mindset of the consumer through the creation of innovative products and the search for unique tools and technologies necessary for production. Such a strategy involves obtaining future

benefits for target consumers (for example, low price) and for the manufacturer (low cost production). At the heart of this approach are four basic postulates:

- 1) the object of positioning is the product, brand or enterprise (firm);
- 2) the consumer deliberately uses the products of the market segment chosen by the enterprise;
- 3) the influence on the consciousness of such a consumer is carried out by various methods (for example, image advertising), through which the consumer differentiates the object from other proposals of competitors;
- 4) competitive advantages are achieved due to the unique properties of the goods or through the effective use of tangible assets.

In this respect, the dynamic stability of the company's development and its position on the market and depends on the sectoral affiliation, the actions of the competitive forces, the concentration of management efforts on the product line through the construction of a variety of entry barriers in such a field under conditions of low level of uncertainty. The algorithm for obtaining high positions in the market consists of three successive stages:

- 1) the choice of industry based on its structural attractiveness;
- 2) the choice of the strategy of penetration in this field;
- 3) rationality of choice of investment alternatives.

This provides an opportunity to consider the company's leadership in the market in terms of three main aspects [3]:

- 1) the image caused by the formation of certain stereotypes relative to the brand;
- 2) the position of the enterprise in a certain segment of the market, which is a value for a significant number of consumers;
- 3) re-positioning, the essence of which is reduced to the possibility of penetration into new segments of the markets.

At the same time, the real practice of entrepreneurship has revealed obvious shortcomings in this approach as a result of changing the configuration of traditional industries, integrating technologies and businesses, and finding new barriers to entry. The basis of these processes is the globalization of business; continuous technology upgrade; broad access to ICT; increasing consumer demands to the ratio of product quality and its price. Another vulnerable point of this approach is the orientation of enterprises to mass production of goods with the use of methods and technologies of mass marketing. This approach ignores the multiplier effect of the dissemination of information technology on the motives of consumer behavior. In addition, insufficient attention to the internal resources of the enterprise does not allow adequately to reflect the processes of ensuring the dynamic stability of economic development of any production and economic system.

We share the point of view of those economists who believe that enterprises that seek long-term sustainable development and leadership, as a dominant strategy, choose differentiation based on the use of key assets that meet the four basic requirements: value, rarity, impossibility of imitation competitors, and the severity of play [6], in particular:

- material, intangible assets and organizational capabilities of the enterprise (D. Collis, S. Montgomery) [4, p. 19];
- the key competencies on the basis of which new products are created (K. K. Prahalad, H. Hamel) [5, p. 23];
- Dynamic abilities, consisting of methods of coordination and combination of processes (D. Tis, G. Pisano, E. Shuen) [6, p. 133];
- external changes and resources of the enterprise, which enable him to obtain high profit indicators (R. Grant) [7, p. 228];
- Organizational assets and competencies (D. Aaker) [8, p. 211].

At the same time, the main signs of the dynamic stability of the economic development of the enterprise in the market are:

- external and internal positions. Where, external positions characterize the state of the enterprise in the market, and internal - is a set of available financial, technological, structural resources;
- lines of behavior that characterize the vector of enterprise development and related to the history of its existence;
- processes that, on the one hand, aim at coordinating and integrating existing resources.

On the other hand, they relate to organizational learning and act as a dynamic process of adaptation to changes that are provided by two main ways:

- 1) innovative activity, which should be considered as the result of uneven distribution in time of outstanding scientific and technical innovations
- 2) the internal laws of production, which in some way relate to the completion of the life cycle of existing technologies during the technological decline (downturn).

It is objective to admit that the pace of innovation development of an enterprise has a clear-cut dependence on the level and correlation between the development of science, innovation potential, production capacity and availability to raw materials. Therefore, the main tool for development is the ability of the enterprise to recognize signals in the external environment by supporting dynamic capabilities, that is, the ability to modify and review their competencies to achieve better compliance with changes in the environment.

Modern production is characterized by a decrease in the share of productive resources in creating value added of all products. This means that the supply of the enterprise means of production is less and less regarded as competitive advantages. Today, the success of commodity producers in the market, to a large extent, is determined by the nonlinear combination of intellectual, informational and investment resources that a person holds. Therefore, business leadership should be considered as a new quality of human capital management, which ensures the opportunity to get high positions in the market [10].

Highlighting the article by the author of the article, the problems of the formation of business leadership of enterprises in the market due to the effective use of human capital to achieve sustainability of economic development is associated with the following:



- 1) a radical change in the paradigm of the process of economic recovery, which is based on the ideology of innovation development, conditioned by the corresponding development of human capital;
- 2) the spread of the international competition for the championship both in scientific and economic terms, which is intended to transform the factors of production, a qualitative change in the factors of labor, where the main components are information, education, science and technology;
- 3) the transformation of science into direct productive power as a result of informatization and intellectualization of production processes, which places emphasis on human capital as a carrier of scientific knowledge;
- 4) qualitative changes occurring in the accumulation of knowledge and increase their value in production activities;
- 5) modernization, intellectualization, informativeness and innovation of the modern economy, where a person is considered as an initiative innovator, whose activity is based on the priority of interests, and the knowledge, which includes specific production and management knowledge, is defined as the main resource that characterizes the enterprise, business and corporation.

The isolation by the author of the article of the individual concept of "business leadership" is due to the peculiarities that bear the definitions of "business" and "leadership". Joining those scholars [9; p. 12], claiming that business is a business relationship that arises between different economic entities, we note that at the enterprise, business relations in a single process of reproduction arise among all the subjects of production and commercial activity in three main forms that is a reflection of the interests and motives of the human capital of the enterprise. In the form of social and labor relations, they characterize the relationship between individual workers and individual social groups in the process of activity. In the form of organizational and economic relations, they are composed of different participants in production in the management of economic activities. In the form of financial relations, they arise between different actors in relation to the distribution of funds. Thus, we recognize that business is an economic activity that characterizes the relations between different parties in the production and commercial process, where everyone strives to meet their own interests.

It should be noted that in the English translation, the word leader ("leader") means the one who leads. Usually, the concept of "leader" and "leadership" are used in management to characterize a person who has a significant influence on the behavior of the team. At the same time, the growth of competition and the spread of globalization processes, the strengthening of integration processes at the macro and micro levels, technological changes and the development of innovative, high-tech high-tech manufacturing, gave the opportunity to consider the definition of "leader" at different levels of economic analysis - for establishing the geoeconomic status of the state and for the characteristics of the enterprise on the market in comparison with other commodity producers, which is due to more effective results of activity. Along with this, the leader is able to influence the market situation for their own economic interests. To this should be added the existence of a close relationship between the

definitions of leadership and authority. So, if a leader has a direct influence on social, organizational and economic processes, then power acts as a system of social relations during such influence. From this standpoint, business leadership is a particular market condition that gives it additional benefits. Therefore, business leadership should be considered as the orientation of an economic agent for the future, which opens up new opportunities and prospects for the government [10].

Proceeding from the above provisions, we introduce the interpretation of the essence of "business leadership" - as a certain market state of the institutional entity in the market, which characterizes the level of its stability, and gives additional advantages to the enterprise compared with other commodity producers due to the rational combination of factors of production on the basis of innovative risk an approach through the continuous search for forms of organization of production, marketing, marketing, logistics, management to maximize productivity in each stage of the process from creation.

In our opinion, the main advantages of the formation of business leadership of enterprises in the market, are:

1) power, based on the ability of the commodity producer to influence the market situation for their own economic interests. This is the degree of possession of information, due to which there is the possibility of controlling market prices for competing goods and output volumes. On the one hand, the government provides for the possibility of controlling key positions in business by increasing the market share in a monopolistic competition. On the other hand, the presence of market power gives the company additional opportunities to find the best, in terms of benefits, alternative investment decisions in its development;

2) image (from the French image - image, reputation) - in general, characterizes the totality of representations about the company and its employees from the business partners and consumers of products. This is a characteristic of his business reputation (goodwill) and social responsibility. In addition, the image characterizes enterprise access to external financial sources and the possibility of attracting high-potential human capital to production. The basis of the formation of the image is the creation of its own corporate policy of interaction with customers and partners through the modernization of production, which ensures the quality and safety of goods and services. Accordingly, the main internal factors influencing the formation of a positive image are highly qualified human capital of the enterprise and the conditions of work in the enterprise; organizational culture of enterprise and corporate governance; the reputation of the manager.

3) profit, which characterizes the aggregate result of production and commercial activity of the enterprise.

It should be pointed out that at present, to characterize the processes of enterprise development in time, a system-synergistic approach is used that provides an opportunity to investigate the dynamics between the resource support and the properties of the system of internal organizational and economic development of the enterprise and consider business leadership as a logical stage of enterprise

development, the basis of which is the choice of optimal strategy and tactics of the enterprise.

We share the scientific point of view of those economists [2,6] who believe that one of the main advantages of the system-synergistic approach is the dominant principle of equality, which characterizes the development of the enterprise in time. In our view, an enterprise has the opportunity to evolve simultaneously at several levels that are in interactive communications, in particular:

- at the sectoral level - the levels of basic system components - the key values of the enterprise; key competencies and institutional structure of the enterprise;

- at the national and world levels, based on:

1) the possibility of creating own market of original products;

2) the uniqueness of the product, which depends on the degree of patent protection, image, qualitative and external characteristics, etc.;

3) the value of the goods for the consumer, service support of the product and the presence of a certain deficit of the goods;

4) outsourcing, as one of the ways to attract the best specialists in secondary industries (such as public relations, jurisprudence, etc.);

5) innovation, as a continuous process of product improvement.

The proposed approach to the definition of the essence and content of business leadership of enterprises in the market, which combines the best practices of resource and evolutionary concepts of enterprise development, involves mandatory comprehensive consideration of market requirements, actions competitors, suppliers, the state of the macroeconomic business environment, management of a strategic approach.

The application of the system-synergetic approach provides an opportunity for a new, systematic approach to look at the methodological foundations of dynamic stability, to expand the boundaries of the research through a comprehensive study of the structure of the production and economic structure, to explore the connections in the complex open structures of the subsystems of the enterprise and to assess the state of economic development sustainability on based on relevant indicators.

**Conclusions.** The scientific novelty of the theoretical and conceptual substantiation of the system-synergistic approach to ensuring the dynamic sustainability of enterprise development is the idea of the establishment of business leadership based on the long-term development strategy and involves: determining a certain position in the minds of the consumer; effective use of unique immanent properties of the enterprise; change in organizational behavior.

It is substantiated that the use of system-synergistic approach to the processes of ensuring the sustainability of enterprise development, determined by the order of its evolution and the field of economic activity provides an opportunity to take into account the sequence of interconnected in time influences that the company intends to carry out with a view to obtaining a definitive end position in the market.

The author has proved that business leadership involves a certain way of behavior, which is ensured: 1) the degree of development of science and human capital; 2) the



ability to innovate; 3) an opportunity to increase the level of product quality and preserve the market share.

It is determined that the high dynamics of the mechanism of the relationship between the immanent properties of the enterprise and business leadership highlights the need to increase the level of competence of economic agents, which is to increase corporate knowledge.

Consequently, the conclusion of the author of the article of business leadership on a strategically important place in the formation and implementation of the policy of enterprise development stipulates the further development of methodological approaches to ensure the effectiveness of its management.

The author believes that the system of scientific knowledge thus formed will adequately reflect the foundations of the dynamic stability of economic development of any production-economic system.

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