

Strategic guidelines for the development of enterprises of the construction sector

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Abstract. The current trend of globalization of the world economy necessitates the use of high-tech developments and innovations that allow achieving strategic goals at the national, regional, and sectoral levels. The prerequisites of the study are determined by the urgency of finding solutions to problematic issues of formation and implementation of priority strategic guidelines for the development of enterprises of the construction sector, designed to ensure an adequate contribution to the strategic vector of advanced industrial, technological and socio-economic development of the construction industry and the national economy. This determines the need to find a solution to the problem of forming and implementing priority strategic guidelines for the development of enterprises mainly by increasing technological and innovative potentials that form the economic potential of the development of enterprises by the type of activity "Construction". The purpose of the study is to identify strategic guidelines for the development of enterprises of the construction sector that meet the targets of the fourth scientific and technological revolution and the achievement of strategic goals for the development of national economies. The findings of the paper outline the key signs of development, inherent in the nature of the development of material objects and economic entities of the economy are revealed. This allowed us to propose a systematization of the formation of priority strategic guidelines for the economic development of construction enterprises, reflecting the relationship with the targets for achieving national goals and strategic objectives for the development of economies of various countries and meeting the targets of the fourth scientific and technological revolution Industry 4.0. The practical implications refer to enterprises of the construction sector.

Key words: construction, strategic goals, economic development guidelines, change management strategies.

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1. Introduction

The current trends of globalization and the development of the world economy are changing significantly under the influence of the factors of the fourth scientific and technological revolution Industry 4.0, the consequences of the spread of a new coronavirus infection (Covid-19) and the introduction of trade barriers aimed at achieving the goal of reducing global hydrocarbon emissions. This generates new trends for the development of the economies of various countries operating under conditions of economic sanctions and investment restrictions, the impact of man-made, environmental, political and socio-economic risks. In these conditions, the search for a solution to the problem of ensuring sustainable economic growth and socio-economic development of the national economy and its economic entities is an urgent problem.

The actual direction of finding a solution to this problem at the level of the construction complex is the formation of priority strategic guidelines for the development of enterprises of the construction complex in the medium and long term based on the use of high-tech developments and innovations in the production activities of construction enterprises that meet the targets of the fourth scientific and technological revolution Industry 4.0,

strategic goals and objectives at the corporate, sectoral and regional levels. In this regard, the identification of these priority strategic directions of development, focused on achieving national goals and strategic objectives of the economies of various countries, predetermined the purpose of the study.

2. Methods

The search for a solution to the problem under study involves the use of generally accepted methods of scientific research, one of which is system analysis. Its application to the search for a solution to the problem under study makes it possible to use a systematic approach to research and management of economic development. System analysis makes it possible to comprehensively assess the change in the development of the activities of manufacturing enterprises and organizations and the change in the management system of their development process. In particular, following the method of system analysis, considered from the perspective of the general theory of the development of systems of nature, society and thinking (Urmantsev, 2020), focuses on the need to: understand and form the initial prerequisites, concepts, categories, teachings, patterns of development, principles, strategies and criteria for the development of the system under study.

The specificity of system research consists in their focus on the study of complex, large-scale problems, in the consistent orientation of researchers not only to cognition of the essence of the studied problems and the corresponding objects, but also to create tools to ensure optimal management of these objects. The system methodology is characterized primarily by a system approach. Following the systematic approach necessitated the need to initially clarify the methodological prerequisites for substantiating the priority strategic guidelines for the economic development of the enterprises of the construction complex. This prompted us to turn to the disclosure of the characteristics of the concept of "development" as a philosophical and economic category of the phenomenon under study. This concept is not well-established until recently. Clarifying the interpretation of the concept of "development" allows not only to better understand the essence of the phenomenon under study, but also to identify its key features. These features are considered by the authors as a methodological basis for systematization and classification of priority directions of economic development of enterprises of the construction sector. The above explains the need to clarify the characteristics of the category "development", which is a complex philosophical and economic category. From the standpoint of the concept of the general theory of systems development (Urmantsev, 2020), the characteristic of the phenomenon under study "development" is a categorical concept reflecting the patterns of systemic transformations and changes in the forms of stability and instability, forms of movement and change, forms of manifestation of quantitative and qualitative changes in the transition from the old to the new type of movement, which is characterized by regular, directed, irreversible and qualitative changes in the material object, its connections and processes.

A number of researchers consider the concepts of growth potential and development potential to be equivalent. However, scientists from Russia and Bulgaria (Chaparov, Gospodinova, Fedoseev & Yudenko, 2020) substantiate that the concepts of growth and development of economic entities are not identical economic categories, and believe that it is necessary from a methodological point of view to differentiate these concepts for the purpose of productive research, measurement and justification of the method of assessing the potential of growth and potential development of entrepreneurial organizations (Chaparov, Gospodinova, Fedoseev & Yudenko, 2020). It should be noted that the concept of development is the finale of dialectical-materialistic ontology, which points to three objective laws of development: the unity and struggle of opposites, the relationship of quantitative and qualitative changes, the negation of negation. These laws explain how development takes place and in which direction. And if the operation of laws is often investigated in relation to society, the political system, wildlife, then in relation to territories, including regions, research is not systematic.

3. Results

The identified key signs of economic development of economic entities were a methodological prerequisite for systematization and classification of priority strategic directions of economic development of enterprises of the construction sector in the medium and long term (Table 1).

Table 1

Systematization and classification of priority strategic directions of economic development of enterprises of the construction sector

Classification attribute	Key feature of the development vector	Systemic characteristics of the vector of economic development
Qualitative changes in the relationship between construction participants	New quality of business partnerships between construction participants	Qualitative changes in business partnerships between construction participants (customers, investors, suppliers, designers, commercial banks, insurance companies, consumers), accelerating the return on investment and commissioning of production capacities and facilities
	New quality of communication in the organization and management of team work in the activities of enterprises	Qualitative changes in the teamwork of the construction company's team (heads of structural divisions, departments, services and top managers), increasing the efficiency of managing the economic development of the enterprise
Qualitative changes in the methods of managing the processes of vital activity, growth and development of the economy of enterprises of the construction sector	New quality in the development and implementation of business strategies of construction companies	Qualitative changes in the methods of substantiating business strategies and ensuring their effective implementation (qualitative changes in increasing the potential of price and non-price competition in the construction market)
	New quality in ensuring the processes of vital activity, growth and development of the economy of construction enterprises	Qualitative changes in the organization's life support (in timely and full fulfillment of its obligations to creditors, tax authorities, its own employees and partners in the construction business)
		Qualitative changes in ensuring the economic growth potential of a construction enterprise (production of construction products mainly due to intensification)
		Qualitative changes in the management of the economic development of a construction company based on ensuring balanced economic, information and environmental security
Qualitative change in the impact of innovations on the economic development of enterprises of the construction sector	Application of new technologies and production methods. Innovations in the development of the production of construction products. Application of new methods in the organization of production	Mastering new technologies for the production of construction products and new methods of organizing construction production and labor of workers
	Development of innovative construction products	Mastering the production of new (innovative) construction products (new for the construction market; new for the organization)
	Innovations in the management of the activities of enterprises of the construction sector	
Qualitative changes in the application of new methods in management (in the application of new corporate management quality standards, new management principles, criteria, strategies, methods of stimulating the work of employees)		
New quality of structural transformation	Qualitative structural changes in ensuring the economic development of construction organizations	Structural changes associated with the formation of an innovative type of work volume growth, the development of the domestic material and technological base of construction enterprises, the reorientation of investments in technological production innovations

		Qualitative changes in the sphere of structural transformation (qualitative changes in the structure of construction costs by economic elements; the specific structure of fixed assets and investments in fixed assets and construction development; the structure of exports and imports of construction services; the specific structure of construction machinery of domestic and foreign production)	
Abilities and opportunities of qualitative changes in ensuring the potential of economic development of enterprises of the construction sector	Focus on the client-centricity of the construction industry	The relationship of client-centricity with the work of civil servants, top management of enterprises and digitalization in the industry.	
	Abilities and opportunities to increase competitive potential in the regional construction market	Ability and opportunity to form and develop stable positions in the regional construction market (by increasing the volume of products that exceed the consumer properties of competitors' products and the predominance of the potential of non-price competition over price)	
	Ability and opportunity to implement qualitative changes in the capacity building of comparative advantages of construction enterprises		Ability and opportunity to qualitatively measure the potential of economic development, to assess, analyze, forecast and monitor economic development
			Ability and opportunity to exercise comparative advantages in the development and implementation of targeted programs, strategies and mechanisms of economic development with a focus on increasing the competitive potential of organizations, considering the acceleration of the return on investment, increasing the efficiency of the resources used
			Ability and opportunity to manage economic development qualitatively by applying new methods of employee motivation
		Ability and opportunity to successfully manage the sustainable growth and development of the construction sector as a result of balanced management of economic and environmental risks in reducing the damage caused to the environment	

Source: compiled by the authors according to (Chaparov, Gospodinova, Fedoseev & Yudenko, 2020; Lewis, 1955; Rostov, 1959)

4. Discussion

The proposed systematization and classification of priority strategic directions of economic development of construction enterprises in the medium and long term is considered one of the alternative methodological approaches to its improvement. The authors do not pretend to the finiteness of these strategic directions for the development of enterprises of the construction sector, but are confident that the recommended systematization and classification are a methodological prerequisite for substantiating and selecting priority strategic guidelines for the economic development of enterprises of the construction complex of the country, as it reflects the potential economic development of enterprises based on their ability to carry out constant changes and alterations focused on implementation new technologies in the field of construction production and management, the use of new construction machines, mechanisms and innovative building materials.

The need of construction organizations for constant changes and alterations in their activities creates the need for the formation and development of a new approach to management – change management (Harrington, 2008; Shironina, 2019). This necessitates the formation of an adequate strategy for managing changes in the system of strategic management of economic development of construction organizations.

At the same time, the identification of priority areas for the formation of strategic guidelines for the economic development of organizations of the construction complex necessitates their alignment with national goals and strategic objectives for the growth and development of economies of various countries in a complex relationship with the targets of the fourth scientific and technological revolution Industry 4.0. The implemented concepts of economic development of countries with advanced technologies reflect at their core the targets of their development, adequate to the stages of industrial development, called industrial (scientific and technical) revolutions (De Vries, 2008; Earth Policy Institute, 2021; Fedoseev, Yudenko, Vasiliev, 2022). Fedoseev I. V., Yudenko M. N., Vasiliev A.N. (2022) based on the methodology of an expert survey, determined different levels

of the relationship between Industry 4.0 and the main factors affecting the global construction industry. It is concluded that within the framework of Industry 4.0, the main problem of the economy is limited resources, and the low material and energy intensity of production in Industry 4.0 will allow abandoning the principle of territorial placement of production facilities near raw materials, energy sources, labor resources (Fedoseev, Yudenko, Vasiliev, 2022, p. 172).

Thus, the potential opportunities for the development of science, engineering, technology and innovation are key factors for further economic growth and development of countries, reflecting the obvious nature of their economic development, which is based on the realization of the potential of scientific and technological progress. And the authors of the article (Ardzinov, Chepachenko & Leontev, 2020) clarify in this regard the interpretation of breakthrough technologies as dominated by new technologies that can provide a more accelerated progressive development of the economy and minimize damage to the natural environment.

In this regard, it is important to adequately measure, analyze, evaluate and increase the potential of economic development of enterprises of the construction complex in an integrated relationship with their technological and innovative development potential.

5. Conclusion

The potential opportunities for economic development of the enterprises of the construction sector are in general based on the inevitable process of change due to the continuous development of new technologies in the field of production and management, the tightening of price and non-price competition, the impact of other environmental factors. In this regard, the identification of priority strategic guidelines for the development of construction enterprises generates the need to find solutions to a number of theoretical, methodological and applied problematic issues that require concretization of the concept of "development" in relation to economic entities, identification of key signs of economic development, their systematization and classification, substantiation of principles, criteria and methods of economic development management.

The priority directions identified in the course of the study for the formation of strategic guidelines for the development of enterprises of the construction sector should eventually reflect the relationship with the targets for achieving national goals and strategic objectives for the development of economies of various countries and meet the targets of the fourth scientific and technological revolution Industry 4.0.

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