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CONCEPTUAL FRAMEWORK FOR FORMING AN ENTERPRISE ANTI-CRISIS MANAGEMENT SYSTEM

КОНЦЕПТУАЛЬНІ ЗАСАДИ ФОРМУВАННЯ СИСТЕМИ АНТИКРИЗОВОГО УПРАВЛІННЯ ПІДПРИЄМСТВОМ

The main reason for the crisis in domestic enterprises is the low level of stimulation for further development. Other reasons that contribute to the crisis include loss of efficiency of production facilities and passivity of counterparties, lack of prospects for stabilizing the economic situation of enterprises. Also among the factors noted is the inconsistency of the mechanism for managing the business processes of the enterprise with the requirements of today, the uncertainty and unpredictability of the economic environment in Ukraine during the war and post-war period leads to destabilization of the business activity of enterprises. Impact of the war on the majority of economic entities in Ukraine is a difficult test for the development of the domestic economy. This situation showed the incompetence of business owners in case of failure to fulfill contractual obligations, as well as the provision of unpaid deferments to employees for insignificant periods, reduction or liquidity of general purchases, purchases, etc., destabilization of logistics stability, insignificance of a specific situation. In the conditions of an unstable external environment, it is practically impossible to strategically plan and forecast the company's development scenarios. We are observing a situation where the incomes of enterprises have significantly decreased and expenses have increased. Considering the high probability of occurrence of crisis phenomena in the activities of enterprises, especially in modern conditions, this indicates the necessity of forming a system of anti-crisis management of the enterprise, countering their development and neutralization.

Key words: crisis management, crisis management system, crisis manager, crisis phenomena, crisis management team.

Головною причиною кризи на вітчизняних підприємствах є низький рівень стимулювання подальшого розвитку. До інших причин, які вносять свій внесок у виникнення кризи, включають втрату ефективності виробничих потужностей та пасивність контрагентів, відсутність перспектив стабілізації економічного становища підприємств. Також серед факторів зазначено невідповідність механізму управління бізнес-процесами підприємства вимогам сьогодення, невизначеність та непередбачуваність економічного середовища в Україні в воєнний та повоєнний період призводить до дестабілізації ділової активності підприємств. Вплив війни майже на всі суб'єкти господарювання України став важким випробуванням для вітчизняної економіки. Ця ситуація показала незахищеність власників бізнесу внаслідок невиконання договірних зобов'язань, звільнення або надання працівникам неоплачуваної відпустки на невизначений термін, зменшення або відсутність обсягів замовлень, закупівлі та поставок, дестабілізація логістичної діяльності, невизначеність поточної ситуації. В умовах нестабільного зовнішнього середовища стратегічно планувати та передбачити сценарії розвитку підприємства фактично неможливо. Спостерігаємо ситуацію коли доходи підприємств суттєво зменшилися, а видатки – зростають. З урахуванням високої ймовірності виникнення кризи у діяльності підприємств, осо-

бливо в сучасних умовах, свідчить про необхідність формування системи антикризового управління підприємством, протидії їх розвитку та нейтралізації. Основна мета системи антикризового управління полягає у забезпеченні системного моніторингу кризових явищ, здійсненні планування, організації та реалізації антикризових заходів задля збереження базових характеристик підприємства, а також відновлення його функціонування. В сьогоденних умовах функціонування підприємств варто доповнити ще забезпечення стійкого положення та стабільного прогресивного розвитку соціально-економічної системи, навіть при впливі негативних факторів зовнішнього та внутрішнього середовища.

Ключові слова: антикризове управління, система антикризового управління, антикризовий менеджер, кризові явища, команда із антикризового управління.

Formulation of the problem. The economic essence of the concept of «anti-crisis management». A natural objective phenomenon in a market economy, which can arise throughout the entire activity of an enterprise under the influence of both internal and external destabilizing factors, is a crisis; 2020 is characterized by the beginning of crisis phenomena for the world economy. Thus, one of the main factors influencing economic processes was the expansion of the pandemic. The continuation of the crisis for Ukraine in the period of 2022 was the large-scale invasion of russia into the territory of our country, new challenges arose for enterprises occurring in the capital sector and the country's economy as a whole. In the first months of the war, according to data from the National Bank of Ukraine, the economy loses 50% of «unproduced» GDP (Gross Domestic Product), and losses from destruction amount to 50 billion UAH per week [2]. The current situation allows us to see the greatest internal risks for the economy associated with the pandemic and war, as well as the destruction of infrastructure, strategic facilities and enterprises, migration processes of the economically active population, increased unemployment and job losses, mass bankruptcy of small business investments through quarantine restrictions, and then the introduction wars, increased inflation, depreciation of citizens, low activity of banks lending to the real sector of the economy, experiencing problems with logistics and raw materials. All this has especially increased interest in research into the domestic crisis and thus requires a unified view of the basic principles of crisis theory, requires improvement of methods for assessing and forecasting crisis phenomena, which will significantly affect the quality of anti-crisis decisions in particular and will ensure the development of the Ukrainian economy in post-war times in general. That is why the issue of crisis management has recently become relevant.

Analysis of recent research and publications. The works of famous scientists are devoted to the study of crisis phenomena and anti-crisis management: Vasilenko V.A., Vatchenko A.B., Voronin A.E., Gaivoronskaya Yu.E., Dmitriev I.A., Kalinescu T.V., Ligonenko L.O., Orekhov M.A., Sytnik L.S., Yakovenko A.I. etc. However, the question of clarifying the concept of «anti-crisis enterprise management» during martial law still remains open, thereby increasing the relevance of the chosen topic. At the same time, it is necessary to explore and systematize approaches to the definition of the term «anti-crisis management» and consider the issues of forming an anti-crisis management system at domestic enterprises.

The concept of «crisis management» has several approaches in accordance with the emphasis placed by each author. An analysis of the basic methodological concepts and views of scientists regarding the problems of crisis management at the enterprise level makes it possible to assert that this type of management should be considered as an important component of the entire management system. It has been proven that the core of crisis management is concentrated in the field of staffing, the formation of management decisions aimed at preventing crisis situations and developing measures to minimize their negative consequences.

Formulation of the purpose of the article. The purpose of anti-crisis management is three sequential goals: preventing a crisis, reducing the negative impact and creating

prerequisites for the development of the enterprise. Unlike traditional management, anti-crisis management is characterized by specific conditions and tools. Such conditions include strict restrictions, an unstable internal and unfavorable external environment, fairly high costs in conditions of limited resources and a high level of risk, the use of unpopular measures; efficiency in solving problems; abandonment of strategic projects in favor of current ones.

When defining the object of crisis management in the scientific literature, a broader interpretation of this concept is predominantly used, namely, «the activity of an entrepreneurial structure, which may be accompanied by the emergence of certain negative factors that cannot be attributed to crisis phenomena, but form the prerequisites for their occurrence and directly serve. control object of this system» [7].

The subjects of the enterprise anti-crisis management system are the layer of persons involved in making management decisions (organization management, owners), as well as a set of other parties interested in the stable functioning of the enterprise, who have the appropriate capabilities to influence this aspect (in particular, investors, partners, organizations, providing lending to enterprises) [7].

Presentation of the main material. An objective pattern of any economic activity is a crisis, caused by factors of external and internal origin. The consequences of the crisis are reflected in the indicators of the financial condition of the enterprise, creating problems in the receipt of funds, covering short-term deficits, which may lead to bankruptcy or complete liquidation of the enterprise. At the same time, the presence of crises also has a positive impact on the enterprise through the introduction of high-quality organizational and personnel changes in management processes and activities. The crisis also helps to increase innovation and accelerate changes in the enterprise, improve the investment climate and increase production efficiency.

Scientific research argues that a crisis is an opportunity in which it is possible to change the structure of production and ensure high rates of growth in socio-economic development, including through improved personnel management. It is known that the instability of the modern Ukrainian economy, caused by military actions, requires a change in the nature of business management.

The main aspects of crisis management in modern conditions are:

- ensuring a stable financial condition, i.e. guaranteeing the stability of the financial condition of the enterprise in the conditions of any economic, political or social changes;
- instant and effective response to changes occurring in the external environment;
- the use of effective management and financial mechanisms, the use of which allows one to overcome difficulties with the least possible losses in the enterprise;
- timely assessment and neutralization of the consequences of external and internal factors;
- selection of promising areas of development and concepts aimed at minimizing risks and ensuring the successful operation of the enterprise.

Anti-crisis management of financial stability is carried out through the performance of general and specific functions. Anti-crisis enterprise management includes the same functions as traditional management, but each of these functions is undergoing significant changes. For example, in the field of planning, this is the process of determining the goals of the organization and their changes, strategies and programs for crisis stability, as well as resources to achieve these goals. In the context of anti-crisis management of an enterprise, there is a significant increase in the importance of operational planning and decision-making, taking into account the current situation.

The functions of the organization within the framework of anti-crisis measures include the formation of an effective structure and volume of funds, management apparatus and personnel for the effective use of labor, material and financial resources. During anti-crisis measures, this function is manifested in the need to create a special anti-crisis headquarters of the enterprise, which includes specialists whose main task is to preserve the organization.

As for motivation, anti-crisis management considers this function as a system of rewards and sanctions aimed at creating the interest of the entire team and each employee in improving the efficiency of the enterprise in order to quickly overcome the crisis.

Control by crisis management is defined as forecasting deviations from planned goals in order to timely and promptly make changes aimed at improving the effectiveness of anti-crisis policy measures. Also an important function in crisis management is diagnosing the crisis state of an enterprise in stages: monitoring, express diagnostics and fundamental diagnostics. At the initial stage, systematic monitoring of the situation is carried out in order to promptly identify potential problems.

Since crisis management is considered as one of the most important components of the overall management system, it is obvious that it will have both general and individual principles. The general principles of the management system include: «principles of economic efficiency, social responsibility, consumer orientation, consistency, delimitation of the functions of political, state and economic management. Individual (specific) principles for crisis management are: principles of purposefulness of the management process, planning and development of crisis management programs, efficiency and reliability of incoming information, ultimate focus on the consumer, permanent monitoring of the influence of the external and internal environment, validity of forecasts and the absence of universal anti-crisis solutions» [5].

According to Voronin O.E. the principles of crisis management that maximize the speed and positive response of enterprise management to manifestations of a crisis in economic activity include the following list: «readiness to disrupt the financial balance of the enterprise; preliminary diagnosis of crisis phenomena at the initial stages of the enterprise's activities; classification of crisis indicators according to the degree of danger at the enterprise; urgency and adequacy of response to certain crisis phenomena; implementation of internal opportunities to overcome the crisis» [5].

Thus, the enterprise crisis management system is a complex of interconnected and complementary elements that act in concert to overcome crisis situations. This system is aimed at identifying signs of a crisis and restoring the stable functioning of a socio-economic system that has been influenced by negative factors of the external and internal environment.

Crisis management focuses on studying and managing both the perceived and real causes of a crisis, as well as the factors that lead to its occurrence. That is, an analysis of the symptoms and consequences that arise as a result of imbalances and pose a threat to the emergence and further development of the crisis.

The given tasks, general and special functions, principles and methods, which are the conceptual basis for the formation of an anti-crisis management system, make it possible to optimally implement functional responsibilities and develop measures to overcome crises in the context of the introduction of martial law in the country. At the same time, the success of crisis management is ensured by its preventive nature, taking into account the turbulence of the external environment, the ability to achieve set goals and effectively solve the problems of the overall enterprise management system in the modern fast-moving economic environment.

Consequently, crisis management in a broad sense means specific activities that include the following stages: preparatory, preventive and activity in a crisis, as well as recovery from it. The study provides a comparative analysis of traditional and crisis management, proposes a classification of approaches to defining crisis management, and makes a morphological analysis of the concept. All this allows us to formulate the author's definition of the concept of «anti-crisis management», considered in the study as a system of measures and strategies aimed at maintaining the functioning of the enterprise and minimizing the negative consequences of war on business processes through effective leadership and implementation of management decisions aimed at ensuring the sustainability of the enterprise, its adaptation to changes in the economic and social environment.

The role and importance of personnel management in the anti-crisis management system. Risk management is an integral component of effective anti-crisis management for enterprises in conditions of instability and uncertainty during martial law in the country. Consequences faced by enterprises: destruction of property, inability of relocation enterprises to adapt to new conditions, decreased productivity due to distancing policies, obstacles in communication with customers, decreased sales and falling profits, lack of staff motivation, reduced turnover, disruption of supply chains, instability of conditions etc. It was the lack of anti-crisis measures for most enterprises that became the reason for bankruptcy and liquidation. Enterprises that have adapted to the crisis better than others and, on the path to digital transformation, are implementing a program of state support for the process of business relocation from the battlefield, organized by the Ministry of Economy of Ukraine, are achieving greater success.

According to [8], since the full-scale invasion of Russia into the territory of Ukraine, about 150 thousand new business entities have been registered in the country, among which 132 thousand are individual entrepreneurs. However, not all enterprises found the opportunity to withstand the challenges of war. Entrepreneurs cite personnel problems as the main reasons for business failure. There are main signs of a personnel crisis in an enterprise: a decrease in working hours; increase in conflicts; presence of redundant staff; falling labor productivity levels; increase in staff turnover rate; refusal to follow management instructions; deterioration of discipline, etc. Depending on the causes of the personnel crisis, the following types of crises are distinguished: labor efficiency crisis; personnel shortage; competence crisis; motivation; culture and social and labor relations[1].

One of the most dangerous forms of personnel crisis is a personnel efficiency crisis, since its presence can lead to the development of an organizational crisis. It is characterized by a decrease in labor productivity and the ability of staff to acquire new skills due to a lack of initiative. As for the crisis of competence, it is expressed in the lack of initiative and desire to learn and update acquired competencies. This type of personnel crisis as personnel shortage is determined by an insufficient number of workers at any level of management in the organization. This can lead to a decrease in the overall labor potential and labor productivity of the enterprise, which will create difficulties in performing the necessary functions, coordinating and completing tasks, which in turn affects the efficiency of the enterprise. Therefore, today it is so important in crisis management to shift the emphasis to achieving the goal of reducing the negative consequences of the personnel crisis and quickly eliminating their consequences.

In solving new problems, especially in the context of anti-crisis personnel management, traditional HR services are often insufficiently effective. In modern organizations, new services and personnel management systems are emerging. The anti-crisis personnel management system is a complex of subsystems of general and line management, as well as functional subsystems aimed at solving specific problems and interaction between them.

Anti-crisis personnel management within the framework of strategic development focuses on key areas of work with personnel aimed at adapting new requirements and challenges. One of the strategic priorities is the massive retraining of the organization's employees in accordance with modern technologies. An integral part of the strategy is the rejuvenation of the workforce by attracting young specialists and stimulating the transfer of experience and knowledge through mentoring. An additional strategic initiative is to encourage early retirement of people who have not adapted to new requirements and modern work technologies.

The key strategic vector in the personnel management system in a crisis at an enterprise is the successful implementation of the principles of personnel marketing. This is achieved through the implementation of a number of methods, such as an active search for promising students from the early years of universities and colleges, providing them with employment opportunities in the organization during the holidays, paying scholarships from company

resources, support in undergoing practical training and preparing and defending final theses. Also important is cooperation with the public employment service, the use of private firms to recruit and train managers and other personnel, interaction with organizations that provide personnel leasing services, and conducting predictive studies on the problems of training and retraining qualified workers within the organization.

The introduction of anti-crisis management in the field of personnel policy involves the implementation of effective measures, such as: optimization of the organizational structure, namely, the implementation of reductions in the management structure through management levels with a focus on filling the personnel reserve for the top level of management; justified reduction of personnel to create a personnel structure that best suits the situation and takes into account the financial recovery plan; Periodic assessment of the staffing structure to ensure compliance with current conditions and strategic goals. In addition, it is advisable to identify, support and train leaders, create a strategic and tactical personnel reserve by preparing promising candidates for key management positions. In anti-crisis management, the emphasis is shifted to teamwork, promoting the formation of working groups (teams) both among departments and divisions of the organization. One of the important measures of crisis management is the need to identify and preserve the core of the organization's human resources to ensure sustainability and efficiency.

The main condition for the successful functioning of an enterprise in conditions of uncertainty and crisis is the approach to a modern enterprise as an open system. According to this approach, the effectiveness of activities is determined primarily by external conditions, and success depends on the organization's ability to adapt to its external environment. Thus, the main criteria of strategic crisis management are focused on the timely identification of possible problems and problems that may arise in the future; making maximum use of the opportunities provided by the organization to achieve its goals; measures aimed at increasing the stability and reliability of the organization's functioning in conditions of uncertainty and crisis.

A prerequisite for effective strategic management of a modern organization is the consideration of aspects related to human resources. The management process can be implemented through the following directions:

1) systematically taking into account the problems of labor resources and the workforce when analyzing the activities of the organization and its external environment, including the identification of areas of strategic resources;

2) formation of a strategy in the field of human resources based on the overall strategy of the organization;

3) effective distribution of employed resources, taking into account the requirements of problem-oriented programs, ensuring resource support for the implementation of the organization's anti-crisis strategy.

The anti-crisis strategy of a modern organization requires specific conditions and prerequisites in the field of culture, structure and behavior of employees. The classic employment structure of domestic organizations and enterprises significantly complicates the implementation of an anti-crisis strategy. What stands out is the complex bureaucratic structure of the organization, characterized by stable internal hierarchies. This means that the emphasis is moving from a focus on controlling the distribution of jobs and managing labor action to the analysis of labor relations as a sphere of implementation of social interactions.

Consequently, the choice of strategy must take into account the role of social structures in this process. The active participation of employees in the development and implementation of the organization's anti-crisis strategy becomes a key aspect. Problems caused by crisis factors are especially clearly manifested in relations with management personnel. This is due to the need for management personnel to master new skills in a crisis. Instead of setting realistic anti-crisis goals and objectives to stabilize the main activities, there is sometimes a

tendency to set unrealistic goals through belated awareness of the situation. This approach can complicate the actual survival of the organization.

Scientists [4,6] summarized the main tasks of the functioning of the enterprise crisis management system, namely: «organizing effective processes for forecasting crises and ensuring appropriate measures for its timely prevention; operational diagnostics and debugging of the system for continuous monitoring of the state of the enterprise's functional systems; increasing the flexibility of enterprise management in times of crisis; avoidance and timely adoption of measures to reduce the risk of loss of solvency of the enterprise; identification of potential sources of attracting additional financial resources as part of optimization measures to balance the structural parameters of the enterprise's capital; development of contractual and partnership relations with contractors; implementation of measures to manage accounts receivable; monitoring the timeliness of fulfillment or restructuring of the enterprise's debt obligations; formation of a system of resource support for crisis management; phenomena; assessment of the effectiveness of the implementation of anti-crisis measures and the functioning of the system as a whole».

It is important for managers of modern enterprises and organizations to understand the objectivity of crisis trends that are necessary at the stage of functioning of the domestic economy. Understanding situations and their dynamics in the near future should become the basis for developing anti-crisis management strategies. It is important to actively develop anti-crisis thinking among management personnel of a modern enterprise. The anti-crisis type of manager is defined as a manager who has special professional knowledge, skills and technologies, as well as individual properties that meet the requirements of the anti-crisis development of the organization [4].

The anti-crisis type of manager must demonstrate the ability to listen to the interlocutor, take into account his views and interests, and also control his own emotions.

Effective implementation of the functions of an anti-crisis manager is possible by using a wide arsenal of crisis management tools. These tools may include strategies and methods aimed at maintaining the efficiency of employees, maintaining communication in the team and improving the socio-psychological climate, and in modern conditions, the adaptation of personnel of relocated enterprises. They differ in the direction of action on the object of influence and the strength of the impact, according to the groups of crisis management subjects used.

A coordinated and flexible approach to the use of anti-crisis personnel management tools is important for successfully overcoming a personnel crisis and ensuring sustainable development of the enterprise.

So, it is known that personnel is a key factor in the competitiveness of an enterprise, but can become a possible destructive factor in its development. Qualified, motivated and adapted personnel can be an important resource for achieving the strategic goals of an enterprise. In addition, a personnel crisis can lead to serious problems in the functioning of the organization. Therefore, in a crisis, there is a need to review and reorganize the anti-crisis policy strategy. The main goal of this policy is to create an effective personnel management system aimed at achieving not only economic, but also social effect, taking into account the requirements of current legislation. However, crisis conditions require a rethinking of anti-crisis personnel policy.

The characteristics of the organization are associated with limited financial resources and the need to introduce organizational measures aimed at reducing social development programs and reducing the number of personnel. This leads to an increase in socio-psychological pressure.

The main ideological principle of the anti-crisis personnel policy is to minimize losses of personnel potential and ensure the maximum level of social protection for personnel.

Conclusions. Recently, the issue of crisis management has become relevant; the article proves that this type of management must be considered as an important component of

the entire management system, especially today, during the period of martial law and the formation of a large number of risks and crisis situations. Morphological analysis of the definition of the concept of “crisis management” allows us to define crisis management as a system of measures and strategies aimed at maintaining the functioning of the enterprise and minimizing the negative consequences of war on business processes through effective leadership and implementation of management decisions aimed at ensuring the sustainability of the enterprise and its adaptation to changes in the economic and social environment

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