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MANAGEMENT OF RESOURCE FLOWS AND RESILIENCE OF ENTERPRISES IN THE WELFARE ECONOMY

Introduction. In a changing environment, business entities are paying more and more attention to managing resource flows and resilience. The BANI-world has emerged as a response to pandemics, military actions and other processes that are changing in society. Business management creates the preconditions for the development of society, economy and welfare. Business plays a key role in shaping economic welfare. In such conditions, companies strive to maintain sustainability and competitiveness by effectively managing resource flows. It is resource flows that are the main factor in ensuring the company's resilience

The purpose of the article. The aim of the study is to develop tools for managing enterprise resource flows and enterprise resilience. Despite a sufficient amount of scientific developments in the field of management of resource flows and enterprise resilience, the issue of developing an approach to their implementation remains unresolved

Methods. In order to achieve the goal and solve the tasks set, the paper uses comparative analysis to study the tools of adaptation management and adaptive marketing, to generalize and systematize the components of the R4S and R4E models, to establish the difference between the VUCA and BANI concepts, analysis and synthesis, to build an adaptive marketing strategy, architecture of adaptive management of resource flows and resilience of enterprises and to draw conclusions, the abstract and logical method.

Results. The result of the study was the development of a scheme for managing resource flows and enterprise resilience using adaptive marketing and adaptive management tools. A model of enterprise resilience (R4E) has been developed, which includes 6 elements, including: diagnostics of BANI conditions of enterprise functioning, determination of the critical state of the enterprise, creation of a model of the current state of the enterprise, development of risk scenarios and analysis of vulnerabilities, formation of a new configuration of resilience (DFRs), monitoring of the model.

Conclusions. The study found that resource flow management affects the resilience of enterprises in the BANI world. The concept of BANI indicates the chaotic and unpredictable nature of society, which has arisen as a result of pandemics and military operations. Enterprises operate in these conditions and form effective resource flow and resilience management schemes.

Key words: socio-economic resilience, information flows, resource flows, reintegration of veterans into society, enterprise management, welfare economy.

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УПРАВЛІННЯ РЕСУРСНИМИ ПОТОКАМИ ТА РЕЗИЛЬЄНТНІСТЮ ПІДПРИЄМСТВ В ЕКОНОМІЦІ ДОБРОБУТУ

Вступ. В умовах мінливого середовища все більше уваги суб'єкти бізнесу приділяють питанням управління ресурсними потоками та резильєнтністю. BANI-світ виник як виклик на пандемії, військові дії та інші процеси, які є мінливими у суспільстві. Управління підприємством створює передумови для розвитку суспільства, економіки та добробуту. Бізнес відіграє ключову роль у формуванні економічного благополуччя. В таких умовах підприємства прагнуть зберегти стійкість і конкурентоспроможність, ефективно керуючи

ресурсними потоками. Саме ресурсні потоки є основним фактором забезпечення резильєнтності підприємства.

Мета. Метою роботи є розробка інструментів управління ресурсними потоками підприємства та резильєнтністю підприємств. Незважаючи на достатній обсяг наукових напрацювань у сфері управління ресурсними потоками та резильєнтністю підприємств, наразі невирішеним залишається питання розробки підходу до їх реалізації.

Методи. У роботі для досягнення мети та вирішення поставлених завдань використано для вивчення інструментів адаптаційного менеджменту та адаптаційного маркетингу – порівняльний аналіз, для узагальнення та систематизації компонентів моделі R4S та R4E, встановлення різниці між концепціями VUCA та BANI – аналіз та синтез, для побудови адаптивної маркетингової стратегії, архітектури адаптивного управління ресурсними потоками та резильєнтністю підприємств і формування висновків – абстрактно-логічний метод.

Результати. Результатом дослідження стало розробка схеми управління ресурсними потоками та резильєнтністю підприємств з використанням інструментів адаптивного маркетингу та адаптивного менеджменту. Розроблено модель резильєнтності підприємств (R4E), у яку входить 6 елементів, серед яких: діагностика BANI-умов функціонування підприємства, визначення критичного стану підприємства, створення моделі поточного стану підприємства, розробка сценаріїв ризиків та аналіз вразливих місць, формування нової конфігурації стійкості (DFRs), моніторинг моделі.

Висновки. Дослідження виявило, що управління ресурсними потоками впливає на резильєнтність підприємств в BANI-світі. Концепція BANI вказує на хаотичність і непередбачуваність суспільства, яка виникла як наслідок пандемій та військових дій. Підприємства функціонують в цих умовах та формують дієві схеми управління ресурсними потоками та резильєнтністю.

Ключові слова: соціально-економічна резильєнтність, інформаційні потоки, ресурсні потоки, реінтеграція ветеранів у суспільство, управління підприємствами, економіка добробуту.

Jel Classification: M 21; M31; I31

Introduction. Enterprise management determines the preconditions for the development of a welfare economy society. Business is an important factor in the formation of economic prosperity. Under these conditions, enterprises strive to remain sustainable and competitive by effectively managing resource flows. Resource flows are a key element in ensuring the resilience of an enterprise. In general, resources are divided into natural, material, information, financial, and labor. The management of these resources is limited in time and space and depends on the influence of the external and internal environment. The resilience of enterprises can be achieved by maintaining a sufficient level of solvency, liquidity, profitability and an optimal ratio between equity and borrowed funds. To achieve these goals, it is necessary to develop an optimal system of enterprise functioning that will ensure the implementation of the development strategy and lay the preconditions for the formation of a welfare economy. Management of enterprise resource flows involves targeted regulation of the processes of formation, optimal use, transformation and renewal of resources, as well as interaction between them. This is done with the help of management tools, taking into account changes in the internal and external environment, which ensures the effective operation of the enterprise. The creation of an effective resource flow management system of an enterprise determines its ability to streamline the processes of formation, optimal use and recovery of resources. This ensures the smooth operation of the enterprise and contributes to the achievement of its strategic goals.

Literature Review. Researchers have been addressing the issues of social welfare, resilience and resource flows for many years. In particular, N.L. Savytska and E.V. Pakhucha noted that the Industry 5.0 paradigm in the context of resilience aims to create viable, flexible and sustainable systems that can adapt to various challenges. Market resilience is a characteristic of a business organization that determines its ability to create new opportunities for sustainability, survival and development in the face of total uncertainty, nonlinear and unpredictable changes in the internal and external environment [1, c. 244].

Studies [2, p. 30] highlight the approach to the rational use of resources to ensure sustainable development. The main goal is to ensure maximum efficiency and optimization of their use. The authors note that resources should be managed at three main stages: formation, use and reproduction.

Works [3; 4; 6] consider various aspects of resource flow management. In particular, the establishment of responsibility centers, the use of business technologies such as franchising, leasing, factoring, outsourcing, IT outsourcing, insourcing, cashback, cluster, e-commerce, co-marketing, dual branding, cross-marketing,

coalition loyalty program, co-branding, crowdsourcing, CRM. Development strategies should be based on the modern 4C strategy (Consistency, Content, Convenience, Contextual).

In the works [5; 7], the concepts of VUCA and BANI are described. They illustrate the type of society that has emerged under the influence of evolutionary development. The VUCA concept appeared after the end of the Cold War in the context of the digital economy. However, it did not prove to be effective. It was replaced by the BANI concept, which asserts that all processes in the world are temporary. In this framework, fragility can be overcome with flexibility and resilience, anxiety—with attentiveness, non-linearity—with adaptability, and incomprehensibility—with transparency and intuition.

L.M. Krot noted that welfare has evolved over time. Different values have been embedded in its foundation. The neoclassical school introduced a material approach to welfare, which is defined exclusively by economic parameters. Neo-institutionalists viewed it as a system of quantitatively defined material and qualitatively assessed intangible goods and living conditions. Over time, social, environmental, and other characteristics were added to the economic content of societal welfare. The transition from permanent to higher needs indicates a transformation in societal consciousness, necessitating the development of a new approach to studying processes and phenomena [8].

L. O. Lihonenko and V. A. Andriychuk explored the interest in resilience using the VOSviewer software. It is worth agreeing with the researchers that in the BANI world—where the likelihood and scale of force majeure circumstances, disasters, natural calamities, technological accidents, military conflicts and provocations, as well as hybrid threats of various nature and duration, are increasing—approaches to ensuring the resilience of enterprises and organizations must undergo fundamental changes. These changes should be based on accumulated experience and integrate both well-tested and innovative tools in this area of management, which must become a priority [9, c. 35].

Research Objective. The aim of the work is to develop tools for managing resource flows of enterprises and their resilience. Despite the sufficient volume of scientific research in the field of resource flow management and enterprise resilience, the issue of developing an approach to their implementation remains unresolved. It is important to consider the combination of both elements and view them as an integrated whole that complements each other. The problem of reintegrating war veterans into the society of welfare also requires improvement, from the perspective of recognizing the urgency of solving societal problems over personal business motives. Addressing these issues will contribute to the further development of modern management paradigms in the context of a resource-based approach and resilience, aimed at meeting the interests of various social groups, including war veterans. To achieve this goal, the following tasks are set in the work: a) to study the resilience system of enterprises; b) to investigate the components of R4S; c) to adapt the R4S model based on its main components to R4E; d) to create the architecture for adaptive management of resource flows and enterprise resilience.

Materials and Methods of Research. The methodological and theoretical basis of the research consisted of the works of scholars dedicated to the issues of resource flows and enterprise resilience. A comparative analysis was used to study the tools of adaptive management and adaptive marketing. Analysis and synthesis were employed for generalizing and systematizing the components of the R4S and R4E models, as well as establishing the differences between the VUCA and BANI concepts. The abstract-logical method was applied for the adaptive marketing strategy, the architecture of adaptive management of resource flows and enterprise resilience, and the formulation of the research conclusions.

Results. Resource processes and enterprise resilience can be stimulated through the use of adaptive management tools. Adaptive management combines socio-managerial and research processes. This approach is aimed at developing new institutions and management strategies, based on the assessment of system resilience and the formulation of scientific hypotheses during systemic changes.

A significant contribution to the field of building resilience systems has been made by the international humanitarian organization GOAL, which, since its founding, has been addressing humanitarian crises and assisting the most vulnerable communities worldwide. Starting in 2010, the organization expanded its activities to include the development of theoretical and practical aspects of managing the resilience of social systems. The findings obtained can be applied by any social system facing challenges in ensuring its own resilience [10].

From a conceptual standpoint, GOAL argues that resilience should be formed at various levels of society: individual, household, organizational, community, as well as socio-economic and socio-ecological systems. Special attention is given to socio-economic systems.

In 2016, the organization completed the development of its core methodological approach, R4S ("Resilience for Social-Economic Systems"), which has since been actively implemented in Latin American countries. In 2018, GOAL created the "Resilience Innovation and Learning Hub" (RILH), which became a platform for collaboration and innovation development in this field.

The R4S methodological approach was developed for the comprehensive analysis of the resilience of socio-economic systems and the selection of effective management strategies. It helps to better understand the interaction between various components of the system (human resources, material resources, regulatory frameworks, etc.) under normal conditions and determine how these elements should interact in crisis situations.

The R4S model consists of five key elements [11]:

1. Identifying the critical socio-economic system that is potentially vulnerable and needs to be assessed for its resilience.
2. Creating a model of the current state of the studied system.
3. Developing risk scenarios, analyzing vulnerabilities, and identifying factors that can contribute to increasing the system's resilience.
4. Forming a new resilience configuration that takes into account the key determinants of resilience (Determinant Factors of Resilience, DFRs).
5. Monitoring, assessing deviations, and adjusting the developed model to maintain its effectiveness.

This model can be adapted to study the formation of enterprise resilience (R4E), which should include the following six elements (Figure 1):

1. Diagnosing the BANI conditions for enterprise operation: military actions, pandemics, natural disasters, and information provocations.
2. Identifying the critical state of the enterprise, which is assessed using indicators of solvency, stability, and business activity.
3. Creating a model of the current state of the enterprise based on the following elements: resources and processes.
4. Developing risk scenarios, analyzing vulnerabilities, and identifying factors that can contribute to increasing the resilience of enterprises.
5. Forming a new resilience configuration that takes into account the key determinants of resilience (Determinant Factors of Resilience, DFRs).
6. Monitoring, assessing deviations, and adjusting the developed model to maintain its effectiveness.

Another tool for managing resource flows and enterprise resilience is the development of marketing strategies. A marketing strategy should be based on a development strategy and include measures aimed at increasing the resilience of enterprises to the effects of crises and gaining new competitive advantages [12]. Here, it is important to utilize the tools of adaptive marketing. Among them, we can highlight marketing for "smart" purchases, optimal consumer decisions; bypass marketing; cryptocurrency marketing; marketing of digital objects with non-fungible tokens (NFTs); marketing of gaming virtual assets; service marketing; ecological marketing; socially responsible marketing, as well as inclusive marketing [13]. Also worth noting are tools such as market and consumer analysis, digital marketing platforms, CRM systems, AI and machine learning, adaptive advertising, marketing process automation, personalized content, user behavior analysis, and cross-channel communication [14].

An adaptive marketing strategy should include the following partial strategies proposed in the study [12]:

1. Adaptive diversification – introducing innovative changes in product portfolios with minimal use of material and labor resources and high information awareness;
2. Flexible pricing policy – dynamic price regulation considering the analysis of competitors' status in the BANI world;
3. Crisis branding – rethinking corporate branding through social responsibility and support for vulnerable groups, including war veterans;
4. Innovative marketing – implementing the latest digital tools and technologies for managing resource flows;

5. Building strategic alliances – cooperation with enterprises for sustainable development and forming a concept of social welfare in territorial communities.

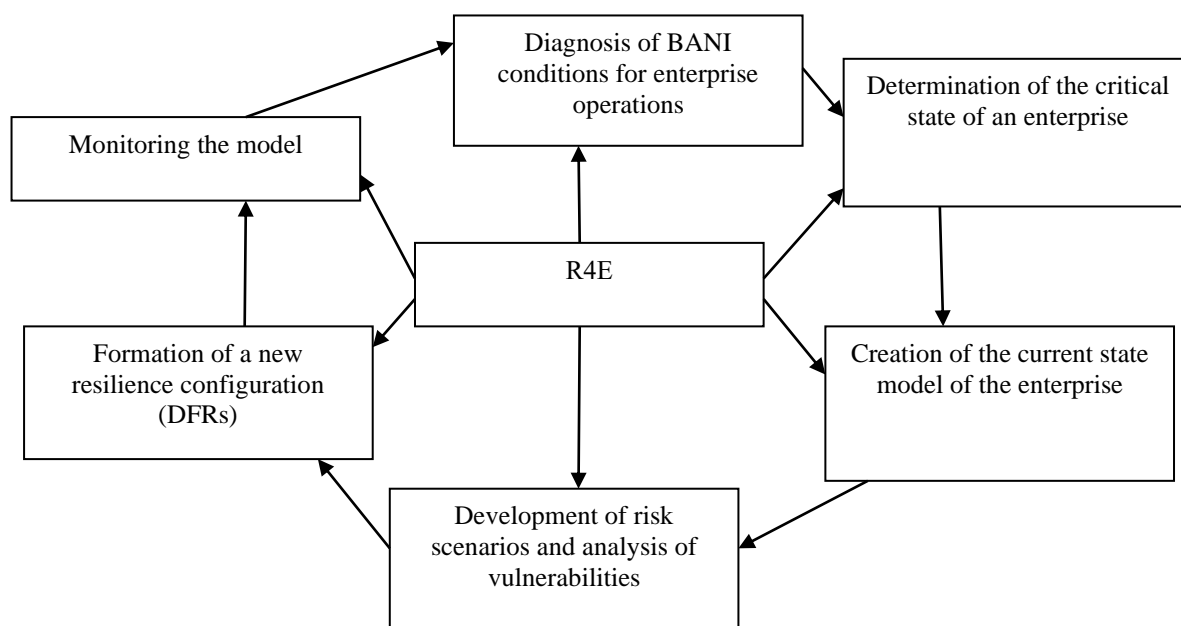


Fig. 1. Elements of the Enterprise Resilience Model (R4E)

Source: adapted from [10; 11]

The architecture for building adaptive management of resource flows and enterprise resilience should include the following four components [15]:

1. General-conceptual – defines key aspects of managerial activity, including the object and subject of research, goals, tasks, functions, main determinants, laws, theories, paradigms, and criteria for the effectiveness of managerial decisions implementation;

2. Theoretical-methodological – forms the basic concepts and categories such as business environment, economic activity, adaptation, strategy, system, process, and mechanism of adaptive management, effectiveness of management, etc. It also determines the methodological foundations for solving the tasks of adaptive management of enterprise economic activity activation, in particular through the principles, methods of environment monitoring, diagnostics, forecasting, and evaluation of managerial decisions;

3. Content-analytical – is the central element of the concept, reflecting the patterns, features, and directions of development of the enterprise's economic activity. It is presented as a strategy, system, optimal management process, and adaptation mechanism, which allows evaluating the current state of the enterprise, identifying key factors of its development, determining potential directions for activity activation, and organizing effective resource and resilience management;

4. Operational-supporting – responsible for resource, information, organizational, methodological, and technical support of the decision-making process in adaptive management of resource flows and increasing the resilience of the enterprise.

Discussion. Based on the analysis of the presented material, we have determined that the use of adaptive management and marketing tools is essential for managing resource flows and enterprise resilience in the BANI world. There are two concepts in the world that enterprises can use to adapt to external environmental challenges and threats – VUCA and BANI. The VUCA concept is clear and understandable but gradually losing relevance. It does not help to identify key differences, merely describing reality as the standard state. To replace it, the BANI concept has been proposed, highlighting the chaotic and unpredictable nature of society. The main tool of adaptive marketing is the adaptive strategy, which is realized through the content-analytical component.

We will build an overall scheme for managing resource flows and enterprise resilience in the BANI world using adaptive management and marketing tools (Fig. 2). The analysis of the business environment is carried out in two directions – external and internal. Each business environment has its system of indicators, which is harmonious and interconnected. The concept of adaptive management of resilience and resource flows includes the following components: general-conceptual, theoretical-methodological, operational-supporting, and content-analytical. The content-analytical component contains the process of change in the enterprise and the formation of resilience. This process involves the transition from one process to another through a series of steps.

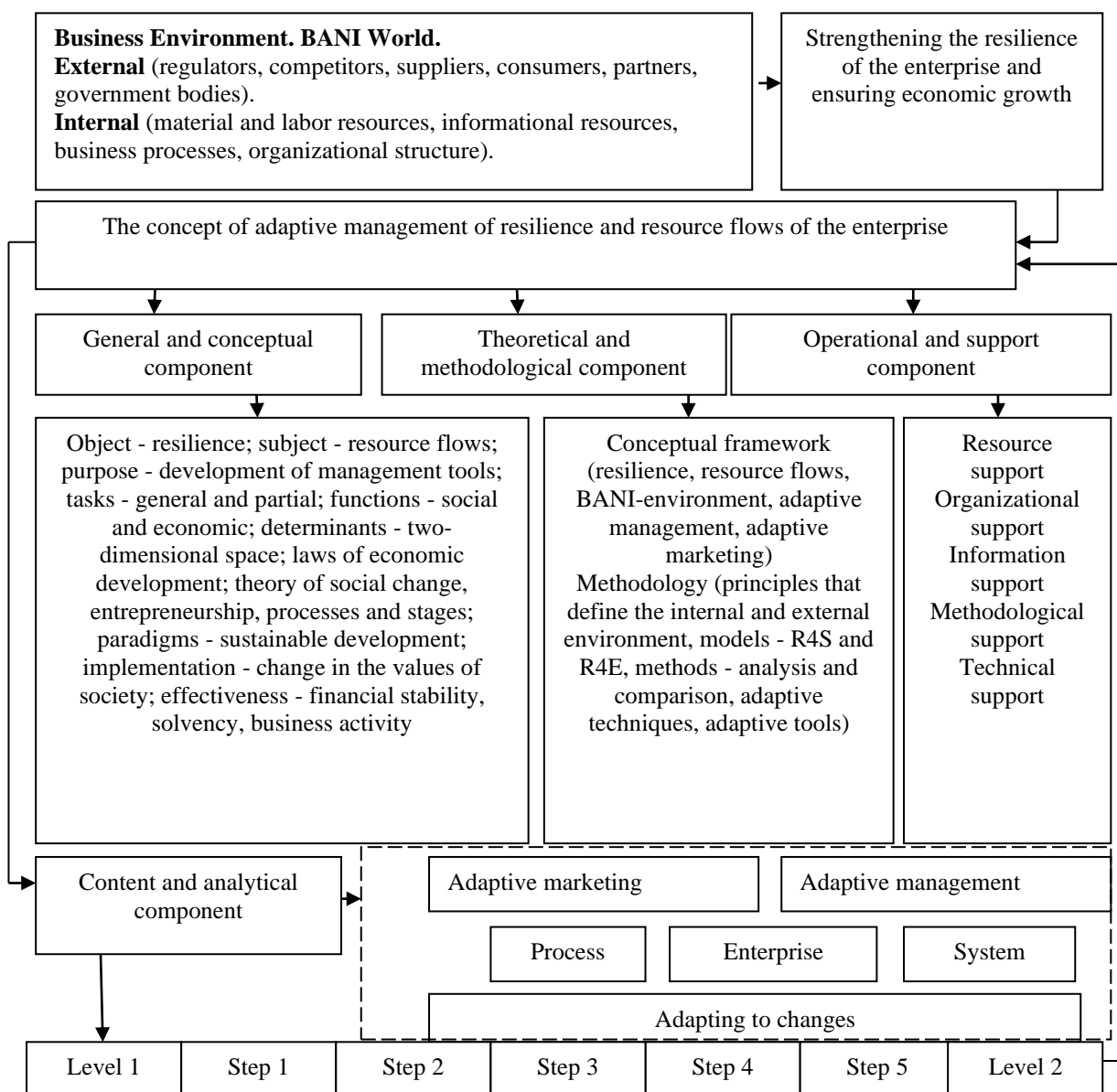


Fig. 2. Scheme of resource flow and enterprise resilience management in the BANI world using adaptive management and marketing tools

Source: adapted from [15]

Conclusions and Prospects for Further Research. The research has revealed that the management of resource flows impacts the resilience of businesses in the BANI world. The BANI concept highlights the chaos and unpredictability of society, which has emerged as a result of pandemics and military conflicts. It is noted that, in managing resource flows and the resilience of enterprises, tools of adaptive management and marketing should be used, which form the basis of the content-analytical component of the management framework. Tools of adaptive marketing include "smart" shopping marketing, optimal consumer decision-

making, circumvention marketing, cryptocurrency marketing, marketing of digital objects with non-fungible tokens (NFTs), marketing of virtual gaming assets, service marketing, ecological marketing, socially responsible marketing, inclusive marketing, market and consumer analysis, digital marketing platforms, CRM systems, AI and machine learning, adaptive advertising, automation of marketing processes, personalized content, user behavior analysis, and cross-channel communication.

The components of adaptive management, such as general-conceptual, content-analytical, theoretical-methodological, and operational support, are interrelated and ensure the transition from one state of the system to another. To achieve this, five steps should be taken: identification of the problem in managing resource flows and ensuring the resilience of enterprises; collection, analysis, and processing of information, diagnosis of the situation, identification of the company's values, and their alignment with the values of the local community; development and adoption of management decisions; evaluation of the results of management decisions; and adjustment based on the specific characteristics of the business environment.

At the core of resource flow and resilience management is the enterprise resilience model (R4E), which includes elements such as diagnosing BANI conditions for enterprise operation, determining the critical state of the business, creating a model of the current state, developing risk scenarios, analyzing vulnerable points, forming a new configuration of resilience (DFRs), and monitoring the model.

In the future, it would be beneficial to propose a mechanism for managing resource flows and resilience in businesses within the BANI world.

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