



Ensuring of Increase of the Enterprises' Business Activity as a Factor in the Region's Sustainable Development

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Abstract: The article examines the content of the main processes at an industrial enterprise, on which the implementation of management tasks and functions to ensure and increase the business activity of enterprises depends, which is the basis of the strategy for the sustainable development of the regional economy, since their activities have a major impact on all elements of the country's sustainable development. The content of the functions of managing the business activity of the enterprise is justified by the management tasks, for which the potential opportunities for implementation in the context of each management function are determined. The process of performing the tasks of managing the business activity of the enterprise, which occurs on the basis of the implementation of management functions, ensuring the potential capabilities of the enterprise and identifying the state of business activity according to the evaluation criteria, is considered.

1 INTRODUCTION

The successfulness of the state's sustainable development in general and of the region's sustainable development in particular is directly related to the growth of the industrial production. The industrial complex is the foundation of the state's economic development. The active part of the fixed capital is created here, and the creation, promotion and application of the latest technological techniques and management methods are ensured. They are the most important elements of the sustainable development (Park et al., 2014).

The functioning of the enterprises depends on many factors in the stable economy. The main ones are legislation, competition and the ability to the continuous development of the enterprise itself. It should be noted that these factors change during the crisis or during the other difficult situations. It creates both the certain threats and the certain new opportunities, which need to be considered in time and to direct the company's activities in the right direction. Understanding the consequences of the variability of the environment in which they operate is a priority for the enterprises. Thus, it is necessary


to respond to these changes in time by making the effective management decisions. The crisis for the company can be not only a state of shock, complications, volatile financial and economic situation, but also a significant incentive to make appropriate changes and transformations.


Such conditions of existence of the enterprises lead to the significance, specificity and individuality of their management decisions. It should be noted that the managers' responsibility for the results of the economic activity, financial and economic condition of the enterprise and its market position increases in the conditions of market competition (De Clercq et al., 2010).

Nowadays one of the most important characteristics of the enterprise is its business activity and incentives (Vera-Baquero et al., 2016).

In order to stimulate the activity of the industrial enterprises, it is necessary to develop the consistent steps to implement this task both at the state level and at the micro level directly. These steps should include the following tasks:

- renewal of the production facilities in accordance with the world requirements for

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resource efficiency, environmental orientation, productivity, etc.;

- search for the investment resources for the implementation of technical re-equipment of the business entity, the introduction of the innovative technologies;
- providing markets for products in the competitive business conditions.

Thus, stimulating the business activity of the industrial enterprises creates conditions for the economic growth in the country, brings entrepreneurs to the profitable level of development and contributes to the solution of the immediate social issues (Silka, 2016).

The business partners' financial position has a direct impact on the development of the business activity of the industrial enterprises. It determines the state of the material resources; it creates the need for funds to be borrowed. Thus, it generates the material resources flows for the implementation of the production activities, and it generates the cash resources flows to ensure settlement operations on both the payable accounts and the receivable accounts (Burovtsev et al., 2018).

A set of the management actions, decisions, measures of management of the industrial enterprises should stimulate business activity. Such scientists as M.P. Voinarenko and T.G. Rzyayeva believe that the management of the business activity is the effective use of the financial and production resources (Voinarenko, 2011). It is necessary to disagree with this statement, which narrows the importance of the business activity for the development of the enterprise. Business activity is associated not only with the state of the resources of the economic entities, but also with the state of profitability and stability of functioning in the changing economic environment in the market conditions.

I.M. Tikhonova believes that business activity increasing is possible based on the self-organization: the powers distribution between the enterprise's departments while reducing the costs (Tikhonova, 2010). This organizational approach has a right to exist undoubtedly, but it does not reveal the essence of the process of business activity's activating or stimulating.

2 METHODOLOGY

Implementation of the main tasks of business management of the industrial enterprise to ensure, to intensify and to stimulate the business activity involves the development and implementation of the

new approaches to management. They will contribute to the growth of the financial and economic activities of the enterprise while maintaining the stability of the situation, i.e., they will allow achieving the goal of business activity management (Safronova et al., 2018).

Summarizing the content of each of the tasks of business activity management in the process of substantiation of the scientific and methodological approach for the active management of the business entity, it should be noted their purpose to improve the management of the research process. The content of the management tasks for the main processes occurring in the industrial enterprises is presented in the concentrated form in table 1.

The differences between the tasks to be solved in the process of managing the enterprise's business activity are noticed from the information of table 3. They are especially traced to the process of selling products, as well as to the task of ensuring the enterprise's business activity on the one hand and the activation and stimulation of the business activity on the other hand.

Table 1: The content of the main processes according to the tasks of the industrial enterprise's business activity.

Name of processes	The content of the processes taking place in the enterprise according to the management tasks:		
	ensuring	activation	stimulation
Industrial	Achieving the pre-crisis level of production	Reorganization modernization	Upgrading of the production facilities
Implementing	Achieving pre-crisis sales	Development of the main sales channels	Ensuring the market for products sales
Investment	Carried out to the limited extent	Development of the investment resources	
Innovative		Adaptation of the innovations	

Thus, ensuring the business activity of the industrial enterprise involves:

firstly, access to the pre-crisis indicators of the development (the volume of production and sales, the state of receivables and payables, the financial result from the operating activities, profitability of production);

secondly, consolidation of the acceptable positions achieved in the post-crisis period: stabilization of production, establishment of markets, ensuring uniformity and balance of cash inflows and

outflows and material resources, gaining profits in the dynamics of several important periods (Komlev et al., 2017).

The activation of the industrial enterprise requires:

- reorganization, modernization of production to increase the competitiveness;
- growth of production capacity simultaneously with the development of the main supply channels of the manufactured products;
- development of the investment resources and adherence to the innovative path of the development.
- The important task is to create the conditions for stimulating business activity of the enterprises both at the state level to raise social living standards and directly at the level of management staff of the enterprises to develop

the effective measures to increase the efficiency of the financial and economic activities (Shchepkina et al., 2020)

3 RESULTS AND DISCUSSIONS

In order to improve the management of the industrial enterprise’s business activity, the emphasis is on the implementation of each of the management tasks. Since the implementation of management tasks is based on the implementation of management functions, the success of which allows achieving the goal of managing the business activity of the enterprise, the content of the functions for each task is disclosed in table 2.

Table 2: The process of realization of the main tasks of the enterprise’s business activity management.

Name of functions	The content of the management functions according to the main tasks:		
	ensuring	activation	stimulation
Analysis	Comparison of the production volumes and sales in pre-crisis and post-crisis periods; analysis of the causes and factors of their reduction	Determining the volume of production and sales that can be obtained as a result of changes in the production and sales policy; assessment of the future growth in terms of output in kind and value	Estimation of production volumes as a result of fixed assets renewal; analysis of the market for products to ensure the full sale of products
Planning	Drawing up the production plan reflecting the production growth; drawing up the plan for the manufactured products sales	Development of the production plans in the increased volumes; substantiation of the capacity of the main sales channels in the form of the product sales plan	Drawing up the production plan taking into account its growth; product sales planning in terms of the new sales channels and in terms of the established sales links
Organization	Coordination of the production and sales processes at the enterprise	Coordination of the production processes with the sales, investment, innovation, financial processes	Coordination of the production processes with the marketing, investment, innovation, financial processes
Accounting	Accounting of the volumes of production and sales, production costs, sales costs	Implementation of the production and sales, innovation costs, investment resources, operating costs accounting	
Control	Control over the achievement of the planned tasks, product quality control	Control over the introduction of the innovative technologies, control over the return of the invested resources	Control over the sale of products in the new areas of sales, control over the movement of the investment and innovation resources
Regulation	Regulation of the debt management processes, especially those which arose during the crisis	Regulation of the innovation implementation processes into the production activities	Regulation of the recipient enterprise's investment management processes and operating activities (especially in the sales process)

Disclosure of the content of the business activity management functions is carried out taking into account the essence of the main processes as it can be seen from the information of table 2. They are characteristic of each task of managing the business activity of the industrial enterprise during the management period. It should be emphasized that the content of the management functions is disclosed in the main areas of implementation of the process of managing the business activity of the industrial enterprise. For example, according to the main positions of accounting, according to the main directions of application of control efforts. According to the author's position, it is necessary to concentrate management levers, methods, resources, etc.

The basis for the implementation of business activity management is the operating process of the enterprise. Thus, its condition determines the content of functions, tasks and goals of business activity management. All the tasks of business activity management are characterized by the increase in production and sales, but at the different rates and at

the different percentages for each task. To ensure the state of business activity, the volume of production must be pre-crisis at least. To intensify the state of business activity, the value of output must increase to the level that is supported by the capacity of the updated production equipment. To stimulate the business situation, the increasing level of production is limited by the abilities to sell products in the competitive environment (Khusnutdinov et al., 2020).

The potential possibilities of the enterprise are defined in the process of the task's realization of the business activity management of the industrial enterprise according to the management functions. They must be taken into account to ensure the timely achievement of the expected state (required level) of the business activity, taking into account the impact of the risks. The argumentation of the enterprise's potential capabilities are presented in table 3. It is possible when achieving the required state of the business activity and implementing the management functions and tasks.

Table 3: Determining the potential capabilities of the enterprise to implement the tasks of business activity management.

Name of functions	Determining the potential of the enterprise according to the main tasks of management:		
	ensuring	activation	stimulation
Analysis	Analysis of the opportunities according to the production and sales renewing in post-crisis conditions	Analysis of the financial, material, labor opportunities according to the implementation of the transformations in the production and sales spheres	Analysis of the technical capabilities in the required volumes production; analysis of the market opportunities according to the product sales
Planning	Assessment of the company's potential according to the time plans implementation	Assessment of the ability to sell products that are manufactured in accordance with the technical and technological level of transformations	Assessment of the potential opportunities of the product sales according to the new areas sales in the required volumes
Organization	Analysis of the ability to coordinate the main operating processes for maximum effect	Analysis of the ability to coordinate the resource capabilities of the enterprise to maximize the revenue	Assessment of the marketing potential which will ensure the timely sale of products in the increased volumes
Accounting	Identification of the potential opportunities according to the actual values of the income, profits, debts indicators		
Control	Control over the maintenance of the pre-crisis volume of production and sales	Control over the development and return of the resources invested in the production modernization	Control over the implementation of the innovations, establishing close relationships with the customers
Regulation	Assessment of the financial potential for the break-even point	Analysis of the innovation potential according to the transformation of the new ideas into the innovative products	Assessment of the investment attractiveness of the enterprise

According to the information given in table 3, it can be stated that the main type of the enterprise potential, on which it is necessary to concentrate management decisions in the process of managing the enterprise's business activity in the post-crisis period is the production potential. However, the other types of potential (marketing, financial, etc.) also occupy the important place in the process of performing tasks and functions of business management. For example, in the implementation of such a management function as organization (Akimova, 2017).

It is important to assess the state of business activity in the performance of management functions in the process of implementing tasks to improve the management of business activity of the industrial enterprises. It will identify the deviations from the acceptable criteria for the financial and economic activities and it will be possible to take measures to adjust management decisions (Kamenik, 2018).

To perform the tasks of business management, the necessary conditions are the implementation of management functions, the achievement of evaluation criteria and consideration of potential opportunities to ensure the business activity of the business entity.

Achieving the studied objectives of the industrial enterprise's business management is through the performance of management functions at the certain stages. Development of the stages according to the tasks realization of management allows allocating the certain sequence of the actions for achievement of the necessary condition of the industrial enterprise's business activity.

Thus, the essence of the certain stages of management tasks according to ensuring, enhancing and stimulating the entity's business activity is as follows:

1) the comprehensive analysis of the state of the enterprise's business activity;

it is carried out on the basis of the turnover indicators, turnover duration indicators and other evaluation indicators. The causes and factors that inhibit the development of business activity are defined at this stage. The task of management to achieve the required state of business activity in accordance with the conditions of operation and development of the enterprise is set out.

2) assessment of the main processes of the financial and economic activity of the enterprise;

the degree of readiness to perform processes (production, sales, investment, innovation processes) is assessed in accordance with the tasks of business activity management. Process assessment is needed to

identify problem areas that slow down business management tasks.

3) performance of the management functions of the enterprise's business activity;

it occurs throughout the tasks period of business management till specific task implementing. The achievement of the purpose of the enterprise's business activity management is provided based on the management functions according to concerning growth of the activity volumes and maintenance of the steady position.

4) forming of the potential opportunities according to the implementation of the management tasks;

the potential opportunities are determined in the process of carrying out the operational activities in order to achieve the planned volume of production by technology, technical means, financial resources and other types of resources; the potential opportunities for the product sales are defined by the competitive advantages, the effectiveness of marketing activities. Forming of the enterprise's potential opportunities promotes counteraction to the external threats in the long run, it provides the enterprise's competitiveness.

In general, the set of the stages is presented in Fig. 1. The main tasks of the enterprise's business activity management are implemented here.

According to the stages shown in Fig.1, it is seen that the state of business activity is checked by the evaluation criteria after studying the main processes of the financial and economic activities of the economic entities, after analysing the potential capabilities of the enterprise in the process of business activity management:

a) if the state of the enterprise's business activity does not meet the necessary criteria, this task of business activity management is not fulfilled; so there is a need to make adjustments to the main operational processes of the enterprise, as well as to review the volume, timing, operating conditions of investment and innovation resources according to the business activity management tasks; the performance of business management functions after making adjustments is in accordance with the changes;

6) if the state of the enterprise's business activity is satisfactory, namely: it meets the evaluation criteria and provides an acceptable financial position, then this task of the business activity management is considered fully realized, so there is a need to maintain the achieved state of business activity.

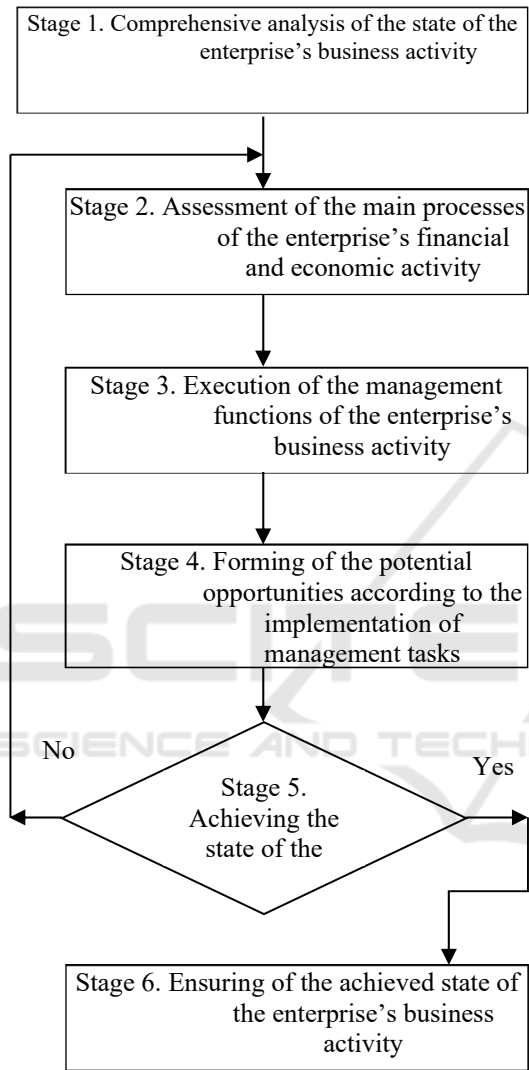


Figure 1: Stages of implementation of the main tasks of the industrial enterprise's business activity management.

4 CONCLUSIONS

The competitive advantages of the enterprise should be create, ensure, generate, which strengthen the company's position in the market conditions and indicate the perfection of the business management in general. The main stages of the industrial enterprises'

business activity management (stages 2, 3, 4) are performed.

Creating the competitive advantages in the process of the enterprise's business activity management becomes important in the post-crisis environment and involves the following points:

- assessment of performance indicators of competing companies according to the available sources of information, their comparison with the performance indicators of the enterprise which is being studied;
- identifying potential opportunities for the market cooperation or developing the strategy for the development of the financial and economic activities that eliminates the influence of competitors on business results through diversification, re-profiling, creating innovative products with the significant competitive advantages;
- analysis of the resource base for the processes carried out at the enterprise, as the state of the resources determines the level of the enterprise's competitiveness; it determines the state of technical, technological, material, financial, labor, organizational and information resources for the production process.

The substantiated approaches to ensuring and improving the business activity of the industrial enterprise will contribute to the growth of the financial results, thus strengthening the stability and solvency in terms of risk will improve the management of business activity and increase the efficiency of business management in general.

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