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**Pliekhanova Tetiana**

*Doctor of Philosophy*

*Simon Kusnets Kharkiv National University of Economics (Ukraine )*

**Плеханова Тетяна Євгенівна**

*Доктор філософії*

*Харківський національний економічний університет ім. С. Кузнеця  
(Україна)*

**Плеханова Татьяна Евгеньевна**

*Доктор философии*

*Харьковский национальный экономический университет  
им. С. Кузнеця (Украина)*

*ORCID: 0000-0002-2054-4545*

**ECONOMIC DEVELOPMENT OF THE ENTERPRISE: ESSENCE,  
CLASSIFICATION, EVALUATION METHODS**

**ЕКОНОМІЧНИЙ РОЗВИТОК ПІДПРИЄМСТВА: СУТНІСТЬ,  
КЛАСИФІКАЦІЯ, МЕТОДИ ОЦІНКИ**

**ЭКОНОМИЧЕСКОЕ РАЗВИТИЕ ПРЕДПРИЯТИЯ:  
СУЩНОСТЬ, КЛАССИФИКАЦИЯ, МЕТОДЫ ОЦЕНКИ**

***Summary.** Uncertainty of the external environment significantly affects the development of the enterprise in the strategic perspective. That is why to ensure the effective functioning of the enterprise should take into account the possible consequences of factors of direct and indirect influence, as well as assess the internal potential of the enterprise to identify possible reserves and promising areas of development.*

*The purpose of the article is to analyze the existing approaches to defining the concept of enterprise development, to consider the main classification features, as well as to systematize the existing approaches to assessing the development of the enterprise.*

*The article considers the approaches of domestic and foreign scientists to the definition of enterprise development and provides an author's definition of this concept.*

*Among the main classification features of enterprise development were the following: stability, location, scale, openness to the researcher, control over changes, the activities of the subject of development, the temporality of the length, the ability to manage, the stability of the state, the by, along the line of development, by certainty, by the nature of growth, by the nature of changes, by direction, by type of trend, by goals, complexity and scale of changes, by individuality, by direction of business structures, by life cycle stages, by objects changes, according to the subject of development.*

*In assessing the development of the enterprise, scientists use a significant amount of indicators and their dynamics. Among the main groups were considered performance indicators, product indicators, resource indicators, operating indicators, indicators of the management system, indicators of the level of development. The article also considers a list of methods that can be used to assess the development of the enterprise.*

*The obtained results can be used in the development of a system for assessing the level of development of the enterprise, as well as an integrated assessment of the development of the enterprise on the basis of certain groups of indicators.*

**Key words:** *enterprise development, enterprise development assessment, enterprise development indicators.*

***Анотація.** Невизначеність зовнішнього середовища суттєво впливає на розвиток підприємства у стратегічній перспективі. Саме тому для забезпечення ефективного функціонування підприємству слід враховувати можливі наслідки факторів прямого та опосередкованого впливу, а також оцінювати внутрішній потенціал підприємства для виявлення можливих резервів та перспективних напрямків розвитку.*

*Метою статті є проаналізувати наявні підходи до визначення поняття розвитку підприємства, розглянути основні класифікаційні ознаки, а також систематизувати наявні підходи до оцінки розвитку підприємства.*

*У статті розглянуто підходи вітчизняних та іноземних вчених до визначення поняття розвитку підприємства та надано авторське визначення цього поняття.*

*Серед основних класифікаційних ознак розвитку підприємства були виділені наступні: за стабільністю, за місцем протікання, за масштабом, за відкритістю до дослідника, за контролем над змінами, за діяльністю суб'єкта розвитку, за тимчасовістю протяжності, за можливістю управління, за стабільністю стану, за шляхом, за лінією розвитку, за достеменністю, за характером росту, за характером змін, за напрямом, за типом тренду, за цілями, складністю та масштабом змін, за індивідуальністю, за напрямом розвитку підприємницьких структур, за стадіями життєвого циклу, за об'єктами змін, за представленням суб'єкту розвитку.*

*При оцінюванні розвитку підприємства науковці використовують значний обсяг показників та їх динаміку. Серед основних груп було розглянуто показники ефективності, показники продукції, показники ресурсів, показники операційної діяльності, показники системи менеджменту, показники рівня розвитку. Також у статті розглянуто*

перелік методів, які можуть бути використані з метою оцінювання розвитку підприємства.

Отримані результати можуть бути використані при розробці системи оцінювання рівня розвитку на підприємстві, а також інтегральному оцінюванні розвитку підприємства на основі визначених груп показників.

**Ключові слова:** розвиток підприємства, оцінювання розвитку підприємства, показники розвитку підприємства.

**Анотація.** Неопределенность внешней среды существенно влияет на развитие предприятия в стратегической перспективе. Именно поэтому для обеспечения эффективного функционирования предприятию следует учитывать возможные последствия факторов прямого и косвенного воздействия, а также оценивать внутренний потенциал предприятия для выявления возможных резервов и перспективных направлений развития.

Целью статьи является проанализировать имеющиеся подходы к определению понятия развития предприятия, рассмотреть основные классификационные признаки, а также систематизировать имеющиеся подходы к оценке развития предприятия.

В статье рассмотрены подходы отечественных и зарубежных ученых к определению понятия развития предприятия и предоставлены авторское определение этого понятия.

Среди основных классификационных признаков развития предприятия были выделены следующие: по стабильности, по месту протекания, по масштабу, по открытости к исследователю, по контролю над изменениями, по деятельности субъекта развития, по временности протекания, по возможности управления, по стабильности состояния, по пути, по линии развития, по подлинности, по

*характеру роста, по характеру изменений, по направлению, по типу тренда, по целям, сложности и масштабу изменений, по индивидуальности, по направлению развития предпринимательских структур, по стадиям жизненного цикла, по объектам изменений, по представлению субъекта развития.*

*При оценке развития предприятия ученые используют значительный объем показателей и их динамику. Среди основных групп были рассмотрены показатели эффективности, показатели продукции, показатели ресурсов, показатели операционной деятельности, показатели системы менеджмента, показатели уровня развития. Также в статье рассмотрен перечень методов, которые могут быть использованы для оценки развития предприятия.*

*Полученные результаты могут быть использованы при разработке системы оценки уровня развития предприятия, а также интегральной оценке развития предприятия на основе определенных групп показателей.*

***Ключевые слова:** развитие предприятия, оценки развития предприятия, показатели развития предприятия.*

**Formulation of the problem.** Uncertainty of the external environment significantly affects the development of the enterprise in the strategic perspective. That is why to ensure the effective functioning of the enterprise should take into account the possible consequences of factors of direct and indirect influence, as well as assess the internal potential of the enterprise to identify possible reserves and promising areas of development.

Despite the increased interest in this issue from both scientists and business leaders, there is currently no single approach to assessing the development of the enterprise, which necessitates improving the conceptual framework and systematization of existing assessment methods to improve management.

**Analysis of research and publications.** The issue of enterprise devoted their works of domestic and foreign scientists, including: E. Korotkov, M. Afanasyev, V. Rogozhin, V. Rudyka, A. Averyanov, V. Rapoport, E. Yakovenko, B. Kuchin, R. Yeremeychuk, D. Evdokimova, R. Akoff, S. Mocherny, I. Otenko, V. Zabrodsky, M. Kyzym, O. Tyshchenko, Y. Ivanov, S. Illiashenko, Y. Shypulina, N. Illiashenko, O. Rayevnyeva, O. Istremaska, H. Vereshchagina, V. Ponomarenko, O. Pushkar, O. Tridid, D. Raiko, I. Grechkosiy, O. Osychka, M. Krochak, L. Andreeva, O. Lysak, E. Didenko, V. Zhykhareva and others.

**The purpose of the article.** The purpose of the article is to analyze the existing approaches to defining the concept of enterprise development, to consider the main classification features, as well as to systematize the existing approaches to assessing the development of the enterprise.

**Research methods.** A complex of theoretical research methods has been used: deduction and induction, analysis and synthesis, comparison, generalization, systematization and interpretation of results. The methodological and informational basis of the work is scientific works of domestic and foreign scientists and practitioners, materials of periodicals, Internet resources.

**Result.** Every year, a large number of new companies appear in each country in various areas of management. Information on the share of newly created enterprises in relation to the existing enterprises of the respective country for 2013-2017 for all industries, construction and services, except for insurance activities of holding companies, was studied. It can be concluded that the largest percentage of newly established enterprises in relation to existing ones is observed in Latvia and Lithuania. Relatively low rates are observed in Germany, Italy and Belgium.

However, every year a significant proportion of enterprises cease to exist. The highest percentage of closed enterprises is observed in Lithuania and the Portugal, as well as in Bulgaria in 2017.

It can be concluded that in most of the analyzed countries the share of newly created enterprises exceeds the share of closed enterprises for the corresponding year. However, in Bulgaria and Lithuania there is a significant excess of the share of closed enterprises over the share of newly created ones.

Figure 1 provides information on the survival rates of enterprises during the first, third and fifth years of existence for enterprises in different countries.

It can be concluded that during the first five years of existence, less than half of the enterprises in most countries continue to operate. The lowest rates are observed in Lithuania and the Portugal, and the highest in Belgium and Netherlands. It is not possible to compare the obtained results with similar indicators of activity of Ukrainian enterprises, as in recent years in Ukraine there is no observation of the considered indicators.

The results of the survival of enterprises during the first five years of their existence and the comparison of the share of newly created and closed enterprises indicate the need to pay sufficient attention to the issue of enterprise development planning in the strategic perspective.

The issue of determining the development of enterprises is given enough attention among domestic and foreign scientists. However, currently there is no single approach to the definition of the analyzed concept.



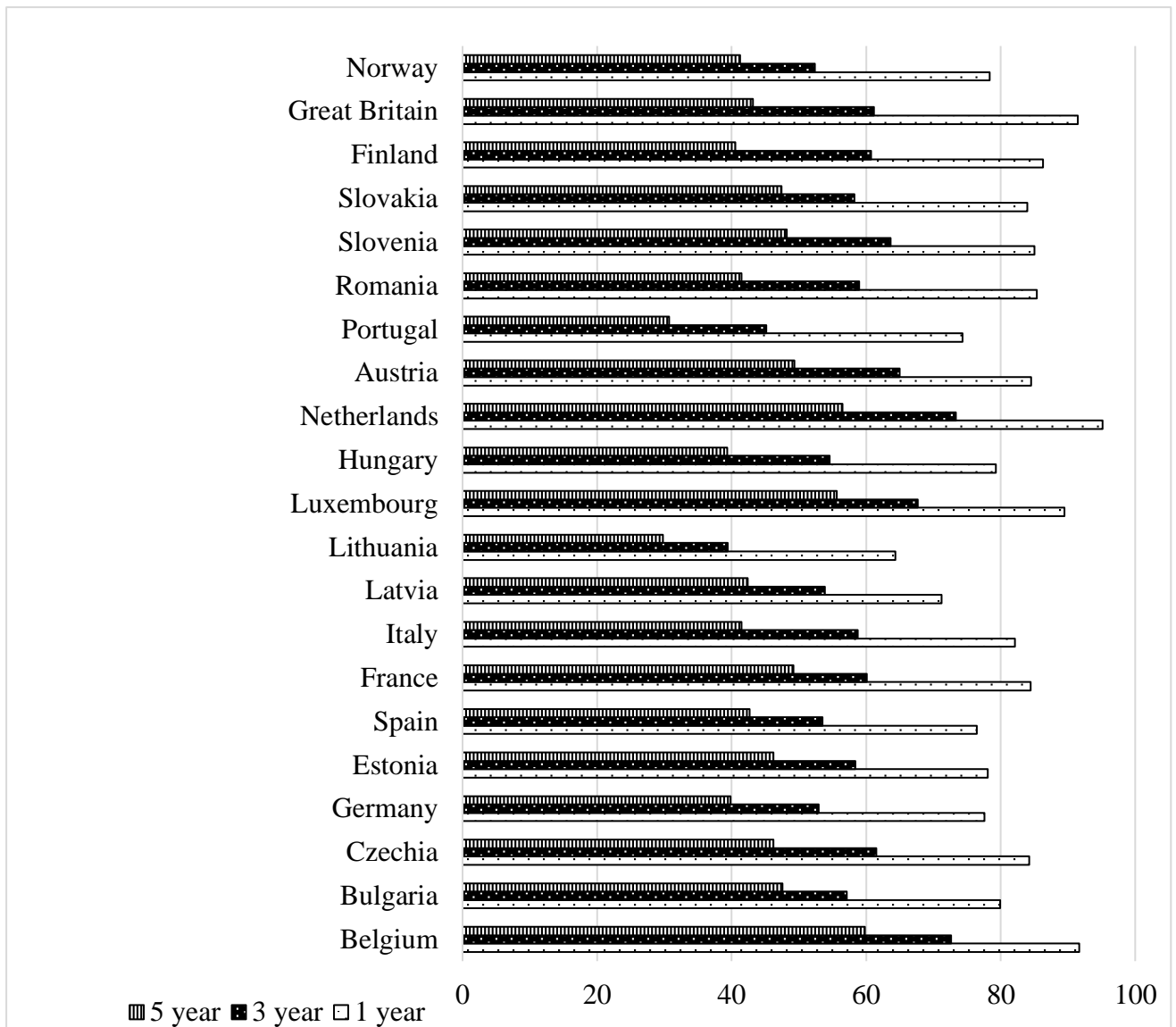


Figure 1. Percentage of survival of enterprises during the first, third and fifth year of existence in 2017,%

Source: built by the author on the basis [16]

V. Ponomarenko, O. Pushkar, O. Tridid consider the development of the enterprise as a type of change that increases the degree of organization of the system; as a separate system within the enterprise, which combines innovative processes that lead to quantitative and qualitative changes in all functional areas of the enterprise [10, p. 56].

O. Istremaska, H. Vereshchagina consider the development of the enterprise from the standpoint of the directional process of changing the quality



of the object, accompanied by transformations of its internal and external relations, ensures the unity of stability and adaptability of the object system to the environment and thus ensures its viability for the longest possible period of time [15, p. 20].

M. Afanasyev, V. Rogozhin, V. Rudyka define the development of the enterprise as an objective change only in the qualitative characteristics of the system, due to both the fundamental laws of nature (unity and struggle of opposites, the transition from quantity to quality, the development of society in a spiral and up) and regularities of functioning of concrete systems (aging of the equipment, accumulation of experience and knowledge by workers, depletion of natural resources) at which new properties of system are formed [1, p. 27].

M. Kyzym, O. Tyshchenko, Y. Ivanov consider the development of the enterprise from the standpoint of quantitative and qualitative changes that lead to increased strategic potential, the formation of new and strengthening existing competitive advantages, taking into account the influence of internal and external factors [7, p. 72].

O. Rayevnyeva considers the development of the enterprise as a unique process of transformation of an open system in space and time, which is characterized by a permanent change of global goals of its existence through the formation of a new dissipative structure and its transfer to a new attractor of functioning [11, p. 108].

V. Zabrodsky, M. Kyzym define the development of the enterprise as a process of transition of the economic and production system to a new, better state by accumulating quantitative potential, changing and complicating the structure and composition, resulting in increasing its ability to resist the destructive effects of the environment and efficiency [6, p. 6].

D. Raiko defines the development of the enterprise as a process of changing the structure and properties of this socio-economic system for better compliance with the external and internal environment [12, p. 57].

Summarizing the different approaches, we can conclude that the development of the enterprise is considered as:

change (E. Korotkov, M. Afanasyev, V. Rogozhin, V. Rudyka, V. Rapoport, E. Yakovenko, B. Kuchin, R. Yeremeychuk, R. Akoff, S. Mocherny, M. Kyzym, O. Tyshchenko, Y. Ivanov, V. Ponomarenko O. Pushkar, O. Tridid);

movement (A. Averyanov);

process (D. Evdokimova, V. Busel, O. Rayevnyeva, V. Zabrodsky, M. Kyzym, O. Istremaska, H. Vereshchagina, D. Raiko).

Thus, the development of the enterprise - the process of cumulative qualitative changes in the system while maintaining its integrity, due to the movement from one qualitative state to another, by quantitative accumulation in the object, meeting the objectives of the enterprise and taking into account the constraints is to increase the ability of the enterprise to counteract the negative effects of the external environment, increase the level of adaptation of the enterprise to the external environment, increase viability, increase the potential of the enterprise, strengthen competitive advantages over a long period of time.

The scientific literature presents a large number of approaches to the classification of enterprise development on various grounds. Table 1 discusses approaches to the classification of enterprise development.

Table 1

**Approaches to the classification of enterprise development \***

Classification feature	Types of development
For stability [4]	Resistant; unstable
At the place of occurrence [9, p. 144]	External; internal
On a scale [9, p. 144]	Element development (microdevelopment); development of the system as a whole (macro development)
For openness to the researcher [8]	Observed, latent
For control over changes [8]	Controlled; uncontrolled
By activity of the subject of development [8]	Adapted; transforming
By temporal length [8]	Short-term; long-term
For the management [5]	Managed, stable
By the stability of the state [2, p. 54–55]	Stable, unstable
Along the way [3]	Extensive, intense
Along the line of development [3]	Progress, regress, pulsation, immutability
For authenticity [3]	Exogenous; endogenous
By the nature of growth [3]	Creative; imitation

By the nature of change [3]	Directional; cyclic; spiral
By direction [3]	Quantitative aspect; structural aspect; qualitative aspect
By type of trend [3]	Linear; nonlinear
For the purposes of change [3]	Simple; expanded
By the complexity of change [3]	Elementary; integrated; systemic
On the scale of change [3]	Local; general corporate
By individuality [3]	Individual; general
In the direction of development of business structures [3]	Vertical integration; horizontal diversification; deepening of the market
By stages of the life cycle [3]	Initial; gradually progressive; constant; degressive; anti-crisis
By objects of change [3]	Organizational; technical and technological; social; economic
According to the subject of development [3]	Projective; non-projective

\* Source: built by the author on the basis [2–5, 8, 9]

To ensure the development of the company it is advisable to implement in its activities the process of strategic planning, which will allow the company to consider possible ways to achieve goals, based on the analysis of external and internal factors of the enterprise and aimed at choosing the optimal strategy and formation. Usually companies develop several strategies for enterprise development and adopt those that are characterized by acceptable for them indicators of economic efficiency.

In assessing the development of the enterprise, scientists use a significant amount of indicators and their dynamics. Among the main groups are [13, p. 234–236]:

efficiency indicators (S. Pokropivny, M. Bakanov, A. Sheremet, O. Paylovska, N. Prytulyak, N. Nevmerzhytska, O. Kuzmin, M. Tymoschuk, M. Korobov, O. Melnyk, A. Zagorodniy);

product indicators (O. Kuzmin, M. Tymoschuk, M. Bilyk, M. Bakanov, A. Sheremet);

resource indicators:

- material (O. Kuzmin, M. Tymoschuk, M. Bakanov, A. Sheremet, L. Timofeeva, N. Gorytska);

- financial (O. Kuzmin, M. Tymoschuk, O. Pavlovska, N. Prytulyak, N. Nevmerzhytska, M. Korobov, B. Andrushkiv, I. Alekseev);

- labor (O. Kuzmin, M. Tymoschuk, V. Gerasymchuk, R. Feshchur, I. Oleksiv, O. Melnyk, G. Zakharchyn);

- energy (O. Kuzmin, M. Tymoschuk);

- information (S. Ilyashenko);

- intangible (O. Kuzmin, M. Tymoschuk).

indicators of operational activity (O. Kuzmin, M. Tymoschuk, O. Pavlovska, N. Prytulyak, N. Nevmerzhytska, M. Chumachenko, O. Melnyk, A. Sheremet, J. Poplavska);

indicators of the management system (M. Bakanov, A. Sheremet, O. Kuzmin, O. Mukan, O. Melnyk, R. beruber, E. Krykavsky);

indicators of the level of development (S. Bestuzheva, S. Pokropivny).

Among the indicators of the level of development are the market share, the share of certified products in accordance with international standards, the index of price competitiveness, knowledge intensity of products, the level of market satisfaction, integrated assessment of investment attractiveness and more.

Among the methods of assessing the development of the enterprise can be distinguished [14, p. 226–228]: Data Envelopment Analysis, Performance Measurement in Service Business, Balanced Scorecard, Board panel, DuPont model, Meisel model, Effective Progress and Performance Measurement, Stakeholder model, prism of efficiency, Economic Value Added, Performance Pyramid, Quantum Performance Measurement, Evaluation of Ernst & Young's achievements, Business Management Window, System of indicators J.I. Case Agricultural Equipment Group, Model “Caterpillar”, The concept of the internal market "Hewlett-Packard", System of indicators for evaluating the management of the enterprise, Early warning system based on control indicators, System of performance evaluation indicators, multi-criteria model for diagnosing enterprise development based on business indicators O. G. Melnyk, system for assessing the development of enterprises based on 4 groups of indicators

M. R. Tymoschuk, indirect method of assessing the development of enterprises  
V. Yu. Samulyak, R. V. Feshchura, system of indicators of technical and technological component of economic security of the enterprise  
F. I. Evdokimova, V. S. Belozubenko, model of assessing the development of the enterprise  
Yu. S. Pogorelov.

Each of the considered methods has its advantages and disadvantages, and also uses different groups of indicators that reflect the areas and results of activities. The company should choose the method of assessing the development of the enterprise depending on the ability to assess groups of indicators used by each of these methods.

### **Conclusions and prospects for further research.**

Ensuring the economic development of the enterprise is one of the most important tasks facing the management of the enterprise. To assess the development it is necessary to take into account a significant number of factors, both external and internal environment, as the company operates in conditions of uncertainty, increased competition and constant dynamic changes in business conditions.

Currently, there is no single method of assessing the development of the enterprise, which would take into account all major groups of external and internal factors, so the company must choose the most effective, taking into account their strengths and weaknesses, as well as their use in a particular enterprise.

The obtained results can be used in the development of a system for assessing the level of development of the enterprise, as well as an integrated assessment of the development of the enterprise on the basis of certain groups of indicators.

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Simon Kuznets Kharkiv National University of Economics