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Enterprise Development Strategies in a Post-Industrial Society

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Abstract: This article examines the problems of forming a strategy for enterprise development in a post-industrial society. A characteristic feature of the contemporary post-industrial society is the constantly evolving new knowledge. Globalization processes and comprehensive digitalization affect the economic behavior of all economic entities and should be taken into account in the formation of strategies for their development. The driving force of progress in Contemporary conditions is closely related to the development of the abilities of a person, whose interests and needs are becoming one level higher. New transformation processes require enterprises to carry out balanced investment activities, research markets, competitors, suppliers, and conduct an effective marketing policy. Businesses need to implement planning taking into account the prospects for its development. The enterprise development strategy should be long-term and contain a flexible plan of action in the direction of innovation based on a detailed analysis of the internal and external environment of the enterprise, available resources and potential of the enterprise. For the successful functioning of the enterprise, the objective necessity is the assessment of its competitiveness, which is based on identifying the strengths and weaknesses of the enterprise for its maximum improvement and finding hidden opportunities for development. The implementation of the development strategy requires efficient investments and optimal use of available resources to achieve the planned results. In the process of creating a development strategy, companies need to take into account the various characteristics that affect it.

Keywords: *globalization, innovation, post-industrial society, enterprise competitiveness, economic environment, characteristics of enterprise development strategies.*

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1. Introduction

Contemporary post-industrial society, in which enterprises carry out their economic activities, has characteristic feature of the contemporary post-industrial society is the constantly evolving new knowledge. The large-scale impact of globalization and digitalization is transforming reality, which affects the economic behavior of all economic entities and should be taken into account in the formation of strategies for their development.

In the context of globalization, enterprises, on the one hand, benefit from the openness of markets and growing sales opportunities for their products and services, on the other hand, the unity and openness of the economic space leads to increased competition between enterprises. It is a balanced program of enterprise development is the lever that favorably distinguishes the company from its competitors.

In order to succeed in developing strategies for their activities, companies need to take into account the realities around them. In the work of Hudz (2018) it is stated that the current economic conditions in which enterprises operate can be characterized as dynamic and uncertain. One of the main factors that can ensure the company's stability in the market and help strengthen its position is a well-founded development strategy.

In the article by Gura and Bobivskyi (2020), the main characteristics of the development strategy are investigated, on the basis of which it is proposed to understand the long-term flexible action plan of an innovative direction with an appropriate level of risk under the enterprise development strategy, based on a detailed analysis of the internal and external environment of the enterprise. It depends on human factors and requires investment to achieve effective results, increase the competitiveness of products and enterprises.

The phenomena of globalization and informatization, inherent in the post-industrial society, promote and encourage companies to constantly change in the direction of sustainable development, because non-compliance with new requirements can lead to stagnation and loss of market position. Changes require enterprises to carry out balanced investment activities, research markets, competitors, suppliers, conduct effective marketing policies, and therefore enterprises need to implement planning that will take into account the prospects of its development (Anufriev et al., 2013; Babenko et al., 2018; Bechko & Goloborodko, 2015; Bottazzi, 2014; Gonchar, 2015; Gonchar & Khachatryan 2018; Gündüz & Semercišz, 2012; Sharko, 2015; Veltyukov & Tkachuk, 2020).

The scale and complexity of this issue requires the formulation of the task of studying the strategies of enterprise development in a post-industrial society, which is the purpose of this article.

2. Contemporary economic environment in a post-industrial society

A new stage of development of society, in which the leading role belongs to science, education, information and technology, changes not only society but also the whole environment, including the economic one. The conditions and realities in which economic agents interact are changing, which makes significant adjustments to their activities and leaves its mark on the principles of their work.

Vitrenko (2015) examines the features of post-industrial society and emphasizes the growing importance of services in it. A special place is occupied by intangible services inherent in the contemporary economic system. The study argues that scientific, technical and economic progress is possible only due to the development of human abilities, and on the motives of human activity in a post-industrial economy. People's needs for self-development and self-realization are of leading importance. This leads to the formation of a new type of personality, requiring the achievement of intellectual heights, inner harmony and creative realization. In a post-industrial society, human development takes place, which will define a new knowledge economy (Nerubasska & Maksymchuk, 2020; Nerubasska et al., 2020).

The transition to a post-industrial society reduced some inequalities, especially gender and class divisions of industrial society, but also appeared inequalities characteristic of it associated with financing and globalization, the emergence of separate sectors with high and low income, as well as the error in the territorial distribution of services industries (Crouch, 2001). The conceptualization of the transition from industrial to post-industrial society relies heavily on a similar process of changing the relative importance of employment in various sectors of the economy. The service sectors involved in post-industrialism differ significantly from each other and require a disaggregated analysis (Crouch, 2019).

The enterprises of post-industrial society in a globalized world rely heavily on trade to maintain their identity. This means that their production systems, when resources are available, must conform to consumption patterns. In addition to the fact that production systems are open, they are complex, which creates problems for both management and modeling of their activities (Ripa et al., 2021).

The Contemporary economic environment is characterized by the spread of Internet commerce, which is integrated into the organizational and

production system. Internet technologies interact with its components and constantly change each of them. This penetration of e-commerce in the activities of enterprises leads to an increase in production processes, transforms the analysis, planning and management. The article by Babenko et al. (2019) considers the theoretical foundations of the development of global e-commerce in the processes of globalization. E-commerce technology helps businesses sell their products and services around the world, on the one hand, and also helps customers to shop anywhere and at a convenient time on the other.

Post-industrial society is characterized by high awareness, which leads to the need to find a balance between economic benefits and environmental security. Environmental sustainability management has become a major challenge and an important agenda for scientists and corporations. The work of Panizzut et al. (2021) investigates the issue of maintaining the balance between ecology and consumption in Contemporary society. Progressive and transformational changes in a post-industrial society must be a tool for a viable solution to strike a balance between ecology and consumption.

Akmaeva et al. (2020) raise the topical issue of changing power in the configuration of corporate governance in a post-industrial society. The authors emphasize that corporate governance should take into account and combine the social interests and interests of corporate business, taking into account the processes that are relevant today in the region, namely, the pandemic and digitization characterize these processes. Managers must apply new business models to corporate operations that include digitalization and other forms of work.

Thus, the Contemporary economic environment in which enterprises operate, has undergone significant transformations. In the era of post-industrial economy, its structure is changing, the principles and methods of interaction of economic entities are changing, human abilities and needs are changing. In the new conditions, companies need to develop an effective concept of achieving competitive advantage based on long-term development.

3. Features of enterprise development strategies in a post-industrial society

Decision-making related to technological innovations in conditions of uncertainty and risk that exists in Contemporary post-industrial society, requires solving the problem of the best choice of development strategy in terms of incomplete information about the system under study (Babenko et al., 2018).

An important role in choosing a competitive strategy is played by the available resources of the enterprise (material, financial and human resources), intellectual property, trade networks; scientific and technical level of development of corporations, the structure of production in accordance with the stages of the life cycle of the organization, market characteristics. Strategies to increase the competitiveness of the enterprise are formulated on the basis of the paradigm of Contemporary innovative development of the enterprise, focused on the consumer. They should not only be functional, but they should correspond to their strategic planning and be based on the logic of Contemporary management (Holovchuk & Pchelianska, 2020).

Sharko et al. (2017, p. 225) note that effective competitive strategies can be formed only as a result of joint business developments between and within all levels of enterprise management. The strategy must meet strict requirements, namely: to create economic or competitive values of the enterprise; to be performed with the help of available resources; be acceptable to all levels of performance; be based on realistic predictions and accurate information; be flexible enough to adapt to changes in the external and internal environment.

For the successful functioning of the enterprise, the objective necessity is the assessment of its competitiveness, which is based on identifying the strengths and weaknesses of the enterprise for its maximum improvement and finding hidden opportunities for development. Increasing the level of competitiveness of enterprises requires the use of scientifically based methods of evaluation and development of competitive strategy based on relevant indicators (Bechko & Goloborodko, 2015). Depending on the number of sellers in the market and on the relationship between them, the type of competition to which the company belongs, an appropriate strategic program of its activities should be developed.

Bischi et al. (2007) propose to repeat the oligopoly game when firms do not have complete information about the demand function in the market in which they operate. At each step, they solve the problem of maximizing profits, while taking the subjective demand function as a basis, taking into account the current values of prices and production volumes obtained as a result of market experiments. Despite such a crude approximation, which the authors call the "Local Monopolistic Approximation," the replay can strike Nash's equilibrium with the real game of oligopoly, that is, a game that is conducted with complete information.

Enterprise development strategies differ from the scope of activity, and therefore their development should take into account the nuances and features inherent in each industry.

In the work of Voynarenko and Kholodenko (2019) the peculiarities of the activity of transport enterprises and specific aspects that should be taken into account in the strategies of transport enterprises are considered. The study, in contrast to the known criteria of minimum costs or minimum time for transportation, considers the criterion of maximum profit intensity for transport companies. This criterion synthesizes financial and time factors and has a real economic meaning. It is shown that the choice is made among the optimal options for Pareto, in addition, the time factor becomes decisive for the income from transport.

The article by Kholodenko and Stepanok (2011) presents the idea of optimal distribution of enterprise investments by areas. The authors consider the issue of investment in the transport sector and note that transport connects producers, suppliers and consumers. An economic and mathematical model of investments in the transport sector in interrelated areas is proposed - to increase capacity and reduce the cost of transport services and increase demand for them, through appropriate investments in transport infrastructure and rolling stock. In accordance with the three factors of enterprise profit, investment in the transport sector should be carried out to increase capacity (ie to affect the quantitative indicators of the enterprise), to reduce the cost of transport services and increase demand for transport services (to affect the price of services and products).

Gonchar (2015, p. 52) notes that in the current conditions of post-industrial society, the task of ensuring the growth of the potential of each business entity comes to the fore. Aspects of developing a balanced strategy for developing the potential of enterprises are becoming especially relevant. In today's European integration, companies are especially often faced with uncertainty and risks, unpredictable situations where evolutionary approaches, extrapolation and plans "incremental" methods can not ensure the correct orientation of development in the future, and thus survival and efficiency. These problems should be solved by applying the methods of strategic management of the enterprise as a multifaceted, managerial process. Such a plan helps to formulate and implement effective strategies for capacity building and development, aimed at effectively balancing the relationship between the enterprise, including its individual parts, and the external environment, as well as achieving goals, creating new opportunities and benefits.

Ensuring the unity of the principles of industrial enterprise management and innovation management on it determines the unity of their common system properties. As a result, the content of innovation management should be based on the same properties of the system as the management of industrial

production, and, in general, focus on the development of entrepreneurial potential (Gonchar & Khachatryan, 2018, p. 80).

G. Li, X. Wang, S. Su, and Y.Su (2019) explore the green technological capabilities of the enterprise. The paper shows a significant positive impact on the competitiveness of an enterprise, the ability of enterprises to environmental innovation. Different components of green technological innovations have their effect, which necessitates the need to take into account these differences when developing a strategy for economic activity of enterprises.

A linear economy creates many environmental problems and resource depletion, which could be overcome by using waste as a resource developing a circular economy. To monitor this transition, Huysman et al. (2017) developed appropriate indicators that focus on sustainable development issues, taking into account technical realities, which allow for quantitative assessment of the effectiveness of the circular economics of different waste recycling options.

The result of strategic management of the enterprise is a management system that is able to timely assess external changes, develop and implement strategic actions in response. Therefore, in the process of creating a development strategy, enterprises need to take into account the various characteristics that affect it (Figure 1).

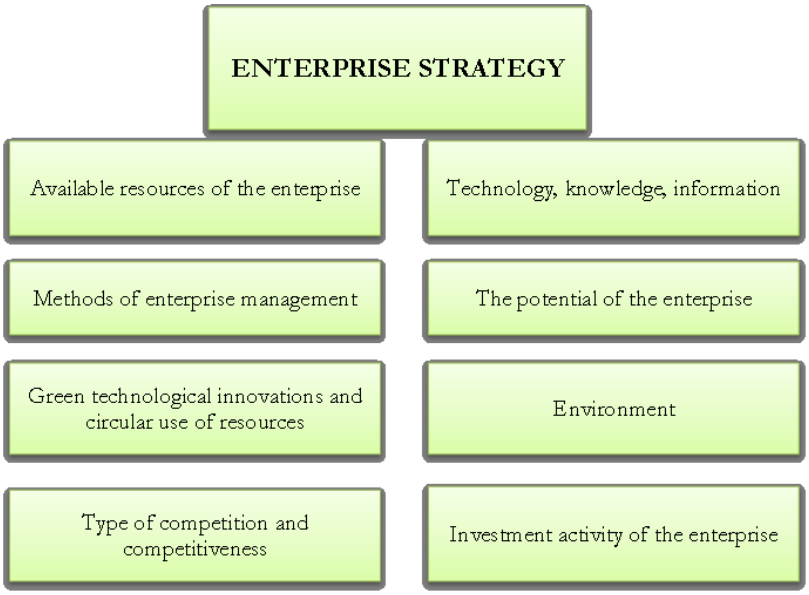


Figure: 1. Characteristics that affect the strategy of the enterprise
Source: Authors' own conception

Thus, in a post-industrial society, which is characterized by globalization, informatization, structural transformation of the economy, enterprises need to form a foundation that will enable them to take a stable position in the market. A balanced development program based on the analysis of the external environment and internal capabilities of the enterprise is the way to achieve long-term success of its activities.

4. Conclusions

Contemporary post-industrial society is characterized by the spread of innovation, globalization and digitalization, which dynamically changes the reality in which economic actors operate. The trend of knowledge development, open markets and the unity of the economic space has a complex nature of the impact on business.

In conditions of incomplete information about the future development of the environment and entrepreneurship, the need to formulate a general direction of enterprise development comes to the fore, which determines the priorities of its activities to achieve the main goal with available resources and hidden opportunities.

The post-industrial society is characterized by the growing importance of services, the formation of a new type of consumer and personality, financing and globalization, smoothing gender and class inequalities, the need to meet consumption patterns, the spread of e-commerce and technology, environmental awareness.

Decision-making regarding the behavior of the enterprise in a post-industrial society should be based on a strategy that will determine the general direction of development of the enterprise and ensure the coordination of its goals and capabilities.

In the process of developing the company's strategy an important role is played by the company's available resources, intellectual property, scientific and technical level of enterprise development, enterprise potential, production structure, market characteristics and competitors. Strategies for enterprise development in a post-industrial society should be formulated on the basis of the paradigm of innovative development and focus on the Contemporary consumer.

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We, therefore, confirm the equal contribution of each author to the study in all its areas: documentation, data collection, data processing, work on a theoretical analysis and writing.

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