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MANAGEMENT TOOLS TO SUPPORT THE INDUSTRY OF UKRAINE

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INTRODUCTION. The relevance of discussing management tools for supporting and revitalizing Ukraine's industry is of paramount importance in the context of contemporary challenges facing the country. Given the geopolitical and economic changes, Ukraine is confronted with the imperative to efficiently utilize resources and tools to support and rejuvenate its industrial sector, with the goal of establishing a resilient economy and addressing threats to national security.

RESEARCH HYPOTHESIS is that effective management of tools to support and revitalize the industrial sector can contribute to the creation of a sustainable economy in Ukraine and help the country overcome complex challenges associated with geopolitical and economic factors.

THE AIM of this research is to analyze and propose effective management strategies and tools to support and revitalize Ukraine's industrial sector, with a focus on fostering economic sustainability and addressing challenges arising from geopolitical and economic factors.

METHODS. The following methods were used for conducting the research: literature analysis, documentary analysis, system analysis, expert surveys, comparative analysis, and scenario modeling.

FINDINGS. The conducted research has revealed that effective management of tools to support and restore the industry is crucial for creating a sustainable economy in Ukraine and can help the country overcome complex challenges related to geopolitical and economic factors. The results also confirmed the importance of realistic goals, balanced resource allocation, a monitoring and evaluation system, the creation of an investment climate, and collaboration with partners for the successful implementation of recovery programs.

CONCLUSION. The conclusion of the study highlights that effective management of tools to support and restore Ukraine's industry is critically important for addressing contemporary economic and geopolitical challenges and for creating a sustainable economy. To achieve success in this endeavor, it is essential to establish realistic goals, allocate resources judiciously, implement a monitoring system, foster an investment-friendly climate, and actively collaborate with partners at both the national and international levels.

KEYWORDS: management tools; industrial support; recovery; economy; conflict; geopolitical factors; resources; monitoring; investments; collaboration.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
10	2	1

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УПРАВЛІНСЬКІ ІНСТРУМЕНТИ ДЛЯ ПІДТРИМКИ ПРОМИСЛОВОСТІ УКРАЇНИ

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ВСТУП. Актуальність обговорення управлінських інструментів для підтримки та відновлення промисловості України надзвичайно важлива в контексті сучасних викликів, що стоять перед країною. У зв'язку з геополітичними та економічними змінами, Україна стикається з необхідністю ефективно використовувати ресурси та інструменти для підтримки та оновлення свого промислового сектору з метою створення стійкої економіки та вирішення загроз національній безпеці.

ГІПОТЕЗА ДОСЛІДЖЕННЯ полягає в тому, що ефективне управління інструментами для підтримки та відновлення промисловості може сприяти створенню стійкої економіки в Україні та допомогти країні подолати складні виклики, пов'язані з геополітичними та економічними факторами.

МЕТОЮ цього дослідження є аналіз та пропозиція ефективних стратегій та інструментів управління для підтримки та відновлення промислового сектору України, з акцентом на сприянні економічній стійкості та вирішенні викликів, що виникають у зв'язку з геополітичними та економічними факторами.

МЕТОДИ. Для проведення дослідження використано наступні методи: аналіз літературних джерел, документальний аналіз, системний аналіз, експертні опитування, компаративний аналіз та моделювання сценаріїв.

РЕЗУЛЬТАТИ. Проведене дослідження виявило, що ефективне управління інструментами для підтримки та відновлення промисловості є ключовим для створення стійкої економіки в Україні і може допомогти країні подолати складні виклики, пов'язані з геополітичними та економічними факторами. Результати також підтвердили важливість реалістичних цілей, балансованого розподілу ресурсів, системи моніторингу та оцінки, створення інвестиційного клімату, а також співпраці з партнерами для успішної реалізації програм відновлення.

ВИСНОВКИ. Висновок дослідження вказує на те, що ефективне управління інструментами для підтримки та відновлення промисловості України є критично важливим для подолання сучасних економічних та геополітичних викликів та створення стійкої економіки. Для досягнення успіху в цьому завданні, необхідно встановити реалістичні цілі, розподіляти ресурси обґрунтовано, впроваджувати систему моніторингу, сприяти інвестиційному клімату та активно співпрацювати з партнерами на національному та міжнародному рівнях.

КЛЮЧОВІ СЛОВА: управлінські інструменти; підтримка промисловості; відновлення; економіка; конфлікт; геополітичні фактори; ресурси; моніторинг; інвестиції; співпраця.

Problem statement. Ukraine, with its rich history and significant industrial sector, faces challenges posed by the modern economic landscape. The industrial sector, being a key component of the national economy, has always been a driving force behind the country's social and economic development. However, recent changes in the global economic environment, technological advancements, and the process of globalization bring new challenges and opportunities for Ukraine.

It is important to note that the Ukrainian industry underwent significant recalibration during the Russian invasion of Ukraine in 2022. This event led to a severe disruption of economic activities and infrastructure. Estimates suggest that the losses have already reached approximately \$100 billion, and this figure continues to rise. This underscores the relevance of the challenges that the Ukrainian industrial sector is currently facing.

The unfavorable economic dynamics were noticeable even before the crisis, as historically, Ukraine's economic growth rates have been lower compared to Central European countries. For instance, over the past 20 years, Ukraine's GDP has grown by less than 2% annually, in contrast to Poland's approximately 3.5% growth rate.

Nevertheless, the Ukrainian government has developed an ambitious plan for the country's recovery, comprising 15 national programs that address various aspects of the economy and social sphere. These programs are aimed at supporting and revitalizing the industrial sector, ensuring stability, and fostering Ukraine's development in the face of contemporary challenges. Therefore, identifying management tools for supporting and reviving Ukraine's industrial sector is a highly relevant issue. Addressing this problem will contribute to the development of the scientific base and provide practical recommendations for supporting and enhancing the efficiency of Ukraine's industrial sector.

Analysis of recent studies and the unresolved part of the problem. Michael Porter in his book "Competitive Advantage" (2001) emphasizes the importance of creating and sustaining competitive advantages for businesses. He states that the survival and success of companies depend on their ability to create and maintain unique competitive advantages that cannot be easily copied by competitors. The Ukrainian industrial sector needs to search for its unique competitive advantages to become more competitive in the global market.

Jay Barney in the article "Firm Resources and Sustained Competitive Advantage" (1991) highlights the significance of a company's resources as a source of competitive advantage. He demonstrates that companies must be able to effectively utilize their internal resources to achieve sustainable competitive advantages.

Reginald Grant, in the article "The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation" (1991), explores how a

company's resources influence its competitiveness and strategy. This work underscores the importance of resource management in achieving competitive advantages.

Igor Ivchenko (2019) in his article "The Role of Industry in Ukraine's Economy: Current Challenges and Prospects" draws attention to the crucial role of the industrial sector in Ukraine's economy. He emphasizes that industry is one of the key components of the economy and has the potential to contribute to socio-economic development in the country.

Olga Didkovska and Marina Lukyanenko (2018) in their research paper "Management of Industrial Complex Development in the Region" discuss issues related to managing the development of the industrial sector in Ukrainian regions. They highlight the importance of strategic planning and resource management for achieving success.

The Ministry of Economic Development, Trade, and Agriculture of Ukraine has developed the "National Recovery Plan" (2021) proposing programs targeting various aspects of the economy and social sphere to address challenges arising from conflicts and other factors.

The "Human Development Report in Ukraine 2020", prepared in collaboration with the Ukrainian Center for Educational Quality Assessment and the UN Development Programme, provides essential data and analysis concerning humanitarian aspects of Ukraine's development, including education and social protection.

Roman Kravchuk (2021) in his research "Assessment of the Impact of Russian Aggression on the State of Ukraine's Industry" examines the consequences of Russian aggression on Ukraine's industry and economy.

The "Recovery Plan for Ukraine" (2022) and the "Conference on Ukraine's Recovery (URC23)" have developed 15 national programs aimed at supporting and restoring Ukraine's economy, representing significant initiatives and forums for discussing and implementing strategies for economic and industrial recovery in Ukraine, particularly in the face of complex challenges and crises.

The analysis of these sources underscores the importance of resource management, strategic planning, and the implementation of effective programs to support and develop Ukraine's industrial sector. The availability of adequate resources and the ability to utilize them effectively are key factors in achieving competitive advantages and revitalizing the country's economy, especially in challenging and crisis situations.

The objective is to study and analyze management tools that can be utilized to support the development and recovery of Ukraine's industrial sector.

Presentation of the main material. In July 2022, Ukraine presented its first global recovery project at an international conference in Lugano, Switzerland. The recovery plan is designed for a ten-year period and

Comparison of the proposed National Programs with the respective programs of the Priority Reconstruction Program for Bosnia and Herzegovina (1997) is provided in Table 1.

Table 1

Comparison of National Programs of Ukraine and sectoral programs and projects of Bosnia and Herzegovina

№	National Programs of Ukraine	Sectoral Programs and Projects of Bosnia and Herzegovina
1a1	Ensuring Access to Emergency Financing	Emergency Recovery
1a2	-	Emergency Recovery of Farms and Agriculture
1b	Providing Access to Financing with Competitive Capital Value	Guarantees for Industrial Restart Bosnian Enterprise Fund Emergency Microbusiness, Local Initiative Microfinance Bank (IFS) MIGA Trust Fund State Finance Reform Banking Sector Reform
2	Development of Value-Added Sectors	-
3	Strengthening Defense and Security	Demining of Territories
4	Pursuit of EU Integration	-
5	Rebuilding a Clean and Protected Environment	Water Purification, Urgent Works, and Solid Waste Removal
6	Enhancing the Resilience of the Integrated Energy System	Emergency Heating System Reconstruction Emergency Power Plant Reconstruction Emergency Gas Distribution System Reconstruction
7	Improving the Business Environment	Government Services
8	Addressing Bottlenecks in Logistics with the EU	Transport Road Reconstruction Emergency Telecommunications Rehabilitation
9	Housing Modernization in Regions	Housing Repair
10	Modernization of Social Infrastructure	Emergency Education Sector Reconstruction
11	Ensuring Targeted and Effective Social Policies	Rehabilitation of War-Affected Individuals Emergency Demobilization and Reintegration Public Works and Employment
12	Development of the Education System	Education Sector Reconstruction II
13	Modernization of the Healthcare System	Essential Medical Services
14	Development of the Culture and Sports System	-
15	Ensuring Macroeconomic Stability	-

Source: compiled by the author based on the Ukraine Recovery Plan (2022) and Bosnia and Herzegovina the Priority Reconstruction Programme (1997).

While Ukraine has already established several funds for financing recovery, the efficiency of their management and their collective use can be

improved. The proposal to create a unified Recovery Fund for all these funds can aid in the collection and management of finances more effectively. A portion of the expenses for Ukraine's recovery can potentially be covered by the assets seized from Russia. However, to achieve this, the issue of asset confiscation needs to be resolved in accordance with the law, and mechanisms for their use in recovery must be established. Ukraine also counts on the support and partnership of major international companies and charitable foundations in the country's recovery efforts.

All these measures demonstrate an ambitious and comprehensive plan for Ukraine's recovery, which involves collaboration with international partners and various funding sources to achieve success in this crucial endeavor.

The Recovery Plan for Ukraine is a comprehensive strategic document that includes 15 national programs aimed at supporting and rebuilding the country, both during the wartime and post-war periods. One of the key programs is dedicated to creating a favorable business environment and transforming priority sectors of the economy (Figure 2).

This program is oriented towards achieving several important goals that will contribute to Ukraine's recovery and enhance its competitiveness:

Increasing Added Value: The program aims to stimulate an increase in added value in key sectors of the economy. This means that Ukraine is focusing its efforts on improving the quality of products and services produced in these sectors, which will, in turn, positively impact their market success.

Focus on Key Sectors: Priority sectors targeted for revitalization include the defense industry, metallurgy and engineering, energy, agriculture, and information technology (IT). These sectors are strategically important for the country's development, and their success can significantly improve the economic situation.

Creating a Favorable Business Environment: A crucial aspect of this program is creating conditions for entrepreneurship and business growth. This includes simplifying administrative procedures, reducing bureaucratic obstacles, improving the regulatory environment, and developing infrastructure to support businesses.

Sector Transformation: The program is aimed at transforming selected industries to make them more competitive on the global market. This may involve modernizing technologies, enhancing product quality, and fostering innovative approaches.

Through this program, Ukraine intends to improve the state of its industry and the overall economy. Implementation of these programs, ensuring their effectiveness, and monitoring the achievement of set goals are crucial. Such an approach can help the country address the challenges associated with the conflict and elevate it to a new level of development.

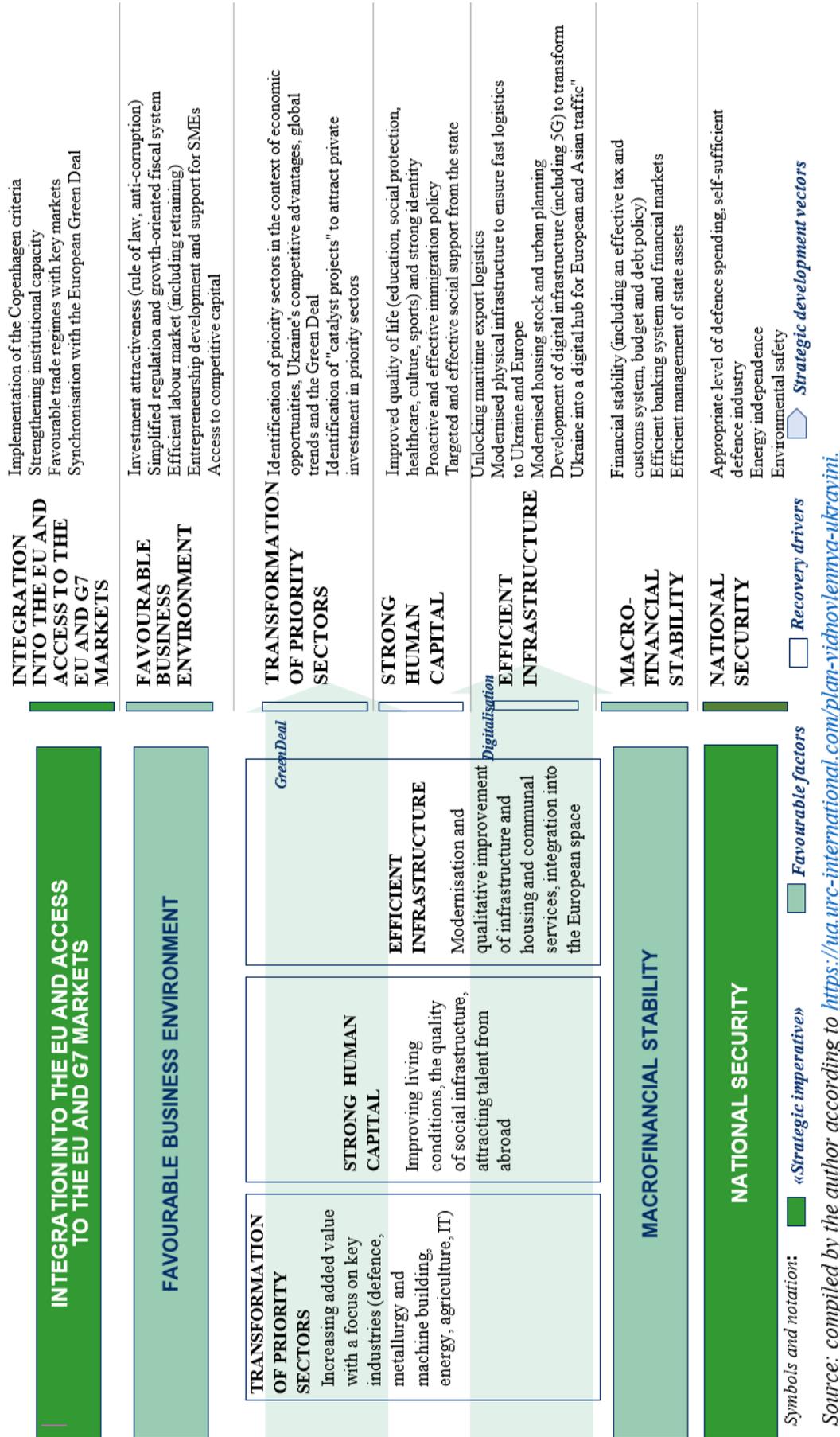


Figure 2. Vision for the Restoration of Ukraine in accordance with the 15 Post-War Reconstruction Programmes

Management tools to support and rebuild Ukraine's industry within the framework of the National Recovery Plan are essential for achieving effective results in this ambitious endeavor. However, there are several important aspects and risks that require attention and justification.

GDP Growth Forecasts: The Ukraine Recovery Plan sets highly ambitious goals for GDP growth, including raising nominal GDP to \$500 billion by 2032. An analysis of other countries' experiences, such as Bosnia and Herzegovina, Croatia, and Iraq, shows that such rapid increases in nominal GDP over a short period are unlikely. Such forecasts may create unrealistic expectations and financial pressures for plan implementation. Risk management and more realistic forecasts can be useful tools for addressing this issue.

Allocation of Funding: One critical aspect is the distribution of financial resources among different sectors and programs. For example, the level of funding allocated for defense and security may be insufficient given the intensity of the conflict and the need for modern weaponry. On the other hand, the substantial funds allocated to the program for providing access to financing for businesses may appear excessive. It's essential to ensure a balanced allocation of resources, considering the country's actual needs.

Monitoring and Evaluation of Results: Effective management of the recovery plan should include a system for monitoring and evaluating results. This will help identify issues promptly and adjust the strategy accordingly. A clear tracking and reporting mechanism can ensure the efficient implementation of programs and the timely identification of potential cost overruns.

Attracting Investments: To successfully rebuild Ukraine's industry, attracting both domestic and foreign investments is crucial. Managing investment projects and creating a favorable investment climate will be essential components of the recovery.

Overall, the management of tools to support and rebuild Ukraine's industry must be well-justified, rational, and results-oriented. Making the plan realistic and viable is crucial to achieving sustainable economic recovery in Ukraine.

Conclusion:

Management tools to support and revive Ukraine's industry, within the framework of the national Recovery Plan, play an extremely important role in achieving success in this ambitious task. Programs and strategies aimed at supporting key sectors of the economy, creating a favorable business environment, increasing value-added, and transforming industries can significantly improve Ukraine's industrial state.

Forecasting realistic goals for GDP growth, resource allocation based on the country's actual needs, a monitoring and evaluation system, and the creation of an attractive investment climate are key aspects of effective management using these tools.

Ukraine has the potential to become a strong industrial state through the right approach to using these instruments. However, it is essential to ensure that plans are well-grounded, balanced, and adaptable to changing conditions. Collaborative efforts involving the government, businesses, and international partners are crucial to achieving the desired outcomes.

Proposals:

Realistic Goals and Forecasts: Developing more realistic and accurate forecasts for GDP growth and economic performance based on the experiences of other countries and taking into account Ukraine's actual capabilities.

Balanced Resource Allocation: Ensuring the rational distribution of financial resources among various sectors and programs, including consideration of defense and security needs.

Monitoring and Evaluation System: Developing and implementing an effective system for monitoring and evaluating the results of program implementation to promptly identify issues and adjust the strategy.

Creating an Investment Climate: Efforts to attract domestic and foreign investments by improving the investment climate and managing investment projects effectively.

Collaboration and Partnerships: Engaging government bodies, the business community, and international partners in collaborative efforts to jointly implement and successfully complete recovery programs.

Management of tools to support and revive Ukraine's industry should be based on transparency, rationality, and a strategic approach. This will contribute to the sustainability and competitiveness of the Ukrainian economy and help address the complex challenges associated with conflict and the country's recovery.

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