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Modernization of strategic anti-crisis priorities in the operating system of construction company administration

With the deepening of the symbiosis of the scientific basis of management and the best practices of enterprise management practice, the reserves of abrupt growth in the quality of enterprise management and their competitiveness are sought in modern branches of management, such as X-engineering, management by objectives (MBO). and value-based management (VBM). The latter is the result of branching and development of the basic methodology and practice of VBM. Despite the lack of semantic distinction (in the English interpretation of "value" between the concepts of "cost" and "value", the format of the VBM provides a broader understanding of basic values. Given the importance of enterprise value maximization processes proclaimed by A. Rappaport and B. Stewart as a VBM manifesto, the methodology and format of value-oriented management has been further developed in the concept of corporate social responsibility (CSR) and Stakeholder Theory. The first of these theories allowed to combine the dominants of "value" goals with socially oriented goals and mission of the enterprise, and Stakeholder Theory, which considers the operational activities of the enterprise (and the corresponding level of economic, managerial, motivational and product-marketing values) in direct interaction with the economic interests of stakeholders (stakeholders). This positioning of the company's operating activities by the central election commission and Stakeholder Theory corresponds to the specifics of the activities of enterprises whose operational activities are carried out in the environment of construction projects, which act as stakeholders and subcontractors of the customer.

Basic ideas and important theoretical provisions that determine the format of development of scientific and applied developments in value- and value-oriented management of enterprises and projects, set out in the works of foreign and domestic scientists Olsen E. [1], Tang D. [2], Jaackson K [3], Dolan SL [4], I. Ansoff [5] and

others, allowed to determine the advantages of replacing the "cost-resource approach" in enterprise management with a symbiotic approach "cost & resources & harmonized values & value-oriented enterprise management".

Scientists presented the ideas of the economic basis of value-oriented management and conceptually determined that the fundamental goal of development and functioning of the business entity is to build an effective management system aimed at maximizing its most likely value in the long run, embodied in value-oriented management. At the same time, in the scientific works devoted to the issues of determining the value of enterprises for the socio-economic system, two basic approaches are distinguished. The first determines that the main goal is to maximize value for owners, respectively, the target function of the enterprise is one-factor. The second approach, based on the theory of "stakeholders", assumes that this target management function of the business entity is multifactorial. In addition, in many cases, research concerns the choice of management tools only to assess the market value of the enterprise. Under such conditions, the importance of determining the methodological and paradigmatic-epistemological foundations of value-oriented management increases, the system methodology of which is based on the "economic view" of business in classical political economy, and its subject field and theoretical and methodological features formed in the 80-90s of the twentieth century.

A key element that defines the VBM architecture is the company's value measurement system. Construction of the System of measuring the value of the company, an example of which is the SOL-solution (SOL-Satisfaction Outcome Loyalty), involves three interrelated decisions:

- decision on the choice of valuation model;
- decision on the choice of a periodic indicator of performance (one indicator, or a set of such indicators);
- decision to build a system of drivers (risk factors) to create value using proactive analytics (for example, the matrix of priorities in the SOL-reports). Where SOL-solution - a solution for numerical measurement of risk of loyalty / conflict of interest of stakeholders, which allows you to aggregate the data of monitoring

satisfaction and loyalty in a consolidated matrix of risks of the organization. Used in the SOL-solution indicators of the strength of the impact on the outcome and frequency of risk events (dissatisfaction of stakeholders) in accordance with the used risk matrix determine its rank. Priority of loyalty risks is carried out using a matrix and a register of risks in accordance with ISO 31000: 2010 "Risk Management". The SOL solution is used in proactive management based on feedback from stakeholders.

For the needs of value-oriented management of construction companies, the general methodological platform of the study should be formed by combining the following components: value-oriented management as a branch and development of the VBM platform; functional-economic diagnostics, stakeholder theory, goal management, fuzzy logic and cognitive analysis, alternative value theories, principles and applied embodiments of structural-process, system approaches and hierarchy theory.

References:

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3. Jaackson K. Management by values: Are some values better than others? // Journal of Management Development. 2010. Vol. 29. No. 9. P. 795-806.
4. Dolan S.L., Altman Y. Managing by values: The leadership spirituality connection // People & Strategy Journal. 2012. Vol. 35. No. 4. P. 20-26.