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**Approaches to Strategic Crisis Management
of Enterprises in Ukrainian Bessarabia:
Socio-Economic Factors**

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Abstract: The intense phase of Russian aggression has changed the geo-economic role of different regions of Ukraine. Thus, the southwestern part of Odesa region has become the center of export and import operations of our country. Accordingly, territorial communities and industrial enterprises (organizations) have the opportunity to integrate into new logistics chains to form the basis for their effective development. An important factor in understanding the approaches to strategic crisis management of organizations in Ukrainian Bessarabia is the SWOT analysis of the region's development. This scientific approach identifies internal advantages and disadvantages, as well as opportunities and threats.

Keywords: Ukrainian Bessarabia; strategic management; organization; SWOT analysis; local resources

1. Introduction

The geopolitical and socio-economic changes of the last thirty years in Ukraine have led to structural shifts in the spatial organization of the population's life. They are due to the depopulation of the population, the destruction of the state system of social protection and health care services, the optimization of educational and cultural institutions, etc. At the same time, the industrial potential of a large part of the country, including Ukrainian Bessarabia (southwestern part of Odesa region), was effectively destroyed. A significant number of industrial enterprises were closed

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during this period. All of them remained within the boundaries of the administrative units that existed at that time, and the issue of their restoration became a problem for local public authorities.

In this unfavorable situation, administrative-territorial reform and decentralization of power took place to ensure efficient use of available resources. Based on its current results, we can point out several main problems:

- A mismatch between the powers granted and the resources to ensure them;
- low level of staffing to fulfill the powers assigned to the communities, which is especially relevant for communities that are centered in rural areas;
- Rural communities have much less developed social infrastructure than urban and settlement communities (in particular, they have to start with the most basic things, such as building or repairing premises to house the council's staff, etc);
- small rural communities are already lagging behind at the initial stage of development (the formation stage), have worse preconditions for development, and the main revenues to local budgets are land tax and related taxes, etc.

2. Summary of the Main Material

With the beginning of the intensive phase of the Russian-Ukrainian war, the situation has deteriorated dramatically. However, in the medium and long term, it is strategically important to adequately perceive the new geo-economic role of the southwestern part of Odesa region and take advantage of new opportunities. A key factor in the region's new status was its transformation into a center of Ukraine's export and import operations. Accordingly, the number of people and goods moving through the region has increased. In other words, the catastrophic processes led to the transformation of the southwestern part of Odesa region into a transport and logistics center, which will help businesses and local communities to form the basis for sustainable development and PRESERVE the quality of life.

In this situation, the basic methodological approach was strategic management of the development of the organization and regions. This term has long been an integral tool of practice in Western Europe and North America. That is, the development of various economic and administrative-territorial groups should not depend on changes in management and on changes in the political situation in the community.

Everything should develop sustainably in accordance with the goals and objectives developed.

Strategic management of an organization is a complex process that should ensure the formation of the foundations of its sustainable development, ensure its functioning and operation in dynamic environmental conditions. It is a separate element of management - different from tactical and operational management. That is, we should consider this process as a complex management system aimed at developing management decisions for the medium and long term to improve its efficiency by responding to the dynamics of the market for goods, services, human capital, finance, formation of logistics chains, etc.

In addition to the institutional aspects of community development, the state of the agro-industrial complex is important. Rural communities are forced to look for ways to increase revenues from labor-intensive industries, including increasing the added value of local products; develop entrepreneurial initiatives, create preconditions for attracting investment, etc.

Resolving the issues faced by the newly created territorial communities largely depends on the professional competence of the leadership and deputy corps, their ability to organize interaction with local businesses and the public, etc. The synergistic effect of such interaction will result in openness of the authorities, public control over their decisions, search for optimal development options to improve the quality of life of the population, etc. To do this, it is necessary to develop a system of effective planning for the development of the territory: current, operational and strategic planning.

Ukraine, which is currently going through the stage of statehood formation, has been carrying out its activities in various areas based on short-term planning for almost 30 years. It is only in recent years that the issue of medium- and long-term planning has become relevant. For a long period of our country's independence, one of the main medium- and long-term program documents was the Strategy for the Development of Ukraine, the region, and territorial communities. In the early 2020s, after the administrative-territorial reform, new requirements for its development emerged. Comprehensiveness and integration of regional development became a mandatory element of the Strategy for the development of administrative units of different hierarchical levels and different organizations.

The development of marketing for strategic crisis management is closely related to the representativeness of the analysis of the internal and external environment of a

business entity. Comprehensive socio-economic and environmental analysis of the prerequisites, current state and justification of development prospects:

- geographical location and natural resource potential (resources and conditions);
- historical and geographical features of settlement and economic development of the territory;
- demographic situation (Todorov, 2016);
- labor resource potential and employment of the population;
- economic situation: industry; agriculture; service sector, including tourism and recreation, etc;
- financial and economic situation, peculiarities of budget revenues, current tax base and prospects for its increase, etc;
- social processes: social infrastructure; activities of the system of healthcare, education, culture, sports institutions; safety of the population, etc;
- geo-ecological aspects of the territory development and modern nature management (Todorov, 2008).

An important factor in understanding the approaches to strategic crisis management of organizations in Ukrainian Bessarabia is the SWOT analysis of the region's development. This scientific approach identifies internal advantages and disadvantages, as well as opportunities and threats (Table 1). Thus, the main strengths in the new conditions are the following:

- the large transport and logistics potential of the territory, which is enhanced by the multicultural nature of the region and ties with the historical homelands of the main ethnic and national communities in the region;
- the possibility of integrating communities and enterprises in the region into new international transport and logistics chains;
- the presence of historically acquired elements of the material and spiritual culture of the population and traditional tools for the use of local resources of Ukrainian Bessarabia, which can be used for the sustainable development of the region, including through the development of industrial potential;
- the main natural wealth of the territorial communities of the region is the soil, which is the main means of agricultural production and branding of the region for the production of specific unique products;

- after the end of martial law in Ukraine, the southwestern part of Odesa region should become a center for tourism development.

Table 1. SWOT analysis of Ukrainian Bessarabia

<i>Strengths (internal advantages)</i>	<i>Weaknesses (internal shortcomings)</i>
<p>Multi-ethnic composition of the population. Large areas of fertile black soil. Favorable pyro-geographical conditions. Unique resources for the development of rural, green, ecological and ethnographic tourism. Historical experience in the development of various types of handicrafts. Historical experience of local self-government in the context of ethnic and national communities (each has its own). Developed infrastructure of farms. Developed cross-border relations with Moldova. The presence of the second largest ciline steppe (after Askania Nova). Lobbying for the region's interests at the regional and national level.</p>	<p>Peripheral location within the Danube-Dniester interfluvium. Lack of access to the sea. Relatively small historical and cultural heritage. Poor quality of transport infrastructure. Prevalence of low value-added agriculture. Destruction of most grape plantations. Lack of railroad connection with Moldova (the Berezhyno-Bessarabiaska section has been dismantled). Lack of quality drinking water supply (in most villages, the population stores imported drinking water in pools (wells)). Poor availability of water resources for irrigation. Small rivers are drying up. One of the highest rates of plowed land in the oblast region. Inefficient use of land resources. Low urbanization.</p>
<i>Features</i>	<i>Threats</i>
<p>Restructuring of the economic structure with an emphasis on local resources (climate, natural, labor), historical experience of management and use of natural resources of ethnic communities, the latest innovative developments and taking into account current trends in the global market. Formation of a network of food and agro-production clusters as a way to integrate local producers and ensure their competitiveness in the market. Restore the base for processing local agricultural raw materials (including ethnic cuisine). Restore the level of the Bessarabian Fair as the main tourist attraction in the region.</p>	<p>The disappearance of some settlements as a result of unsuccessful reforms in rural areas. Destruction of the fertility of unique black soil and uncontrolled plowing of the territory. The complete destruction of industrial livestock farming as a result of the destruction of the fodder base. Loss of ethnic identity by the population that will be forced to leave their small homeland. The development of infectious diseases as a result of poor quality drinking water and local water bodies from which the population receives fish resources. Increase in the share of semi-arid landscapes as a result of climate change.</p>

<p>Development of tourist and excursion routes for different target groups in the region.</p> <p>Restoration of the Artsyz airfield and creation of a logistics center on its basis, which should become a catalyst for socio-economic growth in the region.</p> <p>Updating (creating new urban planning and planning documentation) will significantly improve the investment attractiveness of the village.</p> <p>Territory branding</p>	<p>The lack of updated urban planning and planning documentation closes access to resources from the State Regional Development Fund, international technical assistance, etc.</p>
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These competitive advantages and disadvantages determine the development of the region's economic infrastructure. The Danube and Dniester interfluvium is characterized by a polycentric coastal-frontal type of territorial economic structure, with the main sectors being the maritime, transport, recreational, and agro-industrial complexes. In the coastal zone, which is characterized by a significant recreational and anthropogenic load on the environment, there are mainly port and industrial (Reni, Izmail, Kilia, Ust-Dunaiskyi, Bilhorod-Dnistrovskyi), industrial (Bolhrad, Tatarbunary) centers and resort and recreational (Zatotsko-Sergievskyi, Tatarbunaryi) areas. However, agricultural production is also intensively developing in the coastal strip of resort and recreational areas. Here, the main economic entities are fishing and agricultural enterprises. During the Soviet era, the only industrial center in the peripheral part of the interfluvium with a relatively stable zone of economic attraction was the city of Artsyz. The favorable transport and geographical location is offset by the low level of transport infrastructure development in the central part of the region.

In the Danube and Dniester interfluvium, the top priority is the development of the maritime and transport sectors (international transit, foreign trade, and maritime industrial cycles). The completion of the Danube-Black Sea deep-water shipping lane will significantly improve the transport and geographical location and increase the role of the Ukrainian Danube region in the system of international transport and communication links between the ports of the Danube region of Europe.

3. Conclusions

The region's economy can be divided into the following inter-economic complexes: 1) agro-industrial; 2) transport; 3) biosphere and nature protection; 4) water management; 5) fishery; 6) recreation.

A developed agro-industrial complex with the following specialized subcomplexes has been formed here:

- Viticulture and winemaking, which includes Artsyz, Bolhrad, Izmail, Kiliya, Sarat, Tatarbunary and Shabo wineries and numerous juice production facilities;
- fruit and vegetable canning - Artsyz, Saratsk and Tatarbunary food processing plants, Izmail cannery, Kilia tomato shop and primary processing shops for vegetables and fruits;
- grain products - with Artsyz, Bilhorod-Dnistrovskiy, Bolhradskiy, Izmailskiy and Kiliyskiy bakery plants, bakeries of various capacities in most settlements, a network of elevators and grain receiving points, grain exports through Reni, Izmail, Ust-Dunaisk and Bilhorod-Dnistrovskiy ports;
- meat industry - Artsyz, Bilhorod-Dnistrovskiy, Izmail, Kiliya and Reni meat processing plants and slaughterhouses;
- dairy industry, headed by Artsyz and Izmail dairies, Kilia butter plant, Tarutino cheese plant and numerous separation shops (Odesa, 2003).

The southwestern part of Odesa region is an agricultural region whose development is closely linked to the rational use of natural resources. Over the more than sixty years of Soviet history of the interfluvium, the level of economic development of the area has increased significantly. Since the early 1870s, the Danube-Dniester interfluvium has been characterized by crop and livestock specialization in agricultural production. Today, the agricultural sector is based on the production of cereals and legumes, sunflower, grapes, meat, milk, and processed products. Crop production is distinguished by the grain and fodder structure of sown areas. The specificity of grain farming is the cultivation of rice on the floodplain lands of the Danube Delta (Kiliya and Vilkovo communities).

Taking into account the above-mentioned peculiarities of the development of Ukrainian Bessarabia, we can draw the following conclusions. The change in the geo-economic role of the region has dramatically affected its industrial potential.

Working and non-working economic entities have been given the opportunity to revive and integrate into newly formed logistics chains.

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