

THEORETICAL AND METHODOLOGICAL BASES OF ASSESSMENT OF ECONOMIC STABILITY OF THE TELECOMMUNICATION ENTERPRISE IN THE CONDITIONS OF UNCERTAINTY

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Abstract. The article describes the business peculiarities of the telecommunications enterprise and it has been established that changes in the external environment of its activities on their own grounds are a significant factor. This affects the conditions for the implementation of these activities and is a source of a constant threat of results deterioration of these activities, or even its disruption. After all, it is uncertainty that creates the conditions for the emergence of certain barriers in the implementation of measures for strategic management of economic sustainability, leads to a decrease in mobility and adaptability in the development and implementation of strategic measures, contributes to the deformation of key tasks of strategic management, as well as reduces the ability of the enterprise to be characterized by sustainable economic development. The *purpose* of the paper is to analyze theoretical and methodological formation bases of a set of indicators for assessing the economic stability of a telecommunications enterprise, which operates in modern conditions of uncertainty. *Methodology.* The study has been carried out on the basis of studying the forms of manifestations, content of uncertainty and sources of risk for the telecommunications company; theoretical and methodological principles of assessing economic stability have been determined through financial analysis; analysis of selection criteria, which are based on the formation of a set of indicators for evaluating the activities of a telecommunications company in conditions of uncertainty, justifying the adequacy of the level of its economic stability, has been performed. *Results.* In the course of the research the list of sources of risk for the telecommunication enterprise has been defined, the complex of estimating indicators of its economic stability has been formed. It has been established that the key source of uncertainty in the functioning of the telecommunications company is the financial component; it is on its basis that we can assess the economic consequences of both crisis effects and anti-crisis measures. *Practical implications.* The practical significance is to obtain the economic effect of increasing the economic stability level of the telecommunications enterprise that operates in modern conditions of uncertainty. *Conclusions.* The defined criteria of selection of indicators taking into account their characteristics represent a basis of a complex formation of balanced indicators of the economic stability estimation of the telecommunication enterprise in the conditions of uncertainty. The indicators of the financial component of a set formation of balanced indicators are characterized by a key role, and their choice should depend on the stage of business development of the telecommunications enterprise, which operates in conditions of uncertainty.

Key words: uncertainty, risk, evaluation, economic stability, set of balanced scores.

JEL Classification: D81, L25, L96, O40, O12

1. Introduction

The current state of the Ukrainian economy is due to increased international competition, the spread of globalization influences, and the crisis state of almost all sectors of the state economy.

In our opinion, a necessary condition for the implementation of economic reforms in Ukraine is the formation and implementation of a policy in order to ensure the economic stability of telecommunications enterprises that, in turn,

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will provide opportunities for preserving and developing the potential of an important sector of the economy and improving the effectiveness of strategic management. The economic stability of the modern telecommunications enterprise is objectively characterized as the basis for ensuring the promising possibilities of its stable functioning and effective development. The economic stability of the telecommunications enterprise is of particular relevance in the modern conditions of the transitive economy in Ukraine, the presence of recessive and stagnant processes caused by the global spread crisis of COVID-19. That is why modern management considers ensuring economic sustainability a key benchmark in assessing and implementing management aimed at achieving the best result. The desirability and advantages of using this orientation are stipulated by the conditions under which, if there is an appropriate level of economic sustainability, the sustainable development of the telecommunications enterprise is carried out, and it is an ultimate, general goal of strategic management. However, the presence of the coronavirus pandemic exacerbates the development of the global economic crisis. Thus, a certain problem of the lack of an effective mechanism for managing economic sustainability has been caused for modern telecommunications enterprises.

Achieving the appropriate level of economic stability by the enterprise is possible only if the specific conditions of its activity have been taken into account, one of the features of which is uncertainty. This creates conditions for the emergence of certain barriers in the implementation of measures for strategic management of economic stability, reduces mobility and adaptability in the development and implementation of strategic measures, and contributes to the deformation of key tasks of strategic management, which together reduces the company's ability to develop sustainable economic development. Thus, to study the impact of uncertainty and risks on the economic sustainability of the telecommunications company, which operates in today's crisis due to the spread of COVID-19, it is necessary to assess economic stability using a set of balanced scores. The purpose of the study is to analyze the theoretical and methodological foundations of a set formation of indicators for assessing the economic stability of the telecommunications enterprise, which operates in modern conditions of uncertainty.

2. Uncertainty as a condition for the functioning of a telecommunications enterprise

Uncertainty, in its form and content, has been characterized by heterogeneity. Uncertainty of the market situation has a great influence on the results of entrepreneurial activity. Among the causes of uncertainty are the variability of supply demand for goods, money, and factors of production; variety of areas of capital attraction and a variety of criteria for the benefits of investing funds; limited knowledge of business, commerce, and other circumstances (Hranaturov, 2010).

The fact that it depends on a large set of variables, contractors and individuals whose behavior cannot always be predicted with acceptable accuracy determine the uncertainty of the conditions in which the telecommunications company operates. Thus, each operator is deprived in advance of the necessary information about the parameters that will ensure its success in the market, namely guaranteed market share, availability of production resources at fixed prices, the stability of purchasing power of currencies, consistency of norms, standards, and other economic management tools.

Changes in the external environment of the telecommunications company in its characteristics is a significant factor that affects the conditions of this activity, and is a source of constant threat of deterioration of the results of this activity, or even its failure. Along with the external, independent of the telecommunications company, a significant impact on economic activity has an internal environment, which has been defined as a set of variables that are within the company and fall within the sphere of direct influence of its management. The most important of them are the strategy of the enterprise, the principles of organization of its activities, available resources and efficiency of their use, quality and level of marketing.

The above main components of the internal environment of the enterprise have been specified in a significant number of factors that determine the results of business activities and undesirable changes, which can also have a negative impact on these results.

According to (Hranaturov, 2010), the main causes of uncertainty and, accordingly, sources of risk for the telecommunications company are:

- 1) Spontaneity of natural processes and phenomena, natural disasters. This, in the first place, may be manifestations of the forces of nature. Well-known

types of natural disasters (earthquakes, floods, storms, hurricanes, as well as other unpleasant natural phenomena, such as frost, ice, hail etc.) can have serious negative impacts on the production potential of telecommunications companies that inevitably leads to additional unforeseen losses.

2) Randomness. The probabilistic essence of many socio-economic, technical and technological processes, the variety of material relations in which the telecommunications company enters, lead to the fact that in such conditions the same event occurs differently, there is an aspect of chance. This makes it impossible to unambiguously predict the expected result.

3) The presence of conflicting tendencies, conflict of interests. Manifestations of such a source of risk are quite diverse, ranging from wars and ethnic conflicts to competition and differences of interest. The presence of these counteracting and opposing tendencies in the general economic development of the telecommunications enterprise introduces elements of uncertainty and contributes to the formation of risky situations.

4) Scientific and technological progress (STP). STP is inherently probabilistic because the costs and especially the results of the development of science and technology have been stretched in time, they can be predicted only in some, usually wide limits.

5) Information security. The existence of uncertainty in the operation of a telecommunications company is associated with incompleteness, lack of information about the object, process or phenomenon in respect of which the decision is made, with the limitations of the person who collects and processes information, with the constant variability of this information. Thus, the lower the quality of information used in making management decisions, the higher the risk of negative consequences of such decisions is.

Sources, which contribute to uncertainty and risk, also include:

- limited, insufficient material, financial, labor and other resources in making and implementing management decisions;
- the impossibility of unambiguous study of the object using well-known methods of scientific knowledge;
- relative limitations of conscious human activity, existing differences in socio-psychological attitudes, ideals, intentions, assessments, stereotypes of behavior.

Thus, the presence of a significant number of factors caused by the emergence of risks, in turn, leads to a large number of risks that differ in both the nature of the manifestation and the consequences.

3. Criteria for selecting indicators to assess the economic stability of the telecommunications company

To study the impact of uncertainty and risks on the economic sustainability of the telecommunications company, a set of balanced scores developed by American economists Kaplan R. and Norton D. has been proposed (Kaplan, Norton, 2005).

With the help of this set of balanced indicators, the telecommunications company has the opportunity to solve the following tasks:

- assessment of economic stability;
- assessment of the manifestation of uncertainty and the impact of risks on performance;
- formation of a system of measures aimed at improving the effectiveness of strategic management to ensure economic stability;
- monitoring the implementation of these measures.

According to (Kaplan, Norton, 1992; Kaplan, Norton, 2001), the set of balanced indicators is based on four components that allow “to achieve a balance between long-term and short-term goals, between the desired results and the factors of their achievement, as well as between strict objective criteria and soft subjective indicators” (Kaspirov, 2001). These components for a telecommunications company are finance, subscribers, internal business processes, as well as staff training and development, and they are, by their nature, sources of uncertainty.

The key source of uncertainty in the operation of a telecommunications company is the financial component. The economic consequences of both crisis effects and anti-crisis measures can be assessed on its basis.

Ineffective marketing policies are also a source of uncertainty and usually risk. The subscriber component acts as a consumer base and a market segment in which the telecommunications company competes, and represents a certain result of functioning in the target segment of the communications and information market, which provides opportunities to assess economic sustainability, effectiveness of strategic management and crisis response.

The organizational infrastructure of a telecommunications company has been determined by the formation of staff development and training, which should be focused on supporting the processes of creating the value of the company and ensuring its economic stability. The source of uncertainty and the emergence of crisis effects in this aspect are inefficient management of labor and information resources, imperfect labor organization and so on. For each of the above components, several indicators have been calculated that belong to the respective groups of the set of balanced indicators. The key advantage of this complex is the complementarity of financial indicators with strategic, qualitative and operational indicators. Thus, the principle of forming a set of balanced scores has been reduced to the possibility of using monetary and non-monetary "indicators" within one method.

The process of studying the activities of the enterprise, in particular the formation of the level of its economic stability, in conditions of uncertainty is characterized by the problem of substantiating the criteria for selecting indicators that are part of a balanced assessment complex. These criteria must take into account the industry characteristics, the specifics of the analyzed enterprise, as well as the conditions of a certain stage of the life cycle.

In our opinion, the set formation of indicators for evaluating the activities of a telecommunications company in conditions of uncertainty with a justification of the adequacy of its level of economic stability should be based on the use of the following selection criteria:

- formulation of all processes that will determine the indicators and the allowable area of their application;
- consistency of indicators with the transformation of the external environment and its strategy;
- selection of indicators based on the stages of its business development;
- prevalence of quantitative form of indicators over qualitative;
- prevention of multicollinearity between indicators;
- full reflection and logical connection of tasks of various structural divisions and the enterprise as a whole;
- the possibility of integration into the generally accepted scheme of document flow at the enterprise.

The defined criteria of indicators selection, taking into account their characteristics,

represent a basis of formation of a complex of balanced indicators of an estimation of economic stability of the telecommunication enterprise in the conditions of uncertainty. We believe that the indicators of the financial component of the set formation of balanced indicators are characterized by a key role and their selection should be based on the stage of business development of the enterprise that operates in conditions of uncertainty. Let us establish the stages of business development: the initial stage of enterprise formation, the stage of accelerated growth, the stage of sustainable development and the stage of stagnation. So now, there is a necessity to justify the choice of financial indicators and assess their significance depending on the stage of business development of the telecommunications company.

4. Stages of business development of the telecommunications enterprise

The initial stage of a telecommunications company formation is characterized by its gradual penetration into the market of communications and information. At the same time, its technical and economic formation is actively being formed and assets are being accumulated. The company needs high potential, maximum mobilization of financial resources for the development and promotion of services on the market, sufficient investment in fixed assets and infrastructure to improve the quality of services provided and the introduction of new ones. There is an urgent necessity to develop a subscriber base. Most often, the amount of investment in development exceeds the income of the enterprise.

At this stage of business development of a telecommunications company, careful analysis of liquidity, financial stability and property status are required. Special attention should also be paid to the financial advantage ratio (if the telecommunications company has a high share of borrowed funds) that makes it possible to control dependence on external sources, as well as to increase the likelihood of financial risks and compliance with guarantees of repayment.

Also at this stage of development, telecommunications companies should carefully analyze the indicators of assessing their position in the securities market, to monitor the relationship between dividend policy and the market rate of corporate rights. Completion of

a telecommunications company at the initial stage of development should be characterized by a steady upward trend in liquidity ratios, financial stability, business activity and profitability.

Characteristic features of the telecommunications company at the stage of accelerated growth are the growth rate of increase in the volume of provided services, the recognition of subscribers, contractors. The process of providing services at this stage is determined by intensive modernization, significantly improving the quality of services provided. The telecommunications company requires investment and reinvestment; there is a significant increase in its potential with increasing demand for communication services. In addition to storage, there is a significant expansion of the segment in the market of communications and information. This stage of business development is due to the stability of liquidity, financial stability and property status.

When destabilizing these indicators, it has been concluded that the company has not reached the appropriate level of economic stability that encourages the revision of key aspects of strategic management and their adaptation to potential opportunities. There is a necessity to focus on operating income, gross profit, the growth rate of which must be satisfied. The growth of economic stability reflects sufficient investment in fixed assets, accompanied by an increase in income. Indicators of the effectiveness of being in the securities market should also have a positive trend. Because of the telecommunication company is planning to further attract financial resources through additional issuance, it is necessary to develop a dividend policy, the main purpose of which will be to increase the market rate of corporate rights.

The stage of sustainable development for a telecommunications company should be characterized by the achievement of stability in terms of profitability of services and the desire for consistently high rates of return on capital. This stage is characterized by an increase in return on investment as well as the return on invested capital. A sufficient level of economic stability at this stage is confirmed by the stability of business activity, property status and profitability. In the presence of a decrease in these indicators, there is an urgent necessity to increase the effectiveness of strategic management of economic stability in order to avoid getting to the stage of stagnation.

Stages of stagnation of the telecommunications enterprise are characterized by aging resources (primarily production), reducing the quality and competitiveness of services. This stage is characterized by destabilization of all financial indicators. The key indicators in this case are indicators of liquidity, profitability, property status, as well as indicators that determine the position of the company in the securities market, based on which you can determine the feasibility of continuing activities at the rate of developed strategic management. This stage is due to the recession, which often leads to bankruptcy and requires emergency implementation of crisis management.

Thus, the direction of the financial component of the set of balanced indicators should increase profitability, rational use of assets, cost optimization, increase productivity, adapt to negative environmental impacts, increase the effectiveness of strategic management of economic stability that is reflected in the symbiosis of all four components.

5. Other balanced indicators for assessing the economic stability of the telecommunications company

The subscriber component of the set of balanced indicators for assessing the economic stability of the telecommunications company determines the conditions in which values have been formed for competitors participating in the domestic market of communications and information.

The process of forming the subscriber base is determined by the target segments of the consumer market of communications and information, namely its telecommunications sector, in which the telecommunications company competes, as well as indicators performance of subscribers. The effectiveness of the formation of the subscriber component is to function satisfactorily in the following areas: meeting the needs of subscribers in the provided and new services; attracting the target subscriber; preservation of the subscriber base; expansion of the subscriber base; profitability of subscribers; expanding the share of the telecommunications market.

Customer satisfaction is assessed based on marketing research and expert assessments. The main parameters are the speed of service provision, the quality of services provided and a satisfied tariff policy.

Estimation of subscriber involvement is the sum of the costs of attracting one subscriber.

Preservation of the existing subscriber base of the telecommunication enterprise is carried out under the conditions of strengthening the positions in the market of communication and information.

Given the above, it should be noted that the strategic management of economic stability of the telecommunications company within its subscriber base evaluates the range of services, tariff policy, customer service conditions, and corporate relationships inherent in the target group of subscribers.

The internal business processes of a telecommunications company are based on the principles of using the value creation tool, thereby determining the transformation of the processes of transformation of intangible assets into subscriber and financial results. This component of the economic sustainability assessment complex is responsible for such areas as the development and provision of value to business subscribers, which contributes to the preservation of the subscriber base in the target segment of the telecommunications market; improving the efficiency of business processes on the basis of increasing financial profitability. Key business processes include innovative development and production management processes. Innovative development is the development and promotion of new communication services that leads to the coverage of new segments of the communications and information market. The system of management of innovative processes at the telecommunication enterprise is formed on studying subscribers' needs in new communication services; analysis of the possibilities of the existing technological processes for the production and provision of new communication services; development of new types of communication services; promotion of new services in the market of communication and information.

The main business process is the production management process, through which communication services are provided to subscribers. The main areas of production management: purchase of materials from suppliers; management of production and provision of communication services; quality management of communication services.

In the study of internal business process, the most important of them are determined. The formation

of strategic management of economic stability of the telecommunications company necessitates the improvement of innovation processes with a balanced strategic course, focused on one or more processes in the production management system, the introduction of innovations, relationships with subscribers.

The final component of a set of balanced indicators for assessing the economic sustainability of a telecommunications company is the training and development of personnel, embodied in intangible assets, which must be formed in accordance with the objectives of strategic management and integrated to create value. This component contains such processes as human resource management; management of information resources, management of labor organization. At the same time, the main directions of the human resources management process are employee satisfaction with working conditions and remuneration, preservation of human resources, and the efficiency of each individual employee's activity.

The competence of employees of the telecommunications company is the main factor in improving investment and organizational processes. At the same time, knowledge, skills and abilities become key aspects for effective integrated management of innovations and quality.

6. Conclusions

Thus, the main indicators of each component of the set of balanced indicators have been formed and substantiated that made it possible to analyze the state of economic stability of the telecommunications company in conditions of uncertainty in such components as finance, subscribers, internal business processes and staff training and development.

Most of the above is devoted to the description of non-financial indicators, due to the presence of such modern dynamic trends as the symbiosis of economics and psychology, the rapid development of conceptual foundations of modern marketing, the use of non-traditional, from the point of view of modernity, forecasting methods.

The operation of telecommunications enterprises in conditions of uncertainty is accompanied mostly by the deployment of crisis processes that certainly has a negative impact on the economic stability of the enterprise as a whole and its internal processes in particular. This impact is characterized

by diversity and depends directly on the stage of business development of the enterprise.

Thus, in conditions of uncertainty to assess the internal environment of the telecommunications company, the level of its economic stability with

consistent justification of indicators and their positioning (significance) for these components, it is proposed to focus on the stage of business development in which the operator is at the time of research.

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