

BUILDING AN ORGANIZATIONAL AND ECONOMIC MECHANISM FOR THE DEVELOPMENT OF WOODWORKING ENTERPRISES

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Abstract. The article substantiates the fact that several approaches should be considered when building an organizational and economic mechanism for the development of woodworking enterprises, in particular: process-based, innovative, institutional, and systems approaches. It should utilize an integrated approach that considers the interaction of organizational and economic elements. Its efficiency is determined by harmonizing components at macro, meso, and micro levels, fostering connections and incentives that address enterprise needs and maintain competitiveness. The article emphasizes that innovative approaches to building an organizational and economic mechanism, such as the introduction of the latest technologies and improvement of management practices, are critical tools for improving the efficiency of woodworking enterprises. The development of an innovation strategy and the creation of favorable conditions for the implementation of innovations helps to improve product quality, reduce costs, and ensure the resilient development of the enterprise. Optimal resource use and effective management are essential for long-term success and competitiveness. The article asserts that the growth of woodworking enterprises requires adherence to the principles of organizational and economic mechanisms—integrity, functionality, structure, dynamism, and hierarchy—to integrate business processes, enhance efficiency, and adapt to changing conditions.

The authors identify key elements of the organizational and economic mechanism—managerial, financial, technological, and marketing tools—that are crucial for enhancing enterprise competitiveness and efficiency. They emphasize that implementing modern management systems, optimizing financial resources, modernizing technology, and adapting marketing strategies drive high performance in a dynamic market. The article demonstrates that an integrated approach to optimizing these tools ensures the resilience, profitability, and competitiveness of woodworking enterprises, which is essential for their long-term success in today's economic environment.

Keywords: organizational and economic mechanism, woodworking industry, development of enterprises, efficiency of enterprises.

JEL Classification: L23; L60; M11; O13

1. INTRODUCTION

The woodworking industry plays an important role in the national economy, acting as a significant source of added value and contributing to economic growth through integration into global supply chains. It also provides a significant number of jobs, especially in regions where access to natural resources is the basis of economic activity. The sector under study stimulates the development of related industries, such as the production of furniture, paper, and building materials, which further increases the multiplier effect on the economy.

Moreover, the woodworking industry is one of the main drivers of the country's export capacity. By

processing timber into high-quality and high-value-added products, the industry contributes to strengthening the trade balance and attracting foreign currency, which in turn contributes to economic diversification, reduces dependence on imports, and increases resilience to external economic shocks. The woodworking industry has significant potential for utilizing production waste as secondary raw materials for solid biofuel production. In the context of continuously rising fuel and energy resource prices and increasing consumption volumes, this can become an important contribution to the development of renewable energy sources (Maksymiv, (2015)).

Optimization of the integration of organizational and economic elements forms a highly effective mechanism that stimulates economic growth, ensures the development of its participants, and serves as a catalyst for enhancing synergies between different economic entities, increasing their competitiveness in the market. Consequently, a favorable environment for sustainable economic development that integrates and harmonizes the interests of all participants in the economic system is created.

Therefore, the current conditions of functioning of the woodworking industry require the development of a comprehensive organizational and economic mechanism that would take into account the specifics of this industry and promote the development of entrepreneurship in it.

2. THEORETICAL BACKGROUND

Many researchers study the organizational and economic mechanism, in particular Khomenko et al. (2023), (Khryniuk & Derhaliuk, 2017), Zakharchenko et al. (2021) studied its construction, and (Bokovets & Zamkova, 2017) dealt with the impact on improving performance, creating a basis for optimization of business processes and satisfaction of consumer needs for high-quality goods and services. Birbirenko et al. (2021) investigated the influence of factors on the integral indicator in order to form an organizational and economic mechanism for managing economic stability and found that crisis conditions in the global and national economy contributed to its development.

While acknowledging the scientific and practical significance of the studies of these researchers, it is worth mentioning that there is a need to improve the theoretical and methodological foundations of the state regulation of small and medium-sized businesses, taking into account global trends in the development of this sector and opportunities to increase its competitiveness in the domestic and global markets. In this regard, it is very important to study the nature of the organizational and economic mechanism for the development of woodworking enterprises and to identify the stages and concepts of its formation.

3. RESEARCH OBJECTIVE, METHODOLOGY AND DATA

The main objective of this study is to analyze the organizational and economic mechanisms underlying the development of woodworking enterprises, with a focus on their role in strengthening competitive advantages and ensuring financial stability. The purpose of the study is to examine how the interaction of endogenous and exogenous factors shapes the organizational and economic structure of enterprises and their strategic development, with a particular focus on the impact of resource optimization, innovation, and management practices on achieving long-term sustainability. The study will also identify the key stages of development of the organizational and economic mechanism, including goal setting, resource utilization, and integration of external opportunities for modernization that contribute to the efficiency of the enterprise in a competitive market environment.

The research methodology combines qualitative and quantitative approaches. A comprehensive review of the existing literature on organizational and economic mechanisms will provide a theoretical basis, while case studies of selected woodworking enterprises will provide a practical understanding of how these mechanisms are implemented in real-world conditions.

4. RESULTS AND DISCUSSION

The organizational and economic structure of the enterprise functions in the context of the interaction of a complex of endogenous and exogenous factors that determine its activities and strategic development. This structure represents a complex network of interdependent economic relations that shape the dynamics of the enterprise. Meanwhile, the network acts as a central element in ensuring the competitiveness and financial stability of the enterprise, serving as a key tool for achieving strategic objectives and maximizing profitability.

In order to carry out an in-depth analysis of the definitions of the term “organizational and economic mechanism” proposed by various researchers, it is worth paying attention to the concepts based on the systems approach. Representatives of this academic school emphasize that the organizational and economic mechanism should be viewed primarily as a complex integrated system that includes a set of interrelated elements. These elements function in close interrelation, ensuring effective management of economic processes in the organization. The systems approach allows us to consider the organizational and economic mechanism as a single complex that includes various structural and functional components that interact with each other and the environment. This approach contributes to the identification of patterns and principles that ensure the stable functioning and development of the economic system as a whole.

Researchers (Lysenko & Yegorov, 1997) interpret the organizational and economic mechanism as a complex system that combines the formulation of goals and incentives, which, in turn, allow the transformation of both material and spiritual needs of society members into the process of labor activity. This process involves not only the satisfaction of needs but also their transformation into the movement of means of production, which ensures the creation of final outputs aimed at satisfying the effective demand of consumers. In other words, the organizational and economic mechanism acts as a kind of intermediary that connects social needs and production capabilities, directing them to achieve effective economic results.

Analyzing this definition, it is worth noting that the organizational and economic mechanism is a central element in the process of managing the creation of public goods. It not only ensures material production but also creates conditions for the harmonious development of socio-economic relations. It is important that this mechanism works on the basis of the relationship between the goals of the enterprise and social needs, which creates the conditions for achieving balanced development, where economic interests are consistent with social expectations. Therefore, the organizational and economic mechanism can be viewed as a systemic element that determines the direction of the economy, orienting it to meet the actual needs of consumers and ensuring the sustainable development of society as a whole.

When considering the functioning of the organizational and economic mechanism, it is important to emphasize its significant role in ensuring the effective operation of enterprises. This mechanism is based on compliance with economic laws and is focused on achieving certain strategic goals. V. Kushniruk et al. (2009) offer their own interpretation of this concept in their research. They define the organizational and economic mechanism as an integrated system of organizational and economic forms and methods of doing business that stimulates the improvement of the efficiency of production systems. This mechanism is directed at the conscious application of economic laws to achieve the strategic goals set by business entities.

(Tulchynska, 2008) offers a detailed definition of the organizational and economic mechanism, emphasizing its complex and multidimensional nature. She defines this mechanism as a system consisting of basic and specific elements, functions, methods, forms, and levers aimed at ensuring effective state influence at all levels: national, regional, and microeconomic. The integration of economic, legal, and organizational instruments to create stable and mutually beneficial conditions for doing business is an important aspect of this approach.

Considering the organizational and economic mechanism as a system, researchers emphasize its

multidimensional nature and functional orientation. First, this mechanism determines the order of specific actions required to implement management decisions. Second, it serves as a management system that coordinates and integrates the activities of various structures of an enterprise or region. The use of economic levers that allow for an effective response to changes in the external environment is also important.

(Meanwhile & Luzan, 2011) offers a fairly broad and generalized definition of the organizational and economic mechanism at the macroeconomic level, emphasizing the importance of the influence of objective economic laws on the basic elements of the economic system. He emphasizes that these laws operate in the context of subjective human activity, which covers a wide range of superstructural relations. These include not only economic but also political, ideological, moral, ethical, legal, and other aspects of social life that form the environment in which economic actors operate. It emphasizes the importance of understanding the organizational and economic mechanism not only as a set of tools and methods of management but also as a complex process that takes into account the interaction of objective economic laws with subjective factors of human activity. It is through this mechanism that the requirements of objective laws are implemented in real economic activity, creating conditions for achieving economic efficiency and stable development at the macroeconomic level.

V. Shymanska focuses attention on the fact that the organizational and economic mechanism is a key tool for ensuring the implementation of objective economic laws through subjective human activity. It establishes certain rules that guide the activities and behavior of economic entities in achieving certain goals (Shymanska, 2016). As a result, economic entities act within the framework of certain rules and regulations, which are conditioned by the need to implement economic laws that ensure the effective functioning of the economic system.

However, despite the fact that the organizational and economic mechanism includes not only economic but also political, ideological, moral, ethical, legal, and other aspects, we do not agree with V. Shymanska's statement that this mechanism goes beyond the scope of economic laws. She argues that the organizational-economic mechanism is much broader as it encompasses both basic economic relations and superstructural elements, such as political, ideological, and other relations that actively influence the economic base.

Other scholars emphasize the importance of the organizational and economic mechanisms being an integral part of the economic mechanism (Savchenko & Solovyov, 2013). They define it as "a component of the economic system typical for a certain stage of development of the national economy of any country, consisting of two interrelated but heterogeneous elements – organizational and economic components". This mechanism, examined as a certain complex, can be represented as a combination of functions, methods, forms, instruments of influence, economic phenomena, legal norms, procedures, and decision-making technologies. All of these components enrich the content of the organizational and economic mechanism but the dynamic aspects of this concept may be lost. Other researchers argue that with the help of a carefully designed and balanced organizational and economic mechanism, an enterprise is able to successfully achieve its strategic goals in a competitive market environment, which in turn ensures a stable increase in business value and that the owners receive the planned economic effect (Khomenko et al., 2023).

At the micro level, the organizational and economic mechanism can be considered as a system of forms and methods of entrepreneurial activity, including organizational structure, planning, financing, pricing, incentives, crediting, accounting, and control, as well as internal and external actions. Various levers of influence on socio-economic and other processes at enterprises are also part of this mechanism.

The study of the nature of the organizational and economic mechanism allows us to offer our own definition of this concept. In our opinion, this is a certain system of organizational and economic elements (objects, subjects, goals, objectives, methods of interaction, levers, tools, etc.) that are closely interconnected and interact with each other at different levels of the economy – macro, meso, and micro levels. They also cover intersectoral complexes, industries, and primary sectors of the economy. The

effectiveness of this mechanism depends on the ability to create new links, elements, and incentives at the right time.

The organizational and economic mechanism should correspond to the objective laws of society development at any stage of development of economic relations as an active and organized system with flexible and dynamic internal and external relations, which is constantly changing in accordance with the needs of society.

Having studied the essence of the organizational and economic mechanism, it is necessary to identify the stages (Fig. 1) that cover all aspects of management – from goal setting to improving the efficiency of the economic system. Defining the object and formulating the management objectives create the foundation for further development of the management strategy and management system.

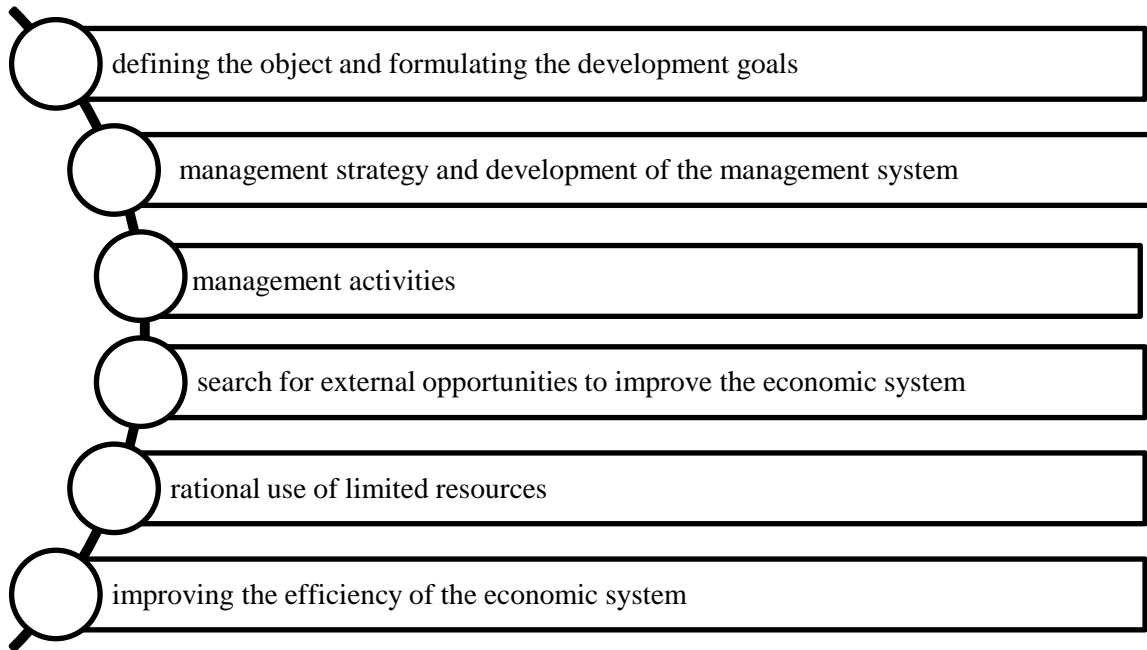


Fig. 1. Stages of building the organizational and economic mechanism for the development of woodworking enterprises

Compiled based on (Bila, 2006; Khryniuk & Derhaliuk, 2017)

The organizational and economic architecture of structuring and developing an enterprise in the woodworking industry includes the following key stages:

1. identification of the management object and formulation of strategic goals that determine the vector of management impact;
2. development of a management strategy and construction of a comprehensive management system that ensures consistency of management processes with the overall strategy of the enterprise;
3. clarification and optimization of management methods, taking into account the specifics of the enterprise, which allows to increase the efficiency of decision-making;
4. identification and attraction of external opportunities aimed at modernizing and improving the economic system of the enterprise, which contributes to its competitiveness;
5. optimal use of limited resources, which is crucial for ensuring the stability and resilience of the economic system;
6. improvement of the efficiency of the economic system through the introduction of innovative approaches and improvement of management practices, which ensures long-term economic growth and development of the enterprise.

Clarification of the choice of management decisions ensures the effective operation of the enterprise, while the search for external opportunities and the rational use of resources contribute to its adaptation and improvement in conditions of limited resources. Therefore, an integrated approach to the

organizational and economic structure helps to increase the efficiency of the enterprise in the woodworking industry, ensuring its sustainable development in a dynamic market environment.

A number of requirements are put forward to the organizational and economic mechanism for the development of an enterprise in the woodworking industry, including:

- ensuring effective interaction between different areas of the company's activities to achieve the main goals and objectives in a competitive market environment;
- optimal use of attracted resources, increasing their productivity and efficiency to maximize performance results;
- implementation of measures that promote the rational use of personnel, improve the quality of work of employees at all levels of the organizational structure, as well as clearly distribute responsibility for decisions and joint participation in achieving common results;
- rationalization of the processes of development and approval of management decisions and introduction of modern methods and technologies to improve their efficiency;
- continuous monitoring of the enterprise's performance on the basis of established and developed indicators that reflect its functioning in market conditions;
- creation of favorable conditions for all participants in the process of implementing the enterprise program focused on products or services, with an emphasis on the use of economic incentives without excessive use of administrative influence.

The organizational and economic mechanism of enterprise development in the woodworking industry should be aimed at maximizing the use of resources and increasing the profitability of production processes. For the effective functioning of such a mechanism, it is necessary to have a set of resources, including legal, intellectual, informational, organizational, and financial. These resources ensure the fulfillment of all the functions of the mechanism, contributing to the effective management of the enterprise (Khomenko, 2012). For example, in the woodworking industry, it is important to use materials rationally, minimize waste, introduce innovative wood processing technologies, and ensure proper management of financial flows, which not only reduces costs but also increases the enterprise's competitiveness in the market, which ultimately leads to increased revenues.

The efficiency of management of the organizational and economic mechanism is a key factor in the successful operation of enterprises in the woodworking industry. Proper organization and rationality of management processes contribute to the consideration of all the necessary aspects and factors influencing the functioning of the enterprise. However, in practice, enterprises often face difficulties in implementing these principles (Bila, 2006). Imperfections in the performance of management functions within the organizational and economic mechanism of woodworking enterprises in Ukraine, together with inefficient economic assessments, lead to irrational use of resources. This, in turn, can cause significant financial losses, unprofitable operations, and even the threat of bankruptcy, which can lead to business closure.

The reasons for this situation are multifaceted and include a number of internal and external factors, such as insufficient qualifications of management personnel, poor analysis of market conditions, insufficient level of process automation, etc. Solving these problems requires a systematic approach and innovative solutions, which may include improving managerial competencies, modernizing the technological park, strengthening control over the efficiency of the use of resources, and introducing modern methods of economic analysis.

Effective management in terms of developing the organizational and economic mechanism becomes crucial for ensuring the sustainability and development of the enterprise in the woodworking industry, where resources are limited and competition is high. Therefore, enterprises need to pay special attention to improving their management practices to avoid negative consequences and ensure long-term success in the market.

The organizational and economic mechanism in the woodworking industry can be considered as a system that transforms the movement (dynamics) of material and immaterial resources of society into

the efficient use of means of production aimed at satisfying the effective demand of consumers (Figure 2).

The organizational and economic mechanism for the development of entrepreneurship in the woodworking industry is a key element in the system of adaptation of enterprises to the changing conditions of the market economy as it helps to find and implement opportunities for sustainable development and survival of enterprises in a transforming economy. This mechanism plays a crucial role in maintaining the competitiveness of woodworking enterprises, allowing them not only to adapt to new challenges but also to use available resources as efficiently as possible to achieve strategic goals.

It is important to consider the organizational and economic mechanism of enterprise management in the woodworking industry as a set of organizational and economic levers that directly influence the economic and organizational parameters of the management system and are critical for the formation and development of the organizational and economic capacity of the enterprise, which in turn ensures stable competitive advantages in the market. In the highly competitive woodworking market, this mechanism not only helps to achieve efficiency in operations but also provides the enterprise with the ability to adapt to changing market conditions, improve production processes, and rationally use available resources.

In particular, the organizational and economic development mechanism in the woodworking industry should take into account specific aspects of the production process, such as optimization of wood use, supply chain management, and the reduction of production costs through the introduction of new technologies. This approach allows enterprises to improve product quality, expand their product range, and reduce costs, which ultimately helps to strengthen their market position. Thus, the organizational and economic management mechanism becomes a key factor in the success of enterprises in the woodworking industry, ensuring their competitiveness and sustainable development in the long term.

Let us consider each of the approaches to the formation of an organizational and economic mechanism for the development of entrepreneurship in the woodworking industry. In particular, the systems approach to the organization of the economic mechanism for the development of enterprises in the woodworking industry considers the enterprise as an integrated system that interacts with the environment. This approach allows for a comprehensive assessment of all internal and external factors influencing the functioning of the enterprise, thereby ensuring more efficient management and optimization of processes.

The first stage of the systems approach includes a comprehensive analysis of the enterprise as an integral system, which involves defining the boundaries of the enterprise, including all its divisions and functions, as well as identifying the main elements of the system, such as human resources, materials, equipment, information flows, and financial resources. An analysis of the system's functioning helps to examine in detail how these elements interact with each other and how this impacts the overall efficiency of the enterprise.

The second aspect is to consider the impact of the external environment on the enterprise's activities, namely the analysis of the macro environment, which includes economic, social, political, technological, and environmental factors. It is also important to examine the micro-environment, which includes the enterprise's interaction with suppliers, competitors, consumers, and other stakeholders.

Optimization of interaction between the system elements is another key aspect of the systems approach, which involves creating effective links between all the elements to achieve the strategic goals of the enterprise, reduce production and sales costs, and increase the efficiency of management processes through the introduction of modern management methods.

Drafting a development strategy is the final stage of a systems approach, which includes formulating long-term and short-term goals of the enterprise, conducting a SWOT analysis to assess strengths, weaknesses, opportunities, and threats, as well as developing strategic alternatives and choosing the best solutions for the further development of the enterprise.

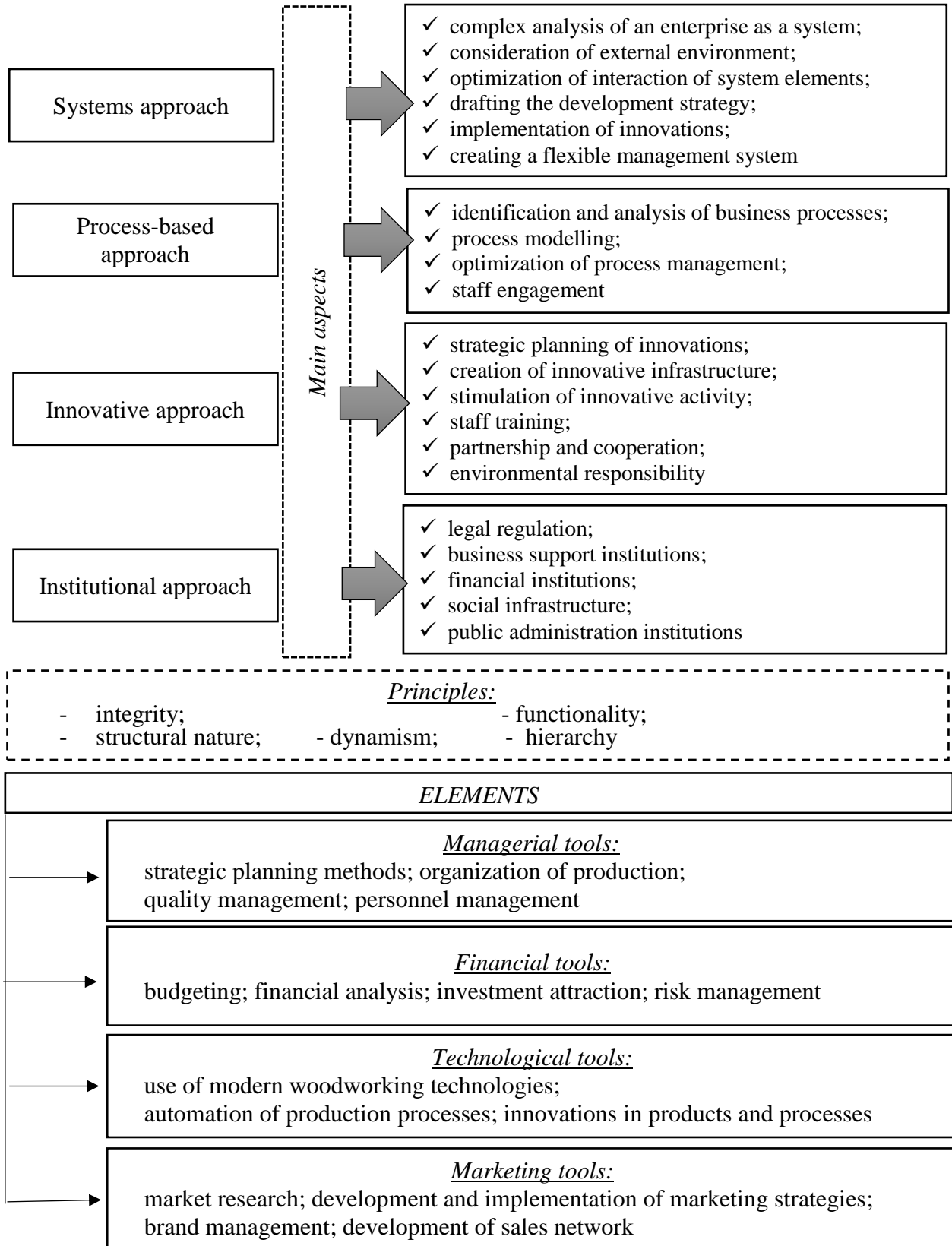


Fig. 2. The concept of building an organizational and economic mechanism for the development of woodworking enterprises

Source: author's development

The introduction of innovations and the creation of a flexible management system allows the

company to adapt to changes in the external environment, ensuring increased efficiency and competitiveness. This includes integrating new technologies into production processes, investing in human capital development, adapting management mechanisms to new conditions, and delegating authority to improve decision-making efficiency. The systems approach provides a comprehensive assessment of the situation at the enterprise, facilitates the development of effective strategies, and ensures stable operation in a dynamic environment.

The process approach to the formation of an organizational and economic mechanism in the woodworking industry focuses on considering an enterprise as a set of interrelated processes that create value for the customer and, in turn, allow to optimize operations and increase efficiency and adaptability of the enterprise to changes in the external environment.

The main stage of the process approach involves identifying and analyzing business processes: timber harvesting, production, marketing, sales, and service, as well as analyzing the value stream – the movement of materials and information throughout the product life cycle. Identifying bottlenecks helps eliminate steps that limit process efficiency.

Next, process modeling is required, which involves creating visualizations and models to display the sequence of actions and their interconnections. The use of specialized software allows you to describe and simulate processes in detail for further optimization.

Process optimization is characterized by simplifying steps, eliminating duplication, and automating routine operations to reduce costs and improve task accuracy. Delegation of powers to lower levels of management also contributes to the efficiency and effectiveness of management.

The process approach offers a number of benefits to the woodworking industry, including increased efficiency, improved product quality, increased flexibility, and improved customer satisfaction. For example, the optimization of production and logistics processes and the introduction of quality management systems and effective sales systems can increase the competitiveness and profitability of enterprises.

The innovative approach to the development of the woodworking industry focuses on the introduction of the latest technologies and management methods to improve efficiency and create new products. The development of an organizational and economic mechanism that will help to successfully implement innovative projects in the industry is an important part of this approach.

The first step is strategic planning of innovations: defining the long-term goals of the enterprise and analyzing market trends and the competitive environment to identify new opportunities and threats. Developing an innovation strategy involves creating a plan for funding, resources, and timelines for implementing innovation initiatives.

The next step is creating an innovation infrastructure. It is important to organize specialized innovation centers, equip research laboratories with modern equipment, and create technology parks that will facilitate cooperation between science and industry.

Stimulating innovation involves developing a system of incentives for employees, attracting investment, using government support programs, and creating venture capital funds. Close links with scientific institutions are also important for joint development.

Innovation management includes the implementation of modern systems for planning and controlling innovation processes and the development of indicators for assessing project performance and risk management. Improving staff skills through training and creating a knowledge transfer system is also crucial.

Environmental responsibility also plays a key role. Implementation of environmentally friendly technologies and development of waste management systems and product certification help to reduce the negative impact on the environment and increase competitiveness in the global market.

The institutional approach, which focuses on the development and analysis of the institutional environment that impacts the activities of enterprises, is quite important. The major aspects include:

- ⊙ legal regulation – including protection of property rights, reliable contract enforcement,

transparent licensing and certification procedures, and competition law to prevent market abuse;

- ⊙ business support institutions, including clusters, associations, business incubators, accelerators, and technology parks to develop innovations and support startups;
- ⊙ financial institutions providing access to loans, leasing services, and grants for investment in production and innovation projects;
- ⊙ specific infrastructure, including the development of transport networks, energy supply, and the creation of information platforms for market interaction;
- ⊙ social infrastructure, including training of personnel through education, ensuring labor safety, and interaction with state and municipal authorities to create favorable conditions for doing business.

As a result, the institutional approach helps to create a stable institutional environment, increase the efficiency of resource use, stimulate innovation, enhance competitiveness, and ensure the social responsibility of business.

It is worth emphasizing the need to follow the principles of the organizational and economic mechanism for the development of entrepreneurship in the woodworking industry, in particular integrity, functionality, structural nature, dynamism, and hierarchy, as they are the key to ensuring the effective and stable functioning of enterprises in this industry, in particular:

1. The principle of integrity implies that all elements of the organizational and economic mechanism should work as a whole. In the woodworking industry, this means integrating all business processes – from timber harvesting to production and sales of finished products. Integrity ensures the consistency of actions and information, which helps to increase overall efficiency and reduce the likelihood of conflicts between different units of the enterprise;

2. The principle of functionality ensures that all elements of the system perform their specific functions efficiently and with maximum effectiveness. In the woodworking industry, this includes proper management of technological processes, logistics, finance, and human resources. The high functionality of each component reduces costs and improves product quality;

3. Structural nature refers to the clear organization and distribution of responsibilities and resources within the enterprise, namely the development of a clear hierarchy and management structure that promotes better coordination and control over all processes because the right structure makes it possible to avoid duplication of functions and ensure efficient use of resources;

4. The principle of dynamism guarantees the system's ability to adapt and respond quickly to changes in the external environment, including flexibility in response to fluctuations in market conditions, technological innovations, and changes in legislation. Dynamism allows enterprises to remain competitive and efficient even in unstable conditions;

5. Hierarchy, in turn, ensures the organization and management of the enterprise through a clear distribution structure, where each level has its own powers and responsibilities, and the presence of a clear command and control system makes it possible to effectively manage projects, resources, and personnel, which leads to the avoidance of chaos and ensures clarity in the implementation of tasks.

It is important to follow these principles to ensure integration, efficiency, adaptability, and order, which is crucial for the successful development and sustainability of enterprises in the woodworking industry

When building a concept for the formation of an organizational and economic mechanism for the development of woodworking enterprises, the elements that include managerial, financial, technological, and marketing tools are important. Each of them is critical to ensuring the efficiency and competitiveness of enterprises:

1. Managerial tools:

- process management systems (ERP systems) ensure the integration of all business processes from procurement to sales into a single platform, which can improve coordination and reduce costs;
- business process optimization methods (LEAN, Six Sigma) allow to identify and eliminate inefficiencies in production, reduce costs, and improve product quality;

- project management tools, such as Gantt charts and Kanban systems, which help plan and control the implementation of projects, including the introduction of new technologies or expansion of production.

2. Financial tools:

- loans and investments, namely obtaining loans from banks and financial institutions to modernize equipment and expand production capacity and investments from venture capital funds or business angels to finance innovative projects;

- leasing – leasing equipment with the right to purchase, which allows woodworking enterprises to reduce capital expenditures and maintain liquidity;

- budgeting and financial planning - developing detailed budgets for cost management and forecasting of financial needs of the enterprise at different stages of its development;

3. Technological tools:

- introduction of automated woodworking systems, which increase productivity and accuracy, reducing labor costs;

- the use of the latest technologies, such as laser cutting systems or high-precision machines, to improve product quality and reduce waste;

- introduction of sensors and software to control product quality and monitor production parameters in real-time;

4. Marketing tools:

- implementation of modern analytical tools to study market trends and the competitive environment, which contributes to the adaptation of strategies and proposals;

- use of SEO, content marketing, and paid advertising campaigns to attract new customers and promote products on the market;

- CRM systems (customer relationship management).

All the considered tools constitute the basis of the organizational and economic mechanism that allows enterprises in the woodworking industry to achieve strategic goals, increase efficiency, and ensure competitiveness in the market.

Optimization of methodological approaches to improve the efficiency and competitiveness of woodworking enterprises requires a comprehensive rethinking of management practices. First, it is necessary to implement modern process management systems that ensure transparency of information flows, reduce costs, and increase the efficiency of decision-making, which is critical for competitiveness in a dynamic market. Next, it is important to focus on financial optimization by improving the budgeting and cost control system, since the use of modern financial tools, such as analytical platforms for forecasting and planning financial flows, enables effective investment management and ensures the financial stability of the enterprise. The key aspect is technological modernization of productivity increase in order to reduce costs, improve product quality, and reduce environmental impact.

Finally, marketing strategies should be adapted to current market conditions. The use of market analytics to assess demand and the competitive environment, as well as the use of digital tools to promote products, will significantly increase brand visibility and attract customers. CRM systems can help manage customer relationships, which will ensure a high level of service and loyalty.

Thus, an integrated approach to the optimization of methodological organizational and economic approaches through the integration of managerial, financial, technological, and marketing tools will allow woodworking enterprises to increase the efficiency of operations, reduce costs, and ensure competitiveness in the market. The introduction of modern technologies and management methods will ensure resilient and profitable operations in the current economic environment.

5. CONCLUSIONS

Methodological approaches to the formation of the organizational and economic mechanism for the development of woodworking enterprises are based on process-based, innovative, institutional, and systems approaches. It is most reasonable to use an integrated approach that takes into account the interaction between organizational and economic components. The effectiveness of this mechanism depends on the ability to ensure the coordinated work of all elements at the macro, meso, and micro levels of the economy, including the creation of new links and incentives in accordance with the needs of the enterprise to maintain its competitiveness.

The importance of innovative approaches, such as the introduction of new technologies and improved management practices, is crucial for improving the efficiency of the woodworking industry. The development of an innovative strategy and the creation of conditions for its implementation allows for improved product quality, reduced costs, and ensure the resilient development of the enterprise. Rational use of limited resources and effective management are key to ensuring long-term success and competitiveness.

For the successful development of enterprises in the woodworking industry, it is necessary to follow the principles of the organizational and economic mechanism, such as integrity, functionality, structural nature, dynamism, and hierarchy. This ensures the integration of all business processes, increased efficiency, and adaptation to a changing environment. Elements of the mechanism, such as managerial, financial, technological, and marketing tools, are crucial to improving the competitiveness and efficiency of enterprises. The introduction of modern management systems, optimization of financial resources, technological modernization, and adaptation of marketing strategies allow for achieving high results in a dynamic market. Therefore, a comprehensive approach to optimizing these tools will ensure that woodworking enterprises are resilient, profitable, and competitive, which is essential for their long-term success.

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Агрес Оксана, Садура Оксана, Попадинець Назарій. Формування організаційно-економічного механізму розвитку підприємств деревообробної промисловості. *Журнал Прикарпатського університету імені Василя Стефаника*, 11 (4) (2024), 37-50.

У статті обґрунтовано, що при побудові організаційно-економічного механізму розвитку деревообробних підприємств необхідно враховувати низку підходів, зокрема: процесний, інноваційний, інституційний та системний. При цьому слід використовувати комплексний підхід, який враховує взаємодію організаційних та економічних елементів. Його ефективність визначається гармонізацією складових на макро-, мезо- та мікрорівнях, формуванням зв'язків і стимулів, які відповідають потребам підприємства та підтримують його конкурентоспроможність. У статті підкреслено, що інноваційні підходи до побудови організаційно-економічного механізму, такі як впровадження новітніх технологій та вдосконалення управлінських практик, є важливими інструментами підвищення ефективності діяльності деревообробних підприємств. Розробка інноваційної стратегії та створення сприятливих умов для впровадження інновацій сприяє підвищенню якості продукції, зниженню витрат та забезпеченню стійкого розвитку підприємства. Оптимальне використання ресурсів та ефективне управління є запорукою довгострокового успіху та конкурентоспроможності. У статті стверджується, що зростання деревообробних підприємств вимагає дотримання принципів організаційно-економічних механізмів - цілісності,

функціональності, структурності, динамічності та ієрархічності - для інтеграції бізнес-процесів, підвищення ефективності та адаптації до мінливих умов.

Автори визначають ключові елементи організаційно-економічного механізму - управлінські, фінансові, технологічні та маркетингові інструменти, які мають вирішальне значення для підвищення конкурентоспроможності та ефективності підприємства. Показано, що комплексний підхід до оптимізації цих інструментів забезпечує стійкість, прибутковість і конкурентоспроможність деревообробних підприємств, що є запорукою їх довгострокового успіху в сучасних умовах господарювання.

Ключові слова: організаційно-економічний механізм, деревообробна промисловість, розвиток підприємств, ефективність діяльності підприємств.