

IMPROVEMENT DIRECTIONS OF THE MANAGEMENT DEVELOPMENT PRINCIPLES OF SOCIO-CULTURAL ENTERPRISES AND ORGANIZATIONS IN RURAL AREAS

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Abstract. *The directions of improving the principles of management of development of socio-cultural enterprises and organizations of rural areas, among which the key is controlling, are considered. The purpose of the article is to determine areas for improving the principles of management of socio-cultural enterprises and organizations of rural areas. The theoretical and methodological basis of the study are the main provisions of the dialectical method of cognition, in particular induction and deduction. Different methods and techniques were used: analysis and synthesis, comparison, problem-based approach, social responsibility, system management and controlling, marketing strategies. It is established that the methodological principles of the introduction of controlling in the activities and management of cultural and artistic enterprises in the countryside, in contrast to other socio-cultural entities, are fundamental to ensure their self-sufficiency in a deficit of budget support. The article develops conceptual principles of process management of enterprises of socio-cultural sphere of rural areas, which provides a comprehensive solution to the problems of strategic and operational management of such enterprises, taking into account external and internal factors of Ukraine.*

Keywords: *business process, efficiency, innovation, controlling, evaluation, enterprise, process approach, regulations, socio-cultural sphere, rural area, management.*

JEL Classification: L50, O13, Q16

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Introduction. The dynamic development of enterprises, institutions and organizations of the socio-cultural sphere of rural areas and relations between them in terms of constant innovation and modernization of all activities on the basis of digitalization, global influences and competition between them requires the search for new theoretical concepts and practical tools and methods to manage them. competitive operation. This is also required by the need to take into account the sharp decline in the rural population, reducing the number and population of rural settlements, which leads to the collapse, especially the scale of socio-cultural enterprises, which are organized mainly on regulatory principles. Finally, it is necessary to take into account the reduction of public funding and in general changes in the procedure, sources and mechanisms for attracting investment, decentralization of power and administrative-territorial reform in rural areas.

The issues of management, marketing, innovation and investment support, system management and controlling of enterprises, institutions and organizations of the socio-cultural sphere of rural areas need special attention. This primarily applies to the economy and management of rural cultural and artistic institutions - museums, exhibition halls and galleries, houses and palaces of culture, theaters, concert halls, libraries, etc., which requires finding effective and efficient ways to improve the management of socio-cultural enterprises and organizations of rural areas.

Literature review. The role, features and methodology of controlling as a tool of modern enterprise management are described in [1-5]. Evaluation of the effectiveness of the implementation and operation of the controlling system in enterprises is described in [6-8]. The results of innovative support and implementation of information technology are described in [9-11].

Aims. The purpose of the article is to determine areas for improving the principles of management of socio-cultural enterprises and organizations of rural areas.

Methods. The theoretical and methodological basis of the study are the main provisions of the dialectical method of cognition, in particular induction and deduction. Different methods and techniques were used: analysis and synthesis, comparison, problem-based approach, social responsibility, system management and controlling, marketing strategies.

Results. The market environment requires socio-cultural enterprises in rural areas of Ukraine to change the old principles of management to new ones, to introduce new methods of providing cultural and artistic services, taking into account the influence of internal and external factors and the development of modern information technologies. Today, at a time of rapid development of technological equipment, intelligence and resources, communications and transport accessibility, there is a need for new requirements for their management. Modern practice of management of a rural house of culture testifies to the need to look for new effective organizational and methodological solutions for the formation of the system and management.

A special place in the list of necessary innovations in the activities of socio-cultural and, especially, cultural and artistic enterprises in order to strengthen the commercial component and ensure self-sufficiency is the introduction and formation of process management. The introduction of process management in the activities of socio-cultural or cultural and artistic enterprises requires the definition of such a concept as their process controlling. Based on the study of this definition and its essence, we propose the definition of process controlling of socio-cultural, including cultural and artistic enterprises, which means organizational and methodological approaches to creating a management system and regulation of creative and business processes taking into account external and internal factors that ensure their activities. In this case, organizational and methodological approaches to the management of socio-cultural enterprises should include:

- planned and well-thought-out actions of management and specialists to reduce costs and increase efficiency;
- substantiation of preliminary conditions for quality planning, forecasting of consequences and documentation of implemented decisions;
- a clear understanding of the essence of creative and business processes, common and differences between them;
- regulation and unification of business processes;
- increasing the level of organization, system, quality and management culture;
- use of innovations in the system of management and regulation and

implementation of creative and business processes.

However, when introducing controlling into the management system of a socio-cultural enterprise, the management faces a number of circumstances:

- the need for organizational and economic changes in the implementation of the structural unit or area (branch);
- definition of the functional component of the controlling department within the structural unit or functional responsibilities for the responsible person;
- insignificant experience in the practical implementation of controlling in domestic socio-cultural and other enterprises;
- lack of purposeful training of relevant specialists;
- the need for long-term targeted research in this area;
- the need for the introduction of modern information and digital technologies, which in rural areas is quite problematic.

As the basis of the enterprise management system on the basis of the formation of centers of responsibility and regulation of business processes, controlling is aimed at improving the efficiency and orderliness in management decisions. Thus, theoretical research and practical implementations have made it possible to determine that companies that have implemented controlling have higher efficiency and competitiveness than before implementation. The introduction of controlling in the management of socio-cultural and cultural-artistic institutions is an exceptionally effective method of market management, if it is applied taking into account the peculiarities of the development of rural communities, territories and the rural economy in general. The main organizational form of controlling can be a department or a specialist or manager (deputy director, head) of controlling. In order to introduce the controlling department in the management of socio-cultural enterprises, it is proposed to reorganize the organizational structure, the essence of which is the transformation, reorganization of the organizational structure and management while maintaining fixed assets, property and creative potential. implementation, financial and economic analysis of the structural unit, control of the dynamics of indicators, the correctness of the approved organizational decisions.

Regulation of business processes is an integral part of the activities of the department or specialist in controlling, provided that its tools are implemented in the activities of socio-cultural enterprises. It allows not only to increase the efficiency of management decisions, but also to more effectively carry out creative and business processes. At the same time, the developed regulatory documents become an effective means of control over the correctness of any of them. However, regulation acts not only as the end result of the controlling department, but also is used in its process, first as a means of research, and then as a means of enterprise management.

Since creative processes have a different nature in relation to business processes, as already mentioned, although they can be formalized in some way, in the future we should focus on their commercial component or business processes in general. Thus, the regulation of business processes helps to address various shortcomings in the activities of cultural and artistic enterprises and institutions by: ensuring the adaptation of new employees; elimination of repetitions of business operations; rapid

response to changes in external factors; increase profits and reduce costs, etc.

The process of regulation of business processes in the structure of its activities should be based on regulatory and methodological documents that would fix the rules of business processes, and the process of regulation was part of the overall business process of the institution. In organizational terms, it should be to explain the tasks, circumstances, possible difficulties. Based on the research, we can identify three main tools for the regulation of business processes: organizational and administrative, rationing, coaching. The regulations of creative and business processes in the House of Culture should also fix the areas of authority and responsibility, determine the ways of interaction of departments in the enterprise. The regulations set the boundaries of these processes in the unit: the event being initiated; the actual course of the process; the result of its implementation; temporary restrictions; responsible for business processes; responsible for monitoring compliance with the regulations. The regulations set requirements for the implementation of components of business processes - business procedures (performer; input (initiating event, data used); actions performed by the executor; output (result and directions of use). possible exceptions (options for action) Business process regulations should satisfy both managers of the House of Culture and employees at all hierarchical levels.

The purposefulness of the implementation of controlling means in the management system of socio-cultural enterprises and cultural and artistic enterprises in their composition requires the development of measures to assess the effectiveness of its implementation and operation. The issues of efficiency and competitiveness are always at the center of any activity, managers and business owners, as well as scientists. The development of the digital economy, new types of employment, changes in the priorities of life and motivation of employees, the emergence of new concepts in economic theory and practice to achieve them makes this attention even more relevant. In our opinion, the effectiveness of the introduction of controlling in the management of socio-cultural enterprises should be assessed in organic unity with the whole system of conditions, factors and results of their development. It is a reflection of the results of activities, in particular, cultural and artistic enterprises with the use of both higher quality work and more productive material components.

Particular attention needs to be paid to the use of the advantages and capabilities of new information technologies, which change not only the methods but also the forms of activity of enterprises, institutions and organizations. The Internet provides unique opportunities to increase productivity, monitor and analyze any markets, advertise, promote and sell products and services in new and rapidly expanding markets, as well as implement an inexpensive way of controlling. The introduction of new information technologies in enterprises and institutions of socio-cultural and cultural-artistic sphere should be accompanied by a change in their structure and management methods. It will facilitate effective controlling. This statement can be substantiated by at least the following two conclusions.

Firstly, new technological means give a significant economic effect only in the radical reorganization of business processes, changes in working methods, professional training of employees on an innovative basis. On the other hand,

information technologies allow to use their intellectual potential to a much greater extent. It is also important to note that highly qualified specialists in choosing a place of work attach increasing importance to the use of new technologies in enterprises. This indicates their proper place in the market and competitiveness, and therefore financial and economic stability.

Secondly, the spread of new information and virtual technologies changes the methods and means of interaction, forms of relationships in the markets of goods and services, for example, in the numerous chains "Customer-Supplier", "Seller-Buyer" and so on. If employees of cultural, artistic and other socio-cultural enterprises do not use Internet technologies in controlling, advertising, marketing, financial, supply and other areas of management, they will soon cease to cooperate with them, even due to communication problems.

It is revealed that each information technology supports certain areas of controlling in the management of cultural and artistic enterprises. All of them in one way or another contribute to improving the efficiency of controlling. We can distinguish the following three major groups of management technologies: a) resources; b) processes; c) corporate knowledge (communications). This classification reflects the experience of practical application of these technologies by economic entities and socio-economic activities.

The first group of technologies focuses on the resource concept of enterprise operation. They are based on models that represent the company as a system of resources (finance, inventories, personnel), owned by the owners - the state, legal entities, departments, individuals. All processes are described as postings that reflect the movement of resources between owners.

The first group includes models of financial management, inventories, personnel (they are considered as labor and intellectual resources). The main purpose of controlling according to the technologies of this group is to control the provision of resources and their use.

The second group of technologies represents the enterprise as a system of business processes. Here the central concepts of their models are process, function, procedure, data, event. The main purpose of controlling in this case is to ensure coordination of events and functions.

The third group of technologies represents the enterprise as a system of small teams of employees who solve a common problem, and the role of organizing factors are corporate knowledge and effective communication. The main resource of management is the corporate knowledge base, in which employees can quickly find information to make the right decision and understand each other. This base concentrates the collective experience of enterprises and creates the context of corporate communications. The main purpose of controlling for the technologies of this group is to provide control over communications and information retrieval for independent management decisions.

Discussion. As modern cultural and artistic enterprises increasingly use the Internet as a platform to achieve new competitive advantages and a tool for communication, this network is fast becoming a standard way for commercial

organizations to interact in this important area of life. The Internet is growing rapidly and is being equipped with increasingly business-friendly tools, such as secure ways to buy and sell products electronically, and expanding network bandwidth opens up opportunities for multimedia applications to effectively control business management. These are just some of the competitive advantages that the Internet offers.

However, for more effective controlling for cultural and artistic enterprises, the use of corporate information systems, corporate intra- and extra-networks becomes a key element. They allow controlling at a distance, do not require the personal physical presence of the controller at the enterprise, allow you to quickly identify threats.

Given the above areas of improvement of the principles of managing the development of socio-cultural enterprises and organizations of rural areas, it can be noted that the greatest efficiency can be achieved with their integrated systemic use. Given the above, we have developed conceptual principles of process management of socio-cultural enterprises in rural areas, which provides a comprehensive solution to the problems of strategic and operational management of such enterprises taking into account external and internal factors by: building a management system based on controlling and implementing tools and mechanisms management; allocation of the center of system analysis and formation of the centers of responsibility on hierarchical, functional and problem-target signs; regulation of business processes and their formalization in normative-methodical documents by means of the program of cross-functional notation; constant innovative support and use of modern information and digital technologies in the process of management, implementation of creative and business processes, provision of budgetary and commercial services; continuous monitoring and evaluation of the effectiveness of the implemented process management and controlling, the system of conditions, factors and results of the development of the socio-cultural sphere of the rural area.

Conclusions. Based on the results of the study, it is advisable to draw the following conclusions and indicate the directions of future research.

1. Modern management practices of rural houses of culture indicate the need to find new effective organizational and methodological solutions for the formation of such a system that would ensure the greatest efficiency and effectiveness of socio-cultural enterprises and organizations of rural areas, taking into account the tasks assigned to them.

2. It is determined and proved that a special place in the list of necessary innovations in the activities of socio-cultural rural areas and, especially, cultural and artistic should be the introduction and formation of process management, which would allow companies to strengthen the commercial component, increase their competitiveness, ensure the necessary level of self-sufficiency.

3. An important prerequisite for the effectiveness of our proposed approach is the need to establish an appropriate unit of systems analysis, the functional purpose of which should be general methodological management of implementation, financial

and economic analysis of the structural unit, control of dynamics, correctness of approved organizational decisions.

4. Particular attention in the process of introducing controlling is the regulation of business processes, because it allows, firstly, to increase the efficiency of management decisions, secondly, more efficient creative and business processes, and thirdly, simplifies the process of further control, because the developed regulatory documents become an effective means of control over the correctness of the implementation of any of them.

5. In order to further improve the creative and streamlining of commercial activities of cultural and artistic institutions on the basis of controlling is of great importance its innovative support and implementation of information technology. First of all, it should be noted that they are based on comprehensive regulation and formalization. They are carried out by means of programming and modeling. In this case, in accordance with the specifics of rural cultural and artistic institutions, in order to formalize and establish regulations, the development of regulatory documents can be used at least 15 software products. They differ in the level of detail of business processes, taking into account and depicting the relationships between their procedures, calculations. The most functional in use, affordable and effective is a cross-functional program.

6. The effectiveness of controlling in the management of socio-cultural enterprises should be assessed in organic unity with the whole system of conditions, factors and results of their development, because it is a reflection of the results of activities, in particular, cultural and artistic enterprises using higher quality and more productive material components.

7. It is determined that the greatest efficiency of the process of managing the development of socio-cultural enterprises and organizations of rural areas can be achieved by comprehensive systematic use of all areas of improvement of the management process, which clearly fits into our conceptual principles of process management of socio-cultural enterprises tasks of strategic and operational management of such enterprises taking into account external and internal factors.

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