ORGANIZATIONAL CONDITIONS AT THE ENTERPRISE LEVEL FOR THE IMPLEMENTATION OF COMPLEX ECONOMIC ANALYSIS

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Abstract: *The article extensively covers the organizational conditions necessary for the formation of a comprehensive economic analysis system at the enterprise level and its effective implementation. The increasing importance of analytical activities in achieving strategic goals and objectives facing enterprises in a market economy is substantiated. The article also develops practical recommendations for improving analytical processes .*

Keywords: *enterprise, complex economic analysis, analysis, organizational conditions, information system, digital economy, management decisions.*

INTRODUCTION.

Today enterprises are forced to rely on a wide range of analytical information to organize their activities more effectively, optimize costs, increase profits, ensure competitiveness, and adapt to market demands. Therefore, comprehensive economic analysis (KET) is considered one of the most important tools for assessing the economic stability of an enterprise, improving efficiency, and substantiating management decisions [1].

It is worth noting that many enterprises are not using the KET system effectively enough. One of the reasons is the lack of an adequate organizational framework for analysis. For example, in some enterprises, analysis is fragmented across several departments , information exchange is not sufficiently integrated, employees are not aware of modern analysis methods, or the results of the analysis are not integrated into management decisions.

Another important factor is the rapid development of the digital economy. Currently, new technologies are emerging that allow enterprises to collect, process and analyze huge amounts of data. However, for these technologies to work effectively, it is necessary to have the appropriate organizational infrastructure and institutional conditions within the enterprise [2].

This ongoing study systematically studies the organizational conditions necessary for the implementation of complex economic analysis at the enterprise level, highlights their practical significance, and develops proposals for improvement.

LITERATURE REVIEW

Effective organization and implementation of complex economic analysis at the enterprise level have been widely studied by many foreign and domestic economists. The theoretical foundations of economic analysis were formed through the work of such classical and modern economists as A. Smith, K. McConnell, J. Keynes, F. Hayek, J. Schumpeter, who emphasize that the completeness of information, analytical approach and comprehensive assessment of economic processes are important factors in making effective management decisions in business entities. In particular, Schumpeter's views on innovative renewal and Hayek's concept of information diffusion scientifically substantiate the need to organize a system of economic analysis in enterprises [3].

Modern economists - scientists such as R. Kaplan, D. Norton, T. Horngren, E. Helfert - substantiate the organizational importance of such instruments as management accounting, financial performance systems, Balanced Scorecard, ERP and Business Intelligence platforms in the implementation of complex analysis in an enterprise, and offer methodological and practical approaches aimed at increasing the effectiveness of analysis. Their research emphasizes the need to carry out economic analysis not only on the basis of reporting indicators, but also through the integration of strategic, operational and functional processes. In particular, the automation of calculations, the introduction of electronic reporting systems, and the transfer of business processes to digital platforms create the necessary organizational conditions for a comprehensive analysis of enterprise activities.

METHODOLOGY

The research combines classical and modern approaches. The main methods used are:

The activity of the enterprise is a complex system, each of its links is interconnected. Therefore, a systematic approach was used to study the process of complex economic analysis. This approach made it possible to assess the interaction of information flows, management links and functional units.

Traditional and modern models of economic analysis were compared. In particular, the analytical systems used in local enterprises and foreign companies were compared.

Through interviews with economists-analysts, IT specialists, and business managers, the main problems in implementing complex analytics were identified and ideas were gathered to overcome them.

The practical experience of local enterprises was studied. The real state of analytical processes in enterprises was observed and existing shortcomings were classified. The organizational aspects of the analytical process were divided into groups, and the interrelationships between them were considered in a logical sequence.

RESULTS AND DISCUSSION

As a result of continuous research, the necessary tools for the effective implementation of complex economic analysis have been developed. Six key organizational conditions were identified: a flexible organizational structure. The analytical department should be formed as an independent structure; vertical and horizontal information exchange should be established in the enterprise; the creation of a Business Analytics Center will allow the integration of the analytical process [5].

Also, qualified personnel and human capital. The following specialists are in high demand for complex economic analysis: economists-analysts; financial analysts; data analysts and data scientists; IT specialists; Risk managers. The process of regular staff training has a direct impact on the quality and accuracy of analysis.

It should be said that the maturity of information systems. For qualitative analysis, accuracy, reliability and speed of information are important. For this: implementation of ERP, MRP, CRM systems; use of Business Intelligence platforms; It is necessary to create data storage centers. The information system is the "heart" of complex analysis.

At the same time, digital infrastructure and technologies, i.e., modern analytics processes, will not be effective without: Big Data technologies; Data Mining; Machine Learning models; automated analysis panels (dashboards); Real-time data collection from IoT devices. These technologies allow for accurate process forecasting.

Therefore, the analytical justification of management decisions is of low practical value if the results of the analysis do not affect management decisions. Therefore: strategic planning; risk management; KPI system; Financial control processes need to be integrated with analytics[4].

In addition, if the internal documentation system and regulations do not clearly define the function of each department in the analysis process, the analysis will be confusing. Therefore, it is

necessary to develop analysis regulations, information exchange protocols, and responsibility centers (cost center, profit center).

The necessary organizational structure for implementing comprehensive economic analysis conditions and their level of impact

No	Organizational conditions	Content (brief description)	Impact level	Implementation complexity
1	Flexibility of organizational structure	Activities of the analytics department, interdepartmental information exchange, vertical and horizontal management system.	High	Medium
2	Qualified personnel and personnel training	Economist-analyst, financial analyst, IT and data analysts, advanced training programs.	Very high	High
3	Integrated information systems (ERP, CRM)	Integrate data collection, processing, and analysis into a single system.	Very high	High
4	Digital Infrastructure (BI, Big Data, IoT)	Create automated tracking, forecasting, and analytical dashboards.	High	High
5	The process of analytical justification of management decisions	Linking strategic planning, KPI, risk management, and budgeting processes with analytics.	High	Medium
6	Internal regulations and rules	Standardization of analysis processes, division of tasks, order of information flows.	Medium	Low

Source : Author prepared by .

From the analysis of the table above, it can be seen that each of the organizational conditions necessary for the effective implementation of complex economic analysis has its own impact on the enterprise management system. The factors with the highest impact are **qualified personnel** and are considered **integrated information systems** . Because the accuracy and speed of analysis primarily depends on the level of knowledge of employees and the quality of information.

Also, although digital infrastructure (BI, Big Data, IoT) requires a complex technical base, it allows for the automation of analytical processes and real-time monitoring, which increases the strategic efficiency of enterprise management[6].

Therefore, the system of internal regulatory documents is relatively easy to implement compared to other factors, but it ensures a consistent and standardized operation of the analysis process. The flexibility of the organizational structure determines the level of information exchange between departments and helps the analysis to function as a single system.

The results of our study show that, although high-impact conditions require more resources, comprehensive economic analysis is the main guarantee of efficiency. We believe that if an enterprise develops these factors in harmony , an analytical management system will gain a strategic advantage.

In general, although most enterprises have an economic analysis system, it does not have a comprehensive approach. Information exchange between departments is weak, the ERP system is not fully functional or does not exist at all, and employees are not aware of modern analysis methods.

In addition, the development of the digital economy is forcing companies to fundamentally change their analytical processes. Now, analysis has become not only a means of preparing reports, but also a tool for real-time monitoring, forecasting, modeling and strategic decision-making[5].

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During the discussion, the following problems were identified as central: Data fragmentation - sharply reduces the effectiveness of analysis. Staff shortage - increased competition in the market for analytical specialists. Lack of integration of analytics into management limits practical results. Technological lags - leave businesses behind the competition.

At the same time, enterprises that properly organize the analysis process will have significant advantages: namely, optimizing costs by 10–20%, increasing profits, reducing risks, quickly adapting to market changes, and increasing competitiveness. This once again confirms the need to consider complex economic analysis as an integral part of the enterprise's strategic management system.

CONCLUSION & RECOMMENDATIONS

Based on the above, the following conclusion can be drawn. For the effective implementation of complex economic analysis, the enterprise must have a solid organizational base. Information systems and digital infrastructure are the main factors of the quality of the analysis. Qualified personnel ensure the accuracy, speed and reliability of the analysis. Interdepartmental integration directly affects the overall result of the complex analysis. The real impact of analysis results on management decisions contributes to the sustainable development of the enterprise. Regulating the analysis process helps to systematize the process.

Therefore, enterprises that have implemented a comprehensive economic analysis will have a significant advantage in the future competitive struggle. Therefore, the formation of this system remains one of the main tasks for every enterprise. We believe that this will determine the future of our country.

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