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СОЦІАЛЬНІ КОМУНІКАЦІЇ
ТА ІНФОРМАЦІЙНО-ДОКУМЕНТНІ СИСТЕМИ

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**PROSPECTS FOR SMES IN MOLDOVA IN A WORLD
OF REVOLUTIONARY CHANGE: CHALLENGES AND OPPORTUNITIES**

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Like any processes taking place in the world, the revolutionary changes associated with the Fourth Industrial Revolution have two sides. Their inevitability is no longer in doubt, therefore, proof of the need for transformations at enterprises is not required. So, the changes taking place in today's world are associated with the emergence of new technologies that, until today, for the most part were not known and have not yet been fully studied. This is primarily due to artificial intelligence, which today penetrates into all areas of our lives and leaves no choice for companies, because organizations that use it are distinguished by increased efficiency hundreds, and sometimes thousands of times. Industrialization 4.0 technologies are all about disruptive innovations that uncompromisingly lead to changes in companies' business models. How to cope with the challenges of the external environment for small and medium-sized enterprises, which are limited by their characteristics in terms of the number of personnel, financial resources, and often the lack of opportunities to introduce advanced technologies due to a lack of skills, knowledge, and understanding. At the same time, we note that in the Republic of Moldova the overwhelming majority of companies are organizations of this type (today their percentage is 98,6 % of the total number of enterprises in the republic).

Exploring numerous sources in the direction of organizational transformations, we have identified the main provocative challenges facing the SMEs of the Republic of Moldova, related precisely to the revolutionary changes in the context of Industrialization 4.0 [1,2]:

- a lack of understanding of the importance of making changes;
- even in the presence of such awareness, the understanding of the direction of action by many entrepreneurs is not considered as a cardinal change, but only a partial introduction of any processes related to technologization and informatization;
- a lack of understanding of the importance of developing a change strategy due to a lack of understanding of the change model;

- a lack of a clear vision of the future. Often, entrepreneurs, referring to the variability of the external environment, are not even going to plan, in particular, plan changes, considering it a useless exercise, given that «you do not plan everything in advance»;

- many companies that are afloat for a long period of time are satisfied with the results obtained, and even if the results of activities are gradually declining, they complain about the instability of the external environment, the recent situation related to the COVID-19 quarantine, political instability and the global economic crisis, do not trying to rethink the course of activities;

- many SMEs of the Republic of Moldova, realizing that they are lagging behind large companies in financial and technological terms in many respects, believe that the changes are pointless, it leads to additional expenses, and they, in turn, to the bankruptcy of enterprises, therefore they try reduce costs by laying off staff, reducing sales and production capacity, and thereby further causing dissatisfaction with the staff due to greater workload and weaker motivation;

- most SMEs are guided by outdated management principles focused on making a profit in any way, abandoning long-term goal setting and the desire to make momentary profit;

- focus on the client in order to win him at any cost and satisfy his needs, thereby attracting even more clients in this sense, in contrast to the modern approach, which involves establishing bilateral relations with clients and further cooperation with him (for example, assessing opinions regarding new products, technologies focused on long-term cooperation, when customers themselves turn to enterprises in order to voice their vision regarding new products);

- the constant shortage of staff, associated with the high percentage of migration of the population of the Republic of Moldova, is often not considered by companies as an opportunity to engage young people who have just graduated from universities and students, which could benefit both parties;

- considering the possibility of cooperation with other companies only as mutually beneficial suppliers or consumers, and not as part of one ecosystem.

These and other problems, which are related to shortcomings in the management systems of SMEs in the Republic of Moldova, prompted us to conduct a study in order to identify the main prospects for the development of companies of this type. Thus, the recommendations described above follow from a theoretical study of the features of the change management methodology, literature on innovation management, business models, ecosystems, 2 as well as an empirical study conducted in January–May 2023 on 210 SMEs of the Republic of Moldova. This study has identified many of the challenges these businesses face, as well as outlined areas for improvement and related recommendations.

The main recommendation of the study is to rethink the model of activity of many enterprises in this sector, as well as the introduction of a change model based on the use of technologies of the Fourth Industrial Revolution.

As private recommendations, we name the following aspects that develop the prospects for the development of these enterprises in a complex and uncertain external environment [3, 4].

Firstly, diagnosing the activities of companies, taking into account the establishment of existing positions: profitability, competitiveness, main advantages and risks that affect the organization. Consideration of competitive advantages is necessary in order to possibly take them as a basis for the formation of a strategy for change, justification of risks is necessary in terms of understanding the need for changes and forming a view on the main factors of influence. Accounting for risks will help in the future strategy of the enterprise, which will include a risk response component.

Secondly, the management of the company must develop a vision for the company to which it will strive. That is, the clarity of the goal will contribute to its implementation, here, of course, it is necessary to inform all staff about the upcoming changes, the goals of the changes, the company's capabilities, as well as the upcoming possible difficulties that will stand in the way of the transformation program.

Thirdly, an important point of the future functioning model should be a rethinking of the relationship with the main business players: first of all, with the same enterprises, which are also based on the realization of their competitive advantages (therefore, their selection is an important part of the diagnosis). Enterprises, by pooling their potential and building relationships through Revolution 4.0 technologies, can thus achieve synergies far beyond the conventional understanding of the term.

Fourthly, any modern company needs constant changes and creative approaches. The problems of SMEs associated with the obsolescence of personnel, or with their lack, can be resolved in the course of cooperation with local universities. Here the problem of the lack of a creative outlook on things will be resolved, students will be able to find a job, and universities will receive a constantly fresh look at the problems that exist in the business world and generate their solution using a symbiosis of theory and practice.

Fifth, the need to recognize financial problems will help management be honest with its own staff and not promise unrealizable implementations. At the same time, awareness of the need for change should draw the attention of management to grants and assistance programs for SMEs, which are included in the state program and are the result of the ODA (Organizația pentru Dezvoltarea Antreprenoriatului (in Romanian) – Organization for Entrepreneurship Development (in English)).

Sixthly, all these changes are impossible without rethinking the values of the company, focused both on the implementation of internal components: interaction between

management and personnel, and on external guidelines – changing the model of relationships with customers, partners and society, sustainable relationships with all interested groups.

Taking into account the above points, we note that the study conducted on the SMEs of the Republic of Moldova showed the desire to carry out changes related to the provocations of the Fourth Industrial Revolution at the level of 60–80 % out of 100 % (that is, the majority of respondents noted these values). On the one hand, this desire is not enough to carry out such radical and large-scale changes. At the same time, it can be noted that in many respects the understanding of the need to move is present among representatives of enterprises. Most of the respondents' answers are related to the digitization of customer relationship processes. In our opinion, this is logically explained by the fact that these processes were debugged during the pandemic. It is also encouraging that almost 21 % of respondents see the future of their companies in the total digitalization of all processes. Here we can talk about full compliance with the requirements of Industrialization 4.0.

Among the main obstacles to the implementation of changes associated with Industrialization 4.0, respondents cite a lack of sufficient motivation among company personnel, insufficient communication and cooperation with key business partners (to build an efficiently functioning ecosystem), as well as inadequate or unacceptable leadership style, used in enterprises, which slows down the upgrade process.

Among the main factors for the development of this group of enterprises, respondents name the mandatory development of an individual development strategy (paying only insignificant attention to collaboration with business partners and universities), the need to use the latest technologies and support from the state.

Conclusion: Industrialization 4.0 dictates special conditions for the existence of all organizations in the world. Given the many problems faced by SMEs in the Republic of Moldova, we note their extreme vulnerability to provocative conditions. At the same time, companies that have embarked on the path of transformational change understand the benefits that Industrialization 4.0 technologies bring.

The problems listed in this article are not limited to this list. Here it is necessary to take into account the individual history of the enterprise, its financial condition, the level of management, the field of activity and much more. Also, the directions of development presented in this study do not provide an exhaustive answer to many questions. At the same time, we substantiated the main points related to the management of changes in the conditions of transformational changes, which should be taken into account in the SME transformation strategy.

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СУЧАСНІ АНАЛІТИЧНІ МЕТОДИ ДОКУМЕНТОЗНАВЧИХ ДОСЛІДЖЕНЬ ВОЄННОГО ЧАСУ

Сьогодні Україна прагне інформаційного суспільства, і за допомогою документів достовірна інформація передається та зберігається у просторі та часі. Створення достовірних документів про події російсько-української війни нині є одним із головних завдань українських архівістів, необхідно досліджувати феномен таких документів у документальному та архівному аспектах.

Проблемами аналізу документів є методи передачі досліджень вчених різних галузей: соціологів, психологів, істориків, журналістів, архівістів тощо. До того ж цілі та завдання аналізу документів у різних експертів істотно відрізняються. Методологія аналізу документів передбачає використання класичних методів (традиційного, якісного) і формальних методів (кількісного). До перших належать публіцистичні, біографічні, літературознавчі, історичні, психологічні, юридичні, соціологічні, лінгвістичні та інші, до других – контент-аналіз.

Водночас дослідники зазначають, що в чистому вигляді жоден метод не використовується. Документознавчий аналіз, на нашу думку, має ознаки якісного та кількісного методів аналізу документів, оскільки подібний до історичного методу (наприклад, перевірка чинності документа, визначення повноважень і вста-