

Thus, it can be noted that organizational transformations of enterprises are based on a set of changes and transformations and may have different types, nature, directions and consequences. It is appropriate to consider transformational processes as a basis for the development of domestic enterprises in the future.

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**Pavliuchykh I.I.**, student

*Scientific supervisor – PhD in Economics, associate professor Lytvynenko L.L.  
National Aviation University, Kyiv*

## INCREASING THE LIQUIDITY OF ENTERPRISES UNDER MARTIAL LAW IN UKRAINE USING INTERNATIONAL EXPERIENCE

At present, due to the invasion of Ukraine by the Russian aggressor, the economy is suffering from negative changes affecting economic development. Under these conditions, in order to ensure the improvement of the national economy through the increase of business efficiency and to create conditions for the gradual recovery of enterprises from the crisis, special attention should be paid to measures to increase the liquidity of domestic enterprises. The relevance of this problem is determined by the fact that its solution will not only help enterprises survive in the extremely difficult conditions of martial law, but will also create the necessary basis for the gradual identification and realization of opportunities for the development of enterprises in various fields of activity, as well as the national economy as a whole.

By assessing the liquidity of an enterprise, it is possible to analyze how solvent it is, which is essential in a comprehensive analysis of the financial condition of an enterprise. Despite the seriousness of the impact of liquidity and solvency problems, some businesses tend not to pay sufficient attention to debt prevention or early debt liquidation. Therefore, it is important to pay considerable attention to this. At the same time, it is advisable to study the international experience of increasing the liquidity and solvency of enterprises in different countries in crisis conditions, including state level. For example, the UK has increased the liquidity of enterprises by having banks swap their illiquid assets; providing government guarantees to banks participating in recapitalization schemes; and providing loans for recapitalization by the Bank of England against appropriate collateral. Considering such a powerful economy as the United States, it has increased its liquidity by making the government responsible for the debt obligations of mortgage companies; buying out bad loans of companies by the state; establishing guarantees by the US Treasury for investments in money market funds; and increasing the liquidity of enterprises by lending through the discount window. France provided guarantees for interbank loans to increase liquidity; allocated €41 million for bank recapitalization. Austria has guaranteed state subsidies in case of liquidity problems and state guarantees to protect private savings to increase the liquidity of enterprises. Portugal and Spain provided state guarantees to their entrepreneurs. The Netherlands used targeted and recapitalization of financial institutions; state guarantees for unsecured loans. Ireland provided absolute guarantees for deposits in all banks [1; 2].

In terms of the liquidity of enterprises in Ukraine, there are many problems, primarily due to the war in Ukraine, such as: export and import problems, delay of goods delivery due to logistics difficulties, lack of resources of enterprises, as many enterprises during the war, especially small businesses, are massively forced to solve serious problems in their operations while volunteering and helping their citizens with certain goods and services for free, and also giving a certain percentage of their income to the Armed Forces of Ukraine. Based on international experience, in the context of martial law in Ukraine, it will be reasonable to guarantee state subsidies in case of liquidity problems, provide state guarantees to protect private savings. It is also possible to apply the experience of countries such as Portugal and Spain, i.e. to provide state guarantees to entrepreneurs.

To improve its financial condition, increase liquidity and solvency, the enterprise needs to develop and implement a set of measures, taking into account its specialization and special business conditions, mainly aimed at achieving profitability. This is because there is a certain limit to the possibilities of optimizing working capital, reducing capital investments, and increasing deferred payments. Therefore, only a gradual improvement in the level of profitability can help an enterprise to form real opportunities to strengthen its financial position and achieve its development goals. Obviously, this is extremely difficult to achieve in Ukraine under martial law.

The absence or insufficient profit of an enterprise over a long period of time indicates certain mistakes or problems in economic activity or management, meaning that it is non-competitive and, accordingly, will be forced to leave the market at some point if there is no improvement. Increasing profitability can be achieved in two well-known ways – by increasing sales and reducing costs. Increasing sales can be achieved by Ukrainian enterprises through: stimulating demand for the company's products, especially if the company's offer is valuable to consumers even in difficult war conditions; expanding the sales network (can be implemented when the situation in the country stabilizes or in those regions where there is a relatively stable situation); entering new markets (in particular, the EU markets if the products meet high standards and requirements and can be competitive); launching new competitive products (taking into account current conditions and changes in demand). Reducing production costs is possible by: finding suppliers offering more favourable terms (possibly switching to local suppliers or other foreign suppliers with more stable channels due to logistics complications under martial law); reducing fixed and variable costs through savings; reducing fixed costs by reducing excess production capacity (this applies to the part that is currently only partially used).

Summarizing the above, it can be stated that the liquidity of enterprises is very important and is a basic aspect for facilitating positive growth of the national economy as a whole. Therefore, it is worth paying attention to and taking advantage of the international experience of increasing the liquidity of enterprises, as well as improving the regulatory environment, providing certain bank guarantees and support to entrepreneurs in difficult conditions, so that they can contribute to the development of the Ukrainian economy.

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**Pererva P.G.**, *Doctor of Economic Sciences, Prof.*  
**Kosenko A.V.**, *PhD, Assoc. Prof.*  
*National Technical University "KhPI"*

### **METHODICAL APPROACHES TO MARKET DIFFUSION OF INNOVATIONS**

The importance of diffusion of the results of innovation activity in the management process cannot be overestimated, both the effectiveness of the innovative activity of the