

THEORETICAL PRINCIPLES OF FORMING THE MANAGEMENT SYSTEM BY THE COMPETITIVENESS OF ENTERPRISE

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Purpose. The aim of the article is the determination of essence and constituents of management system by the competitiveness of enterprise of machine-building industry. **Methodology.** Methodological basis of research of enterprise management competitiveness are the conceptual positions of modern economic and administrative theory, in particular the key positions of theory of market, theory of competition and competitive advantages, conception of strategic management, and also base principles and applied instruments, in particular methods of logical generalization; the systems approach and structural analysis. **Originality.** Generalization of variety of conceptions of management of enterprise competitiveness gives an opportunity more to define its basic component elements, principles and directions of changes forming. As a theory and practice show, determination, scientific ground of strategic competitive edges and decision of task of maintenance of the attained positions, becomes the main necessity of modern management of enterprise competitiveness. **Practical value.** Organization of administrative activity is one of major resources of enterprises on the modern stage of development of economic relations. Research and analysis of practice of enterprises management, as home so foreign, testify that the search of new competitive advantages sources, that arise up as a result of change of bases of competition and forming new centers, becomes the actual necessity of management, centers of business attractiveness conditioned by moving in the process of creation of consumer cost commodity. References 20, tables 2, figure 1.

Key words: management of enterprise, competitive edges, elements of the system, constituents of competitiveness, principles of control system, competitiveness.

ТЕОРЕТИЧНІ ЗАСАДИ ФОРМУВАННЯ СИСТЕМИ УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ ПІДПРИЄМСТВА

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У статті розглянуто проблеми управління конкурентоспроможністю підприємства, окреслено сутність даного поняття, наведено схему функціонування системи управління конкурентоспроможністю та описано її структурні елементи. Методологічною основою дослідження управління конкурентоспроможністю підприємства є концептуальні положення сучасної економічної та управлінської теорії, зокрема – ключові положення теорії ринку, теорії конкуренції та конкурентних переваг, концепції стратегічного управління, а також базові принципи та прикладні інструменти, зокрема методи логічного узагальнення; системний підхід та системно-структурний аналіз. На сучасному етапі розвитку економічних відносин організація управлінської діяльності є одним з найважливіших ресурсів підприємств. Слід відмітити, що актуальною потребою управління стає пошук нових джерел конкурентних переваг, які виникають внаслідок зміни основ конкуренції та формування їх нових центрів, обумовлених переміщенням центрів бізнесу у процесі створення споживчої вартості товару, про що свідчить аналіз вітчизняних та зарубіжних практик управління підприємствами. Узагальнення різноманітності концепцій управління конкурентоспроможністю підприємства дає можливість більш точно визначити його основні складові елементи, напрямки й принципи формування змін. Як показує теорія і практика, головною потребою сучасного управління конкурентоспроможністю підприємства стає визначення, наукове обґрунтування стратегічних конкурентних переваг та вирішення завдання утримання досягнутих позицій тривалий час.

Ключові слова: управління конкурентоспроможністю підприємства, конкурентні переваги, елементи системи, складові конкурентоспроможності, принципи системи управління.

PROBLEM STATEMENT. The competitiveness of enterprise is formed on a microlevel (level of enterprises) and, in the development it remains in close interconnection with other levels of competitiveness. Cooperation directly depends on the factors of environment. It is possible to take politics to their number that is conducted by the state within the framework of increase of competitiveness of domestic enterprises, level of welfare of consumers, level of competition, and also relationships with suppliers, etc.. Regardless of select aim and functions every enterprise structure aims not only to manage already existing competitive edges but also to produce new, different ones. The management of enterprise competitiveness is

the activity, sent to form the administrative decisions, oriented to counteraction to possible influences of actions of external factors and achievement of dominant positions of certain strategic aims.

The works of I. Ansoffa [1], F. Kotler [2], N. Lepa [3], M. Porter [4], H. Faskhiyeva [5], R. Fathutdinov [6] home researchers of A. Voronkova [7], V. Herasymchuk [8], Y. Ivanov [9], V. Korinyev [10], V. Pavlova [11], I. Piddubnyi [12], O. Chernega [13] and others are devoted to the different aspects of theory and practice of management of enterprise activity. However, nevertheless of plenty of researches, there is a necessity of illumination of theoretical principles and development of methodical approaches to the

management of enterprise competitiveness, that conditioned by the achievements of world economic science and successes and defeats of practical administrative activity of enterprise: effective business processes, skilled management, personnel, innovative climate and innovative development, productive business-culture, become the major competitive edges of successful enterprises.

The aim of the article is the determination of essence and constituents of control system by the competitiveness of enterprise of machine-building industry.

EXPERIMENTAL PART AND RESULTS OBTAINED. The management of enterprise competitiveness in the conditions of market is based on the rational use of present competitive edges, increase of perspective, exposure and creation of potential, and also in an estimation, analysis and account of factors of market environment, that promote or reduce the competitiveness of enterprise in the process of his economic activity from the production of competitive goods, commodities, services, choice and realization of corresponding strategy and tactics for the achievement of the set aim of development.

The management of enterprise competitiveness can be presented as a scientific category, the maintenance of which is expressed in realization of intercommunications [14, p. 414]:

1. Directions of providing the competitiveness of enterprises that can be divided into external (to marketing) and internal (resource).

2. The existence of three levels of competitiveness management: strategic, tactical and current (operative).

Strategic management, as a rule, is aimed to realization of long-term prospects of development

(from 3 and anymore) and executed at the level of top management of enterprise. The primary purpose of strategic management is forming, maintenance and development of strategic competitive edges of enterprise. Level of competition potential of enterprise higher, if a management is able to keep permanent investment and public attention to activity of enterprise. Thus, an estimation that represents the result of strategic management is long-term success or failure of activity of organization at the market. A tactical competitiveness management is the tactic of providing of competitiveness of enterprise, that finds the reflection in totality of practical kinds, receptions and methods of fight at the competitive market.

Further development of tactical management unchanging «outgrows» in forming of competition strategy of enterprise. A current management comes true continuously in the process of operative tasks to provide the competitiveness of enterprise (realization of contractual, current economic work and other). It should be noted that tactical and operative managements of enterprise competitiveness come true by all subjects of management. An accent, thus, is done on realization of medium-term (period from 1 to 3) and short-term (to one year) plans of development of competition position of enterprise (Table 1).

For the increase of strategic competitiveness of enterprise the reasonable control system is needed. For this purpose guidance of enterprise must not only conduct the analysis of the systems of markets it functions on, adequately to estimate the level of competitiveness and find out possibilities and lacks of competitors, but also carry out managing influence on an own competitiveness for her increase by the effective use of present competitive edges.

Table 1 – Determination of actual and strategic competitiveness of enterprise and their parameters

Actual competitiveness of enterprise		Strategic competitiveness of enterprise	
Real level of competitiveness, that is determined by the estimation of current results of industrial and economic activity of enterprise and competition position touched by him at the target market of sale, and also represents the degree of realization of competition potential of enterprise		Ability of enterprise in the conditions of competitive activity on the base of complex rating estimation to discover and arrive at the strategic aims of long duration development, remove possible obstacles for existence, implementation of mission and steady development	
Actual industrial and economic activity	Actual competition position	Strategic industrial and economic activity	Strategic competition position
Integral description of results of past and current activity of managing subject in area of bringing in, rational management and distribution of financial and other resources, providing the realization of strategy of development and income	Comparative description of technical-and-economic indexes of products, capacity for getting the access to the markets of sale and opposition to the foreign and home competitors, qualitatively and in number to satisfy the queries of consumers and investors	Totality of future parameters of home economic activity, that present the most credible level of investment, innovative, skilled and administrative performance of enterprise indicators	System of a special purpose indexes, future market position of subject that represents his ability to defend strategic interests as on internal so on external markets

The formation of the multilevel system of domestic machine-building enterprises competitiveness management envisages the development and realization of corresponding measures both at the level of the state and at the level of separate enterprises.

At state level from the positions of providing the terms for forming the favourable competition environment it is necessary:

- perfection (creation) of normative base of management, providing of stability of requirements of normative documents, a competitiveness on all levels of management;
- forming of effective competition politics and her permanent to adaptation to the world economic processes; forming of favourable investment climate and conditioning for the effective bringing in of

investments first of all home, that will give an opportunity to begin liquidation of investment crisis;

- development of privatization processes, including with going into international capital, decision of problem of privatizing of strategic industries markets for money, and also to the sale of objects of privatizing together lands, assistance to the processes of restructuring and diversification of production;

- reduction of the entrance barriers related to establishment and functioning of business entities;

- stimulation of innovative activity in direction of development of the products, oriented not only to the consumer (marketing approach) but also on the value of social, economic and natural environments,

- assistance in forming the system of monitoring of environment of enterprises, and also informative banks with the aim of development and realization of ideas of strategic management.

At the level of enterprise an accent must become basic direction of forming and perfection of control system by the competitiveness on strategic priorities of the management system, as development and realization of competitive edges. The loss of the competitiveness of Ukrainian enterprises is the absence of the experience in forming the competitive strategies. Therefore the competitiveness of enterprise should be considered as the strategic task. The strategic management of enterprise competitiveness can be imagined as an elaborate design of its elements that is characterized by principles, stages, methods of

estimation and prognostication, types of strategy [15, p. 3].

An aim of competitiveness management is the effective use of competitive edges and to provide the products that meet all the requirements of competition at the market during minimization of charges, taking into account interests of consumer and requirement of safety and ecofriendlyness of products. For machine-building enterprises one of criteria of their competitiveness is the input of directions of scientific and technical development, control system, development of intellectual potential by quality. It is possible to take to the features of the process of management of enterprises competitiveness: management hierarchy; multifunction character of management; an orientation is on end-point of work of enterprise; necessity of realization of different types of support (organizational, informative, financial and other) of combination of functional and situational approaches; influence is totalities of various factors, that determine the behaviour of enterprise in the conditions of competition. At the choice of variant of strategic decision it is recommended to be oriented on time. It is extremely necessary in the conditions of providing of competitiveness of enterprise (Table 2) [16, p. 36].

Within the framework of providing of competitiveness of machine-building enterprise of acceptance of administrative decisions is based on both functional and situational approaches.

Table 2 – Features of strategic and tactical management of enterprise competitiveness

Management sign	Strategic management	Tactical management
Orientation	Future development of enterprise	Current development of enterprise
Scale	Common	For realization of concrete aim
Temporal factor	Long-term	Short-term
Subjectness	Determination of aims and facilities of their achievement	Choice of facilities of achievement of the put aim
Richness (connection of reason and consequence) of content	Realization of politics of enterprise	Realization of strategy of enterprise
Management level	Higher	Middle
Estimation of efficiency	Timely reaction on the state of affairs of market and other factors of environment	Economic and social efficiency of realization of aim

To get and maintenance the competitive edges to the machine-building enterprises it is necessary constantly:

- to study a consumer and reasons of his behaviour at the market;

- to analyse the market of enterprise for the increase of his competitiveness;

- to investigate the goods movement as an index of competitiveness of enterprise;

- to move forward commodities as factors of providing of competitiveness;

- to investigate market segmentation on basic competitors.

Control competitiveness system of enterprise is being based on the next basic groups of principles:

1. General system principles:

- a complexity. The separate chains of control competitiveness system must be built-in in all functional subdivisions of enterprise.

- the system. A development and realization of control system by a competitiveness process must be based on methodology of analysis of the systems.

- dynamic. The accepted strategic decisions in relation to a competitiveness management must be based on the dynamic rows of evaluation of strategic possibilities and competition positions of enterprise.

- continuity. The prosecution of strategy of competitiveness management must be conducted constantly, with watching of "jumping" changes of constituents of her factors.

- unity in a management and collective nature in accepted decisions. This principle needs application of analysis methods of the systems and all-round scope of all guided system, account of all directions and properties.

- an optimality. An administrative choice is based on the use of base of criteria that represents the

principle of optimality that swims out from the system "the valued options" accepted on an enterprise.

– structuredness. The system must formulate strategy and tactics of competitiveness management, ground their choice and produce the ways of their realization.

2. Principles of management development:

- principles of the development of the system;
- design principles;

– principles of acceptance of administrative decisions;

- principle of self organization;
- principle of sunergos.

3. Strategic principles:

- a concentration of efforts;
- balance of risks;
- scientific character;
- realization of strategy of company;
- a collaboration.

4. Principle of awareness and sufficiency of participants of management process.

5. Principle of the use of the continuous monitoring that envisages the permanent watching and control

realization and dynamics of life cycle of process of management of enterprise competitiveness.

6. Principle of providing and supporting the diversification of strategies of management of enterprise competitiveness, that constantly watches and prepares alternative strategies variants of management.

7. Principle of feed-back, that allows to do control system by the competitiveness adaptive in relation to a market environment that changes constantly.

From position of process approach of management of enterprise competitiveness examined as a process of realization of certain administrative functions - aiming, planning, organizations, motivations and control of the activity in relation to forming of competitive edges and providing of vital functions of enterprise as a subject of economic activity [11].

Control system by the competitiveness of enterprise, built on the marked principles, can be effective only on condition of taking into account and providing of unity of aim, action of all constituents and process of domestic and external policy of enterprise, system of motivation able to interest performers in the increase of competitiveness of enterprise (Fig. 1).

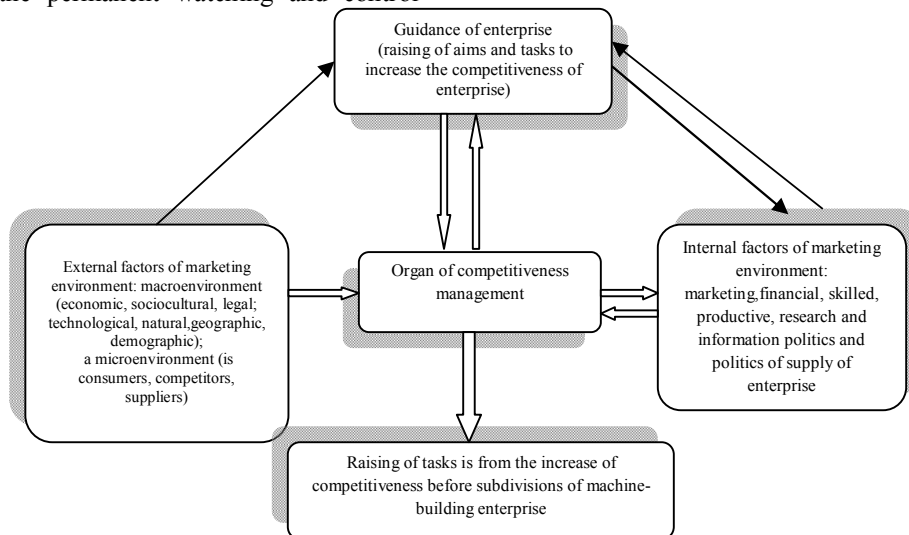


Figure 1 – Chart of management of machine-building enterprise competitiveness

According to the given chart, the organ of management of enterprise competitiveness must carry out a common management and co-ordination of activity of all subdivisions of enterprise. Strategic aims and tasks given for the organ of management of enterprise competitiveness are put by guidance of enterprise, taking into account the changes of factors of internal and external environment of enterprise, on the basis of corporate strategy of enterprise [17, p. 115].

Guidance of enterprise participates in development of functional strategies of enterprise, that is why internal factors of marketing environment the enterprises related to guidance to the lines and by a feed-back.

General competition strategy of enterprise the organ of competitiveness management develops on the basis of analysis of factors of external and internal environment of enterprise.

Distinguish next factors that are inalienable part of forming of level of competitiveness of enterprise [18]:

- technical factors are introduction of new technologies, that improve and accelerate the process of production, application of more quality raw material;
- economic factors that are incarnated in a pricing, expense policy on the production of goods;
- organizational factors are providing by personnel, increase of productive discipline and responsibility the proper working space for quality of products;
- social factors - creation in organization of such a microclimate, where for every worker it will be comfortably not only physically, but also morally.

The constituents of competitiveness can be:

- productive-technological (facilities of labour, quality of the articles of labour, progressiveness of technologies, level of mechanization and automation, terms of realization of experiments and their scale);

- productively-labour (forms of organization of production, organizational structure of enterprise, system of remuneration of labour, planning of account and control, efficiency of the use of direct-labour, state of terms of labour and organizational culture of production, participation of personnel in the process of management of operations, politics of advancement of personnel, system of motivation);

- resource-cost (efficiency of current outlays, financial firmness of enterprise, profitability of enterprise, property resources, of transport-communication resources, social infrastructure, landed);

- innovative (state of transfer of technologies, level of input of «know-how»);

- export (volumes of the realized products on an export, presence of the standardized products, accordance to the international standards, access to the markets of resources and technologies, sales promotion, state of after sale service);

- investment (presence of investments, cost of investments, efficiency of investment activity);

- marketing (level of scope of market, state of advertisement activity, reliability of marketing connections, image of commodity brand, price, quality of products);

- commodity (efficiency of branch development, access to quality raw material, terms of delivery of raw material, transport infrastructure, climatic terms, terms of material-supply, degree of unitization, specialization and cooperation).

All totality of factors that influence on enterprises and the same on their competitiveness, it is possible to divide into three groups [19, p. 43]:

- aims that is put before itself by an enterprise;
- resources that is owned by an enterprise;
- factors of environment of direct and indirect influence on an enterprise.

In general case influence these three groups of factors on the competitiveness of enterprise are very difficult and hardly taken to their linear combination.

Therefore the integral competitiveness of enterprise will present as some function of three groups of variables:

$$K = K(\{K_{ri}, i=1, \dots, N_r\}, \{W_i, i=1, \dots, N_r\}, \{F_i, i=1, \dots, N_f\}) \quad (1)$$

where K – is an index of integral competitiveness of enterprise;

K_{ri} – is the competitiveness of separate resources of enterprise by the incurrence of N_r ;

W_i – are weigher coefficients by the incurrence of N_r ;

F_i – is an amount of factors of environment by the incurrence of N_f .

Competitiveness as an index that characterizes a concrete enterprise and allows to compare him with other enterprises obviously, foremost, is determined by resources an enterprise owns that.

Thus under the resources of enterprise investigates not only a capital in a financial and material form but also personnel, and management quality.

After processing of all obtained data, determination of level of competitiveness of enterprise, finding out of

problem places in control system by the competitiveness of enterprise and development of ways of increase of level of competitiveness of enterprise, develops the complex of concrete tasks from the increase of competitiveness for separate subdivisions of enterprise, and also controls implementation of the put tasks.

The system of providing of high competitiveness must embrace next directions [20]:

1) measures on the increase of technical level and quality of products, provide for:

- alteration of the system of preparation and in-plant training of shots, increase of culture of production, improvement of terms of labour.

- strengthening of base and improvement of organization of scientific investigation work;

- speed-up realization of structural changes and investment politics in accordance with priorities of scientific potential and social development;

- an increase on this basis of efficiency of capital investments;

- organization of effective activity of groups of quality and having a special purpose studies of leading and working personnel, creation of social terms of quality of labour, alteration of tasks and functions of quality management of products;

- standardization.

2) measures, sent to the decline of the capacity of products, charges of production;

3) measures are in relation to perfection of service, advertisement, study of sale market.

It is necessary to direct the economic and organizational instruments of management on realization of these measures.

CONCLUSIONS. Control system by the competitiveness is the constituent of control system by an enterprise, and thus, providing the competitiveness of enterprise is possible only at the terms of creation of effective control system. Administrative decisions in relation to forming of norms of competitiveness, expediency of realization of concrete market aims and strategic direction of development, realization of concrete organizationally-economic, technical, technological and other measures of increase of competitiveness are accepted on the basis of analysis integral, single, group indexes of competitiveness, and also prognosis values of competitiveness and her basic factors, both enterprise that is examined and his competitors.

Organization of administrative activity is one of major resources of enterprises on the modern stage of development of economic relations. Research and analysis of practice of management enterprises, as home so foreign, testify that the search of new sources of competitive edges, that arise up as a result of change of bases of competition and forming of them new centres, becomes the actual necessity of management, centres of attractiveness, business conditioned by moving in the process of creation of consumer cost of commodity.

Generalization of variety of conceptions of management of enterprise competitiveness gives an

opportunity more exactly to define its basic component elements, principles and directions of forming of changes. As a theory and practice show, determination, scientific ground of strategic competitive edges and decision of task of maintenance of the attained positions, becomes the main necessity of modern management of enterprise competitiveness for a long time.

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ТЕОРЕТИЧЕСКИЕ ОСНОВЫ ФОРМИРОВАНИЯ СИСТЕМЫ УПРАВЛЕНИЯ КОНКУРЕНТОСПОСОБНОСТЬЮ ПРЕДПРИЯТИЯ

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В статье рассмотрены проблемы управления конкурентоспособностью предприятия, выделена сущность данного понятия, приведена схема функционирования системы управления конкурентоспособностью и описаны ее структурные элементы. Методологической основой исследования управления конкурентоспособностью предприятия являются концептуальные положения современной экономической и управленческой теории, в частности – ключевые положения теории рынка, теории конкуренции и конкурентных преимуществ, концепции стратегического управления, а также базовые принципы и прикладные инструменты, в частности методы логического обобщения; системный подход и системно-структурный анализ.

На современном этапе развития экономических отношений организация управленческой деятельности является одним из важнейших ресурсов предприятий. Стоит отметить, что актуальной потребностью управления является поиск новых источников конкурентных преимуществ, которые возникают вследствие изменения основ конкуренции и формирования их новых центров, обусловленных перемещением этих центров и бизнеса в процессе создания потребительской стоимости товара. Об этом свидетельствует анализ отечественных и зарубежных практик управления предприятиями. Обобщение имеющихся концепций управления конкурентоспособностью предприятия дает возможность точнее определить его основные составляющие элементы, принципы и направления формирования изменений. Как показывает теория и практика, главной потребностью современного управления конкурентоспособностью предприятия становится определение, научное обоснование стратегических конкурентных преимуществ и решение задачи удержания достигнутых позиций длительное время.

Ключевые слова: управление конкурентоспособностью предприятия, конкурентные преимущества, элементы системы, составляющие конкурентоспособности, принципы системы управления.

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