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ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНИЙ МЕХАНІЗМ УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ ПІДПРИЄМСТВА

Паламарчук О.М.

Ключові слова: механізм, конкурентоспроможність підприємства, організація, структурні елементи, управління.

ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКИЙ МЕХАНИЗМ УПРАВЛЕНИЯ КОНКУРЕНТОСПОСОБНОСТЬЮ ПРЕДПРИЯТИЯ

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Предметом исследования является формирование организационно-экономического механизма, который способен обеспечить эффективность управления и конкурентоспособность предприятия.

Цель статьи заключается в определении наиболее рационального способа построения обратной связи в организационно-экономическом механизме управления конкурентоспособностью промышленного предприятия для его эффективного функционирования и развития.

Теоретическую и методологическую основу исследования составляют труды ведущих отечественных и зарубежных ученых, материалы периодических изданий, статистические издания.

Результат работы. Обоснованно последовательность этапов формирования структурных элементов организационно-экономического механизма управления конкурентоспособностью предприятия в современных условиях, определены направления решения проблемных вопросов в этой сфере.

Область применения результатов. Полученные научные результаты исследования могут применяться в практической экономической деятельности, быть использованы при расчете уровня производительности и эффективности деятельности предприятий с целью получения длительных конкурентных преимуществ отраслей в целом.

Выводы. Представленная в статье последовательность выполнения этапов универсального алгоритма оценки и развития конкурентоспособности предприятия позволяет глубоко и всесторонне исследовать, подготовить и провести изменения на предприятии для повышения его значимости и веса на рынке.

Ключевые слова: механизм, конкурентоспособность предприятия, организация, структурные элементы, управление.

ORGANIZATIONAL AND ECONOMIC MECHANISM OF ENTERPRISE COMPETITIVENESS MANAGEMENT

Palamarchuk O.M.

The subject of research is the formation of the organizational and economic mechanism that is capable of ensuring the efficiency of enterprise competitiveness management.

The goal of the research is to determine the most rational way of constructing feedback in the organizational and economic mechanism of industrial enterprise competitiveness management for its effective functioning and development.

The theoretical and methodological basis of the research is the works of the leading domestic and foreign scientists, periodical materials, publications of statistics.

The results of scientific work. The sequence of stages of structural elements formation of the organizational and economic mechanism for enterprise competitiveness management in the modern conditions is substantiated, directions of solving problem issues in this industry are determined.

Practical implications. The results of the study may be used for practical economic activity, as well as the calculation of the level of productivity and efficiency of enterprises in order to gain the long-term competitive advantages of industries in general.

Conclusions. The article describes a sequence of stages of a universal algorithm for evaluation and development of enterprise competitiveness allowing a deep and comprehensive study, preparation and implementation of changes in the enterprise to increase its importance in the market.

Keywords: mechanism, enterprise competitiveness, organization, structural elements, management.

Relevance of research. One of the topical issues for enterprise executives is the formation of an organizational and economic mechanism that is capable of ensuring the efficiency of management and competitiveness of the enterprise. The management mechanism is considered as an integral part of the management system, which provides effective influence on the factors whose state determines the outcome of the activity of the management object. Moreover, when it comes to internal factors of enterprise management, the concept of «enterprise management mechanism» should be used, if the external - «mechanism of interaction with other enterprises and organizations.»

Since the nature of the internal factors of enterprise management is diverse (organizational, structural, technical, economic, administrative, material factors), certain types of management mechanisms should be distinguished. The main types of management mechanisms are: organizational, economic, structural mechanisms, mechanisms of organization management, technical and administrative, information mechanisms and others.

Analysis of recent scientific research. Various aspects of this problem are researched in scientific works of domestic scientists such as L.V. Balabanova, T.L. Bezrukov, IP Buleyeva, L.S. Yegorova, AA Makaricheva, Yu.B. Ivanova G.M. Skudara and others. In scientific works G.M. The Scudara has substantiated the integral scientific concept of increasing the competitive advantages of the enterprise on the example of the machine-building industry. Due to the importance of conducted research on the competitiveness of enterprises, they can not be considered completed. Further research is needed to provide methodological tools for analyzing and forecasting the level of competitiveness of enterprises in a cluster association.

Presenting main material. The organizational and economic mechanism of enterprise management is a set of organizational and economic levers (each of which has its own forms of managerial influence) that affect the economic and organizational parameters of the enterprise management system, which contributes to the formation and strengthening of organizational and economic potential, gaining competitive advantages, and efficiency of the enterprise as a whole. The management mechanism includes such components as: principles and tasks of management, methods, forms and tools of management, organizational structure of enterprise management and its personnel, information and means of its processing. In the structure of the organizational and economic mechanism should be distinguished three systems: security system, functional system, target system [7].

The system of providing an organizational and economic mechanism consists of subsystems of legal, resource, normative-methodical, scientific, technical, and information management of the enterprise. Organizational and economic mechanism of enterprise management includes the following main functional subsystems: planning, organization, motivation, control and regulation. Target system of organizational and economic mechanism includes the goals and main results of the enterprise, as well as criteria for selecting and assessing the achievement of certain goals and results of the enterprise. The content of each system and the number of subsystems in each of the systems of the organizational and economic mechanism of enterprise management depends on the type of enterprise, the scope and scope of activity, the degree of influence of the environment and the results of the enterprise and other factors. Thus, as an organizational and economic mechanism, an integrated system consisting of a system of security, a functional and a target system that contains a certain set of organizational and economic levers that affect the economic and organizational parameters of the enterprise management system in order to ensure the efficiency of management and obtaining competitive advantages [2].

One of the most important components of the organizational and economic mechanism for ensuring the competitiveness of the enterprise is the quality management of products. The quality of the goods and services can provide the firm with significant competitive advantages in the target markets. The lack of scientifically based strategies for managing the quality of an enterprise's products may deprive it, on the one hand, of already won competitive positions in the markets, and on the other hand, it is impossible to effectively conduct a competitive struggle on new markets, since the quality of products is known to be one of the main competitive benefits of the product.

According to the practice and results of research in published materials on this problem, the peculiarities of the functioning of the mechanisms of ensuring the competitiveness of an enterprise in the conditions of formation of market relations depend on the methods of interactions of demand and supply in a specific market: the characteristics of markets in the spheres of economy, the degree of control and methods of marketing research, the options of formation market situations, specifics of the market, caused by the dynamics of its development, etc.

Thus, the collection of the necessary information about the market, the competitive environment, the activities of enterprises - competitors, the structure and dynamics of demand, the tastes and benefits of consumers to form a product range that meets market requirements and satisfies the demand better than the product of a competitor. At the same time, within the framework of the formation of organizational and economic mechanism to ensure the competitiveness of the enterprise must take into account both the factors of self-regulation of the market, and the features of state regulation of market relations. Diagnostics of methods and tools that allow an enterprise to maintain the necessary level of competitiveness should be based on a system of certain criteria - financial, technical, personnel, organizational and information security.

In today's conditions of a market economy one of the urgent and important priorities in ensuring the competitiveness of enterprises is to identify the main aspects of strategic and tactical marketing planning [9]. The most important function of the mechanism of ensuring the competitiveness of enterprises is protection against unfavorable conditions of the market environment, which should include the development of a set of measures to restrict economic risk in the enterprise. At the same time developing the procedure for transferring economic risk to partners, diversifying production, expanding the scope of market research market environment, using the advantages of innovative processes and features of price regulation of supply and demand - are an important block of problems that provide a high level of competitiveness of the enterprise. An assessment of the company's competitiveness can be carried out in the following areas of activity of the enterprise: trade and production activity, financial activity, organizational and managerial activity, personnel work and commercial activity of the enterprise. Thus, we can distinguish three groups of indicators that reflect the level of competitiveness of enterprises:

- indicators of financial condition;
- indicators of economic efficiency of activity;
- special (basic) indicators of competitiveness of the enterprise [1].

Knowing the size and dynamics of these indicators, each enterprise will be able to keep under control the basic indicators of its competitiveness, as well as ensure that measures to increase them. It should be noted that the use of any of the three specified groups of indicators gives only a partial idea of it. To fully assess the competitiveness of enterprises it is necessary to use all three groups of indicators in a complex, only then they will be able to keep control of their competitive positions, reasonably determine the strategy and tactics of behavior in the market. As a rule, the basis for developing a competitive strategy of a product is two determinative parameters: the clear orientation of the entire workforce to create high-quality products that can expand traditional and develop new markets, and increase the life cycle and competitiveness of previously released products through the introduction of advanced technologies.

It is precisely such an orientation on the introduction and release of competitive products that enables stable operation in conditions of fierce competition and dynamic changes in the market situation. In this regard, it is extremely important to timely initiate the process of changing the psychology of workers, to form a team of energetic, creative, responsible leaders, to make radical changes, and to create a new management system that meets modern requirements. It is necessary to achieve such a ratio of workers who know and experience market relations and, above all, in key positions, in order to be able, competently and professionally to work in the consumer market. Only under such conditions is a qualitative leap in improving the efficiency of management and the real provision of entrepreneurship to the market. A distinctive feature of the organizational and economic mechanism for managing the competitiveness of an

enterprise is the development of a fundamentally new strategy for quality management of manufactured products, which would have significant competitive advantages on the markets [3].

A strategically important direction of ensuring competitiveness in modern conditions is a clear focus on the creation and production of new products that meet the growing demands of consumers, improved by new technical solutions. A key requirement to achieve this goal is to bring the entire regulatory and technical base of production into line with international quality standards. This is an important element of the system, which enables to maintain the competitiveness of the enterprise at an appropriate level. The solution of the problem of improving the quality, and through it, and the competitiveness of manufactured products, should be subordinated to the investment and innovation policy of the enterprise, the choice of priority areas for the use of research and design work. Solving the problem of increasing the competitive advantages of the enterprise, the active promotion of products to foreign markets involves:

- development of strategic programs updating the range of products;
- providing interconnections of operational, annual and perspective production plans;
- Active use of perspective business planning as an instrument for the formation of long-term competitive advantages;
- introduction of annual and perspective budgets for spending money on planned production, which will ensure profitability of the enterprise [4].

The effectiveness of the management system is largely determined by the effectiveness of its organizational support. With regard to competitiveness, this necessitates the development of complex and targeted programs for the practical implementation of organizational and economic, technical measures that ensure the achievement of the planned tasks to reduce specific costs and reduce the cost of production as the main criterion for the successful operation of the enterprise, increase production and sales, profit. It is important to note that the development of such programs should be an iterative process and be carried out in stages, when at each stage there will be further deployment of program positions and the definition of new scheduled tasks.

Active use of modern methods of business planning, corporate self-financing, functional-cost analysis and other advanced tools for improving planning and analytical work directly contributes to solving the problems of increasing the competitiveness of the enterprise and its non-distributive activities.

The enterprise competitiveness management system consists of the following consecutive stages in:

- coordination and enhancement of the effective work of the structural units of the economic service, taking into account the requirements of market relations and business management;
- updating and implementing the self-financing into the system of internal production strategic management;
- improvement of economic work in accordance with the requirements of an integrated approach to the final results of management;
- increasing the efficiency of the preparation and reliability of economic information.

Such an approach to choosing the directions of reorganization of the economic service system is due to the objective need to improve the economic policy of the enterprise in a changing economic environment. The implementation of these measures will allow to provide a new level of cost management, price formation for manufactured products, which will positively affect the competitiveness of the enterprise.

Correctly organized economic work at the enterprise will promote its financial stability in a competitive environment. It is important to timely assess the degree of risk, the utility of one way or another of investing funds in order to increase the competitive advantages of released products, making strategically correct decisions on the choice of sources of funding in order to ensure effective financial and economic activity of the enterprise, strengthening its export potential.

Improvement of economic work in general, and methodological approaches in particular, should aim at creating real prerequisites for achieving positive changes in the final results of management. This can be achieved by:

- an objective assessment and analysis of the financial condition of the enterprise, the widespread use of the system of settlement indices, coefficients that allow them to quickly track financial results in their totality;
- development and implementation of the corporate resource management system of the enterprise in terms of improving the quality and competitiveness of products;
- Improvement of the system of planning and control, regulation of financial results flows;
- effective formation of an investment portfolio;
- Operational management of the company's consolidated accounts for internal control and the adoption of sound management decisions.

In today's environment, the strategy of managing the competitiveness of the enterprise requires radical transformations in the field of information technology. The successful solution to the tasks of increasing the competitiveness of products, efficiency and effectiveness of market behavior, timely identification of potentially potential competitors, providing multivariate planning and financial calculations, management of production costs necessitates the development and implementation of an integrated system of corporate management decision-making [5].

For the practical implementation of this task requires appropriate technological and personnel support, the creation of automated systems, relevant services, workplaces. That is, the transition to new computer technologies, which will enable to unite in the single information field, the main technical and economic services of the enterprise with the subsequent connection to the network of other units, that is, the creation of such an information model of the enterprise, which would comprehensively reflect all business operations, as well as various connections.

Consequently, we can conclude that the organizational and economic mechanism of the enterprise competitiveness management system is a subset of the subsystem, which reflects the complex of actions to improve the competitiveness of the enterprise [6].

Competitive policy involves, first of all, increasing the competitiveness of the enterprise. And this is possible only due to the application of fundamentally new (different from traditional) approaches to understanding and assessing the competitiveness of the enterprise, developing and implementing an integrated system for managing competitiveness, choosing a competitive market strategy for the goods market and technology market, oriented on a modern and correct path that is consistent with the level of volatility the environment during the period of globalization.

Since the effectiveness of the functioning of any modern organization is determined by the number, form, meaning and content of its elements, the place they occupy in this type of economic systems, as well as the existing relations between them, the assessment of competitiveness plays a crucial role in determining the level of functioning and prospects of the development of organizations. Thus, it is necessary to determine the most rational way of constructing feedback in the organizational and economic mechanism of managing the competitiveness of an industrial enterprise for its effective functioning and development. To do this, an algorithm for managing the competitiveness of the enterprise has been developed.

The author's algorithm of enterprise competitiveness management is based on the process approach. This mechanism had several modifications, but as a result of approbation in a particular organization has undergone some changes. The algorithm is presented in Fig. The main emphasis in this mechanism is on what the organization «needs to do», and then - how «better done» through a comprehensive survey and rationalization of technology implementation of individual stages of the mechanism presented. At the same time, you need to know what needs to be done at each new step in the process of making changes. This process can be long, and sometimes very painful for the enterprise.

Most stages of the universal algorithm of enterprise competitiveness management are based on the concept of decision-making as the most important type of management activity [6]. Any decision - the choice of one alternative from several existing must be taken within the directions given by the organization. Unprogrammed solutions are needed in situations that are new, internally unstructured or associated with unknown factors. Since it is not possible to make a concrete sequence of necessary steps in advance, it is necessary to redefine the decision-making procedure, from which, in fact, the choice of a specific organizational decision within this type of activity is made.

Let's consider further the contents of individual stages of the mechanism.

1. The decision to assess the competitiveness of the enterprise. Since competitiveness is an integrated indicator in the organization and one of the most important factors in assessing the significance of an enterprise, it is necessary to consider the role and place of the company in the market, as well as evaluate its possible strategies for the future. It is also possible to clarify the main postulates (goals, missions, policies, etc.) and directions of the organization. The main link in this process is the decision to assess the significant aspects of the enterprise, grouping them into several groups.

2. Development of the integral indicator of enterprise competitiveness This indicator should include various parameters of the enterprise, which determine the activity of the enterprise as a whole.

3. Selection of competitors. Most modern enterprises in any industry or region operate in conditions of fierce competition. Therefore, if there are few (no more than 10), you must choose to evaluate everything. If there are a lot of them, then you should choose the most advanced and significant ones that really are flagships in this area of activity.

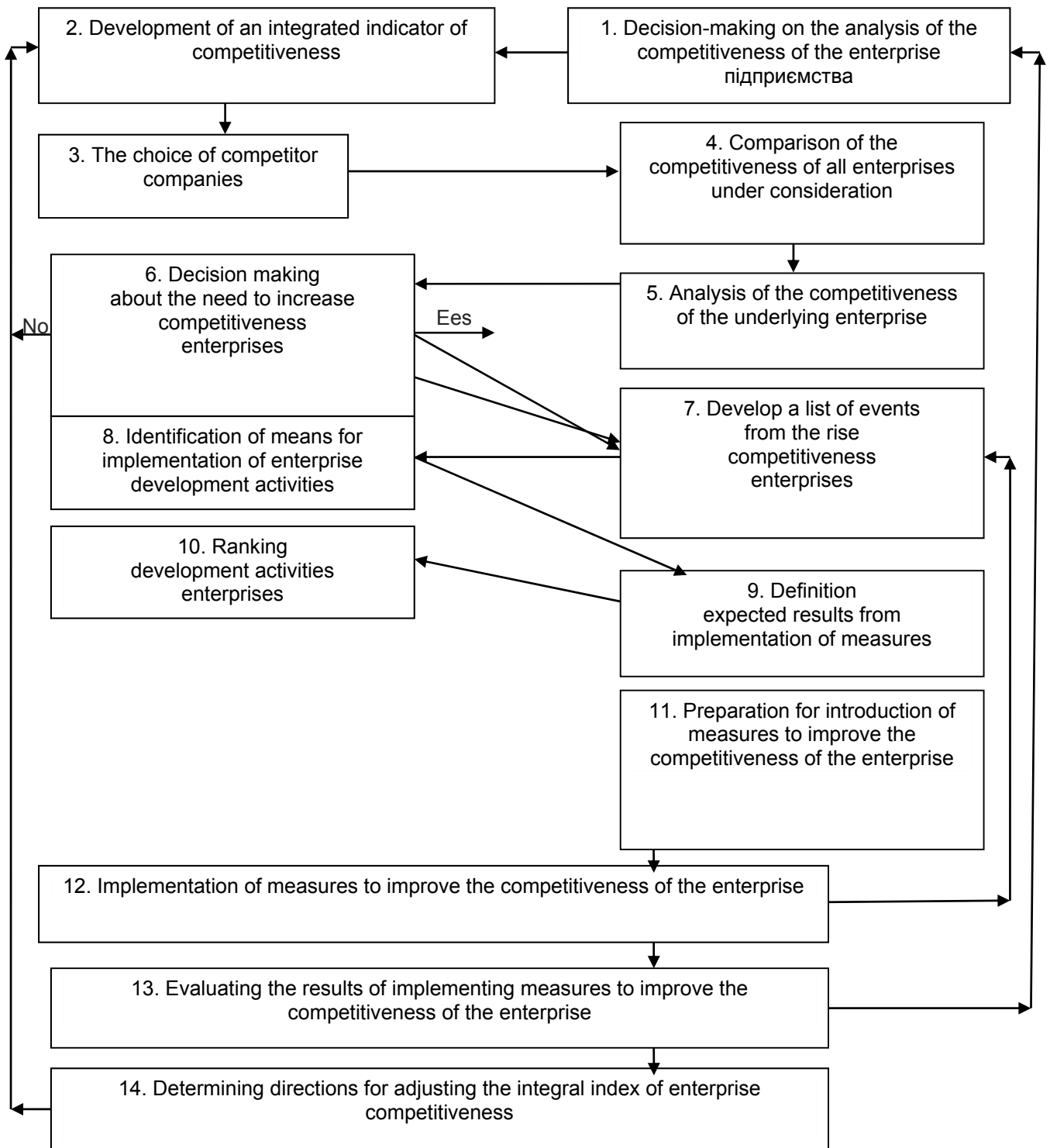
4. Comparison of Competitiveness of Competitor Enterprises and Base Enterprise. A comparison of the competitiveness of competitive enterprises and the base organization is carried out on the basis of the developed integral indicator reflecting the influence of various parameters on its position in the industry.

5. Analysis of the competitiveness of the underlying enterprise. There is a study of individual parameters included in the integrated assessment of competitiveness. This allows us to identify the weaknesses of the organization and its management. If necessary, the essence and content of the state of various elements, objects and processes (subprocesses) operating in the organization are revealed.

6. Deciding on the need to increase the competitiveness of the enterprise. Identifying the weaknesses of the company's activity is a pretext for discussing these factors. The result of such a relationship may be the adoption of a managerial decision to increase the competitiveness of the enterprise (the «Yes» arrow) due to the change of the individual elements of the organization and its management. Naturally, in the direction of improvement or enhancement. The need for such an approach brings with it objective costs, the possibility of which must be considered reasonably and desirable collectively. Appropriate decision-making requires the involvement of highly skilled professionals, in particular, management consultants.

7. Develop a list of measures to improve the competitiveness of the enterprise. The list of activities is a set of changes that need to be made in an organization to improve the quality and effectiveness of a specific activity. For this purpose, it is possible to involve any employees of the enterprise, who themselves are acutely experiencing any contradictions or disadvantages existing in their own enterprise. This list is collected centrally and transmitted to the specialist who will carry out further work. Many of the proposed measures can be boldly called innovations and may be associated with radical changes in any field of the organization.

8. Identification of measures for implementation of enterprise development activities. At this stage, an assessment is made of the importance of each enterprise development activity. That is, it determines the number of human, financial, material and so on costs for the implementation of each measure.



The enterprise competitiveness control algorithm

9. Determination of expected results from implementation of measures. Whatever qualifications are, experts who prepared the final list of measures to improve the quality and efficiency of a specific type of activity of the organization, it must be agreed with the employees of the enterprise, especially those who participated earlier in the process of proposing measures. The materials received should be processed and presented in an accessible form. Nevertheless, it is necessary to choose such measures or that will allow to increase the most important indicators of the organization's activity: in particular, labor productivity of workers, volume of sales of products, quality of produced products. At the same time, the mandatory inclusion of measures designed to solve some social problems that really exist in a particular organization.

10. Ranking measures for the development of the enterprise. Since there may be a lot of measures to improve the quality and efficiency of a particular activity, the priority should be set for their development and implementation as the resources become available. The priority of the selected measures is set according to different priorities: the level of influence on those or other indicators, the image of the enterprise, and so on.

11. Preparation for introduction of measures to improve the competitiveness of the enterprise. The introduction of each measure to improve the quality and efficiency of a specific activity is linked to a whole set of preparatory procedures. In addition, resources should be allocated, in the first place, financial. It is imperative to outline a circle of specialists who will take part in the implementation of measures.

12. Implementation of measures to increase the competitiveness of the enterprise. This is a lengthy and time-consuming process associated with the acquisition and commissioning of hardware, staff training, the introduction of new rights and responsibilities, delegation of authority, and so on. At the same time, each event must be detailed in terms of operations, performers and means. It is necessary to note and possible correction of the plans and programs developed in connection with the new circumstances, within the organization or in the external environment.

13. Evaluation of the results of the implementation of measures to improve the competitiveness of the enterprise. Implementation of measures on the quality and effectiveness of a specific activity can significantly affect the performance of the organization. To do this, it is necessary to select these indicators, as well as separate the influence of other measures, which are implemented in addition to the targeted ones. After the measures are implemented, it is also necessary to identify possible changes that have occurred in the organization since the study of the parameters of competitiveness of the enterprise.

14. Determination of directions of development of competitiveness of the enterprise. According to the information received, it is necessary to make changes in the list of measures developed earlier by experts to improve the quality and efficiency of a particular activity. It is possible to determine the priorities of the implementation of the presented measures if questions were asked and taking into account the quantitative assessment of these measures. The final version of the portfolio of events should also be disclosed. Particular attention should be paid to improving the quality of the workforce of this organization, which is associated with the improvement of staff qualifications and the career development of promising workers.

15. Determination of directions for adjusting the methodology for evaluating and developing the competitiveness of the enterprise. In connection with the detection of the reduction of the effectiveness of the implemented measures to improve the quality and efficiency of a particular type of activity and insufficient increase in the level of staff satisfaction, due to changes made or for other reasons, it is necessary to make appropriate changes and additions to the existing program in perspective plans, as well as in the methodological materials used in the organization.

Conclusions. Thus, the model-technological approach to assessing and developing the competitiveness of an enterprise in the solution of both the tasks and the organization's problems on the basis of improving the quality and efficiency of a particular activity is not absolute or final. However, the sequence presented in the steps of the versatile person is presented in the article

However, in the article presented in the article the sequence of stages of the universal algorithm of evaluation and development of enterprise competitiveness allows, in the opinion of the author, deep and comprehensive research, preparation and implementation of changes in the enterprise to increase its significance and weight in the market.

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