

ECONOMIC MECHANISM FOR ENSURING THE COMPETITIVENESS OF INDUSTRIAL ENTERPRISES

Dashko I.M.

*Kryvyi Rih Faculty of Zaporizhzhia National University
Ukraine, 50014, Kryvyi Rih, Tykhvinska str., 15*

irina.znu@i.ua

ORCID ID 0000-0001-5784-4237

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The article investigates and analyses the process of forming an economic mechanism for ensuring the competitiveness of industrial enterprises. It is suggested to determine the economic mechanism for ensuring the competitiveness of enterprises, as a set of rules, methods, and algorithms for producing managerial influences to make effective management decisions.

The principles on formation of the studied mechanism are given: coverage of all spheres of activity of the enterprise taking into account the influence of internal and external environment in order to develop rational variants of strategic management decisions; aiming at continuous monitoring of economic information in order to identify threats and opportunities for the enterprise to choose the best management decision; ensuring the comprehensive use of modern methodological approaches to information collection, diagnostics, forecasting based on the latest information technologies; the use of intellectual data analysis to form a mechanism for providing diagnostic processes and forecasting; the system of economic indicators should be sufficient to fully reflect the state of the production system, in order to verify that the identified deviations require clarification of the strategy; leave; to change it, carrying out appropriate management actions; statistical tools in order to identify threats or opportunities in an enterprise's activity should be able to provide the required amount of user information to make effective strategic management decisions; ensuring the visibility of the results for visual analysis. The main components of the formation of the mechanism of ensuring competitiveness are determined. It is proved expedient to use the system-situational approach in the formation of the economic mechanism of ensuring the competitiveness of industrial enterprises, which contains a sequence of certain stages. The general requirements for the introduction of the components of the mechanism of ensuring competitiveness in the enterprise management system have been formed: universality; flexibility; continuity; promptness; efficiency. According to these requirements, a detailed scheme of implementation of the mechanism for ensuring the competitiveness of an industrial enterprise is proposed. The analysis of the stages of the proposed scheme makes it possible to conclude that the mechanism for ensuring competitiveness with the management of the enterprise is both operational and strategic. The implementation of the components of the competitiveness mechanism should be considered as one of the most important tasks of effective enterprise management.

ЕКОНОМІЧНИЙ МЕХАНІЗМ ЗАБЕЗПЕЧЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

Дашко І.М.

*Криворізький факультет Запорізького національного університету
Україна, 50014, Кривий Ріг, вул. Тихвінська, 15*

Ключові слова:

економічний механізм, конкурентоспроможність, підприємство, управління, функції, підхід.

Досліджено та проаналізовано процес формування економічного механізму забезпечення конкурентоспроможності промислових підприємств. Запропоновано визначення економічного механізму забезпечення конкурентоспроможності підприємств як сукупність правил, методів, алгоритмів вироблення керуючих впливів задля прийняття ефективних управлінських рішень. Наведено принципи щодо формування досліджуваного механізму: охоплення всіх сфер діяльності підприємства з урахуванням впливу внутрішнього й зовнішнього середовища для вироблення раціональних варіантів стратегічних управлінських рішень; спрямування на постійне відстеження економічної інформації для виявлення загроз і можливостей діяльності підприємства задля вибору найкращого варіанта управлінського рішення; забезпечення комплексного використання

сучасних методичних підходів до збору інформації, діагностики, прогнозування на основі новітніх інформаційних технологій; використання інтелектуального аналізу даних для формування механізму забезпечення діагностичних процесів та прогнозування. Система економічних показників має бути достатньою для повноти відображення стану виробничої системи, задля пересвідчення, що виявлені відхилення потребують уточнення стратегії: залишити; змінити її, здійснюючи відповідні управлінські дії; статистичній інструментарій для виявлення загроз або можливостей у діяльності підприємства має бути здатним забезпечити потрібним обсягом інформації користувачів для прийняття ефективних стратегічних управлінських рішень; забезпечення наочності отриманих результатів для візуального аналізу. Визначено основні складові формування механізму забезпечення конкурентоспроможності. Доведено доцільність використання системно-ситуаційного підходу при формуванні економічного механізму забезпечення конкурентоспроможності промислових підприємств, що містить послідовність певних етапів. Сформовано загальні вимоги до впровадження складових механізму забезпечення конкурентоспроможності в системі управління підприємством: універсальність; гнучкість; наступність; оперативність; ефективність. Відповідно до цих вимог запропоновано детальну схему реалізації механізму забезпечення конкурентоспроможності промислового підприємства. Аналіз етапів запропонованої схеми дозволяє зробити висновок, що механізм забезпечення конкурентоспроможності з управлінням підприємством є як операційним, так і стратегічним. Реалізацію складових механізму конкурентоспроможності слід розглядати як одне з найважливіших завдань ефективного управління підприємством.

Statement of the problem

In a dynamic competitive Economics, the performance of enterprises is determined by the quality of management. The current stage of economic development in Ukraine is characterized by contradictory trends. The development strategy implemented by enterprises does not meet the requirements of the environment, which leads to a slowdown in the development of individual enterprises and, as a result, instability of economic development of the country as a whole.

Ensuring the competitiveness of the enterprise is one of the most important tasks of any Economics. The competitiveness of the enterprise is not its constant characteristic, it determines the ability to conduct successful competitive struggle, to resist in a certain period to the main competitors. Changes in external and internal environments also change the comparative competitive advantages of other companies in the industry. The development of market relations, the formation of a new ownership structure, changes in the management system require the formation of an adequate economic mechanism to ensure competitiveness, where the main role belongs to a set of procedures, methods, information technologies that are able to visually, comprehensively and fully assess the state of the enterprise and determine the appropriate economic mechanism. The implementation of these tasks requires enterprises to form methods of effective work in the conditions of competition.

Analysis of recent studies and publications

A wide range of research on the development of theoretical, methodological, general and methodological

foundations of competition and competitiveness is devoted to a significant number of scientific studies [1-4].

A substantial analysis of quantitative and qualitative methods of assessing the competitiveness of the enterprise deserves attention, the importance of determining the achieved level of competitiveness of the manufacturer is substantiated [5]. The works of many foreign authors are devoted to the formation and implementation of a competitive strategy. Among them are I. Ansoff, F. Kotler, M. Porter, A. Yudanov, G. Walker, J. Dey [6-9]. The research and elaboration of relevant meaningful scientific sources made it possible to conclude on the feasibility of forming an economic mechanism for ensuring the competitiveness of enterprises.

Objectives of the article

To investigate the processes of formation of the economic mechanism of ensuring the competitiveness of enterprises for the implementation of a rational appropriate strategy.

The main material of the research

Modern Economics development is associated with the acceleration of information processes, the need to obtain relevant data in the shortest possible time. Society has entered the information age, which requires the adoption of non-standard decisions and the use of new approaches to the management of both the Economics as a whole and the activities of individual business entities. Modern strategies of Economics development of Ukraine should be formed taking into account the use of monitoring in the enterprise management system. Under such circumstances, the role of monitoring as a system is

increasing, which can ensure a harmonious combination of the requirements of all participants of economic and legal relations that initiate the implementation of a certain Economics development strategy.

Market relations in the current conditions of functioning of industrial enterprises require the formation of an economic mechanism for ensuring the competitiveness of enterprises as a way not only to survive, but also to further their development.

The analysis of the scientific literature [8-11], has allowed to offer the following definition of the economic mechanism for ensuring the competitiveness of enterprises, as a set of rules, methods, algorithms for producing managerial influences for making effective management decisions.

The study of problems related to ensuring the competitiveness of enterprises, in the context of solving the problems of strategic management, gives grounds to put forward the basic principles to formulate the appropriate mechanism:

1. Coverage of all spheres of activity of the enterprise taking into account the influence of internal and external environment in order to develop rational variants of strategic management decisions.
2. Aiming at continuous monitoring of economic information in order to identify threats and opportunities for the enterprise to choose the best management decision.
3. Ensuring the comprehensive use of modern methodological approaches to information collection, diagnostics, forecasting based on the latest information technologies.
4. The use of intellectual data analysis to form a mechanism for providing diagnostic processes and forecasting.
5. The system of economic indicators should be sufficient to fully reflect the state of the production system, in order to verify that the identified deviations require clarification of the strategy: leave; to change it, carrying out appropriate management actions.
6. Statistical tools in order to identify threats or opportunities in an enterprise's activity should be able to provide the required amount of user information to make effective strategic management decisions.
7. Ensuring the visibility of the results for visual analysis.

Considering the enterprise as a complex production system and stating that the competitiveness of the enterprise is a relative concept, since it can be defined only on the basis of comparison of individual characteristics of the enterprise with the characteristics of other, similar production organizations. The competitiveness of the enterprise depends on the object

of comparison, as well as on the factors that are used to assess competitiveness. It is impossible to speak about absolute competitiveness of the enterprise: it can be "number one" in the branch in the national Economics and to be uncompetitive in the international markets.

It is proposed to distinguish three main components of the formation of the mechanism for ensuring competitiveness:

- 1) development of mechanisms of monitoring and diagnostics providing definition of necessary properties of the enterprise (system), concerning indicators of competitiveness of the enterprise;
- 2) implementation of the mechanism of development of information systems and technologies for ensuring competitiveness;
- 3) development of mechanisms for making (planning) rational decisions (Fig. 1).

The synthesis of the effective components of the mechanism should be made taking into account the system-situational approach and include the sequence of the following stages [11]:

- 1) collection and processing information about the state of the enterprise;
- 2) assessment of the economic and production status of the managed objects and the external environment of the enterprise;
- 3) decision-making on the implementation of actions to manage competitiveness;
- 4) detailing the decision taken and planning the appropriate actions;
- 5) bringing management impacts to the management object;
- 6) control of their implementation.

According to the components, we propose to distinguish the functions that ensure the effective implementation of the mechanism. It is advisable to form two classes of functions.

The first class consists of the functions of the mechanism of ensuring competitiveness, which provide in a certain sense steady, stable functioning of the economic-production system, its individual components (organizations, enterprises, etc.).

The second class consists of functions to change the mechanism of competitiveness management (and possibly the structure of the management system).

The need for such changes arises when a change in external conditions or a change in the objectives of the enterprise (system) leads to the inability to ensure its effective functioning on the basis of the existing mechanism of competitiveness management.

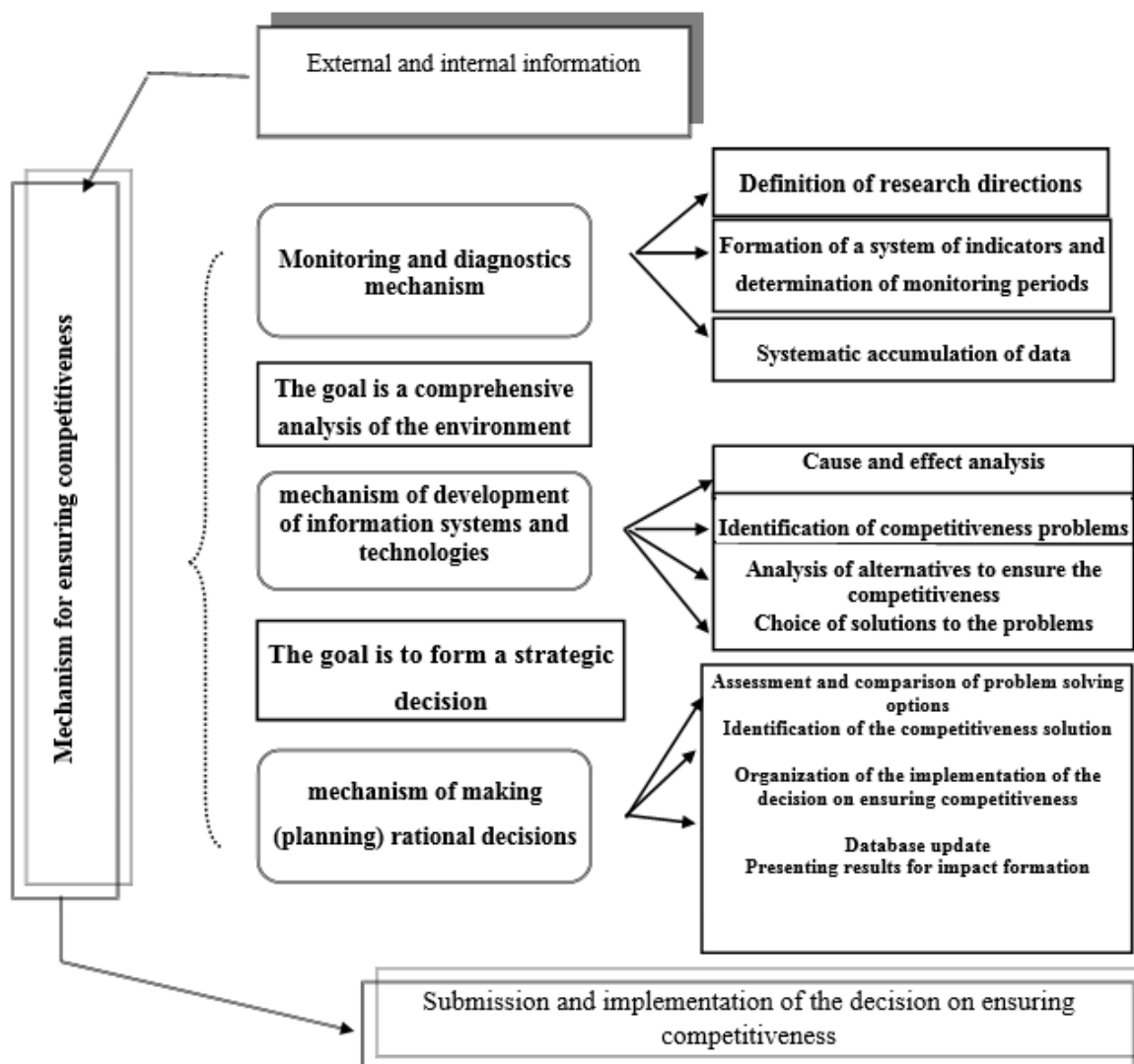


Fig. 1. The mechanism of ensuring competitiveness [author's development]

Thus, the mechanism of ensuring the competitiveness of the enterprise is a set of functions that ensure the improvement of the mechanism; set of procedures, methods, information technologies that allow improving the mechanism of ensuring competitiveness with the necessary properties.

One of the main characteristics of the efficiency of ensuring the competitiveness of industrial enterprises is the characteristic of sustainability.

It is known from control theory that if the parameters of a complex system change within certain limits, the system is able to adapt. If the change exceeds the possibilities of its adaptive development, the stability of the system is lost. In critical situations of violation of the stability of management of a complex production system is the mobilization of reserves. In crises (mild loss of stability), the situation may not lead to the collapse of the system for some time, but its functioning becomes extremely difficult (enterprise shutdown).

The main factor in ensuring competitiveness should be considered the need for timely change of the management mechanism, that is, the adjustment of the objectives of the enterprise, economic development strategy, structural transformation of the enterprise in the

field of production and distribution of products and management.

According to the proposed components of the competitiveness mechanism, the necessary element is the use of information data and new information technologies, including knowledge-based management. In this sense, the most important criterion for the effectiveness of ensuring the competitiveness of the enterprise should be positive changes in the final performance of the management object.

Thus, the implementation of the components of the competitiveness mechanism should be considered one of the most important tasks of effective enterprise management. In modern conditions, this task becomes especially priority. Naturally, there is a need to form general requirements for the implementation of the components of the mechanism to ensure competitiveness in the enterprise management system:

- universality, which means that the mechanism can be implemented in all emergent situations, including emergencies, where communication with management objects may be lost for some time;
- flexibility, which means changing the shape of the mechanism depending on the situation and changes in

long-term trends (including changing the mechanism and structure of management);

- continuity, which means the introduction of a mechanism with appropriate frequency;
- promptness, timely response to changes in the environment;
- efficiency, which means the cost-effectiveness of the selected components of the mechanism of ensuring competitiveness and the whole process, as well as the minimum consumption of resources used during implementation.

In accordance with the specified requirements, the detailed scheme of implementation of the mechanism for ensuring the competitiveness of an industrial enterprise is proposed (Fig. 2).

The analysis of the stages of the proposed scheme allows concluding about the direct connection of the mechanism for ensuring competitiveness with the management of the enterprise, is both operational and strategic.

According to this approach, the implementation of the competitiveness management strategy should be an

iterative process and in each period of time should determine [11]:

- where we are (current status);
 - where to go (goals and milestones);
 - how to develop (principles of control influences).
- Means of information support of the mechanism of competitiveness assurance should undergo a number of changes, among which we will note the following:
- increasing the independence and responsibility of each level of implementation;
 - development of means of organizational implementation of the mechanism in accordance with all components;
 - redistribution of organizational management infrastructure, which makes it possible to access financial and material resources for the implementation of the mechanism.

In our opinion, the introduction of the system-situational approach and information technologies will radically change the nature of the implementation of the competitiveness mechanism.

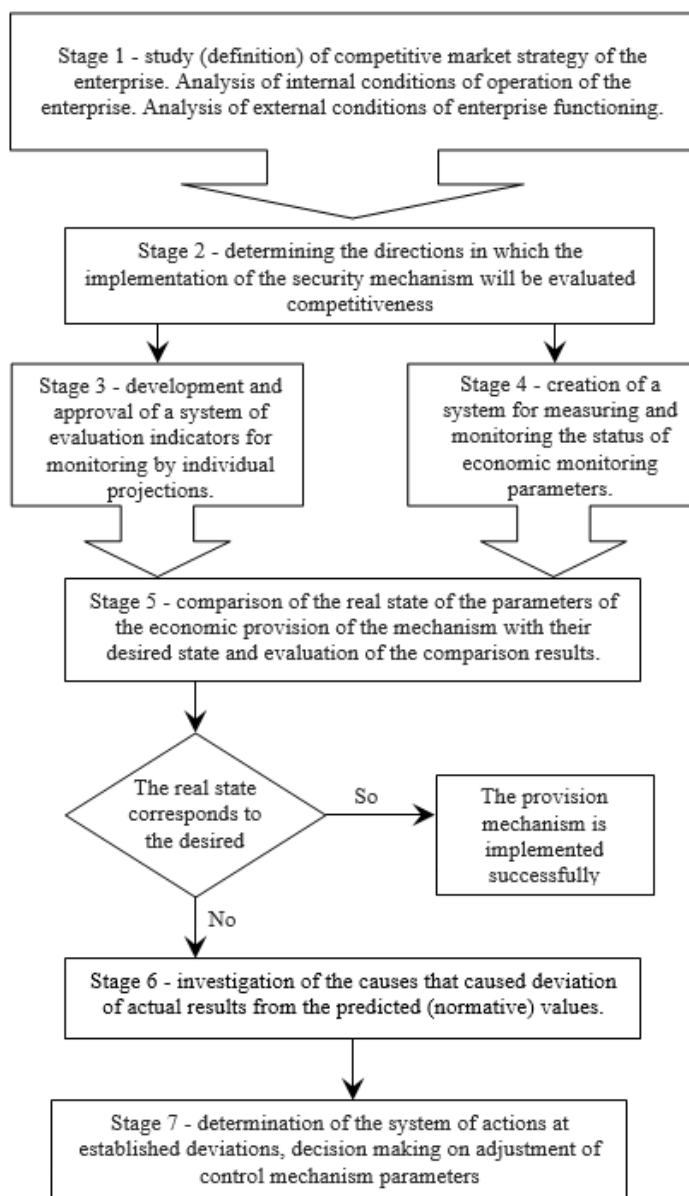


Fig. 2. Scheme of implementation of the competitiveness mechanism

Firstly, routine and repetitive works are automated: searching for data, checking numerical calculations, printing data, etc.

Secondly, the responsibility of managers for determining adequate economic and production indicators of the mechanism for ensuring competitiveness increases.

Thirdly, the mechanism is being implemented using more sophisticated methods using modern information technologies.

Conclusions

The conducted studies allowed to come to the following conclusions: an integral feature of the mechanism for ensuring the competitiveness of an industrial enterprise is the presence of its own goals and the desire to achieve them, even under adverse external conditions. The corresponding components of the mechanism that ensure its implementation have been identified. The system-situational approach to the nature of the implementation of the competitiveness mechanism is proposed. This approach will ensure the effective use of information

support for the mechanism under study. The connection of the mechanism for ensuring the competitiveness of an industrial enterprise with the management of both operational and strategic is proved. According to the system-situational approach to the mechanism for ensuring competitiveness, the implementation of the management strategy should be an iterative process. According to the constituents of the mechanism, it is proposed to distinguish functions that ensure the effective implementation of the mechanism, namely two classes of functions. The first class provides, in a certain sense, steady, stable functioning of the economic-production system, its individual components. The second class is functions to change the mechanism of competitiveness management (and possibly the structure of the management system). The conducted research has resolved some problematic matters of ensuring the mechanism for competitiveness for the implementation of effective management of the enterprise.

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