

# ECONOMICS AND BUSINESS MANAGEMENT

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## STRATEGIC PRIORITIES OF MANAGEMENT OF THE COMPETITIVENESS OF INDUSTRIAL ENTERPRISES

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a competitiveness

In the article the considered methods of strategic management of industrial enterprises a competitiveness. By the author of the article certain strategic case of industrial enterprises frames at national level, and also investigational tekhniko-technological and organizationally administrative measures which will be instrumental in the increase of production of eksportoorientovany goods volumes. A certain role of enterprise is at national level. Investigational tekhniko-technological and organizationally administrative measures of enterprise. In the article the modern going is probed near the management of enterprise a competitiveness. Grounded, that for a successful management a competitiveness it is needed to study a market, correctly to estimate the competitiveness, possibilities of competitors and factors, that they are determined. Attention is accented on that the competitiveness of enterprise can be defined as a potential or realized capacity of economic subject for the effective of long duration functioning in a relevant external environment. It is important to carry out such management which will provide adjusted of enterprise to the different unforeseen situations in the future.

In the article certain factors of competitiveness of territorial producer. The scope of wide spectrum of konceptiv is analysed at research of essence of competitiveness. Certainly, that successful development of metallurgical enterprise is possible only on condition of valuable activity of all aggregate of dependent between itself economic mechanisms, and also forming and realization of the system of strategies of enterprises of metallurgy, on the basis of logistic approach. Conclusions are done, that the technological competitiveness of industrial enterprise is able to attain a high level only in that case, if effective control system is formed and operates by it. Consequently, a construction exactly of such system is impossible without the use of principles of strategic management.

Certainly, that absence or improper functioning even of one link in the system of strategic priorities of the use of management of industrial enterprises a competitiveness is accompanied negative mikroekonomichnimi changes, deformations, in the construction of production relations, productive forces, and others like that, that in the end influences on a competitiveness and dynamics of development of these enterprises.

The grounded aggregate of mechanisms and going near a choice from existent alternatives, forming and realization of strategic priorities of the use of management of industrial enterprises a competitiveness, predetermines possibility of effective, less resursovitratnoy, dynamic, in the maximally possible degree of the forecast realization of basic, vitally important for the increase of competitiveness innovative transformations of activity of these enterprises. Strategic orientiri of internal development of enterprises of metallurgy is formed in research suggestion, the model of choice is offered realization of strategy of increase of competitiveness of these enterprises, which represents the difficult dependency upon itself complex of strategic measures, each of which submits the unique purpose. The elements of strategy can have both protective and offensive, character, that allows an enterprise not only to solve problem survival but also realize the prospects of development, strengthening of competition positions, forming of competitive edges.

## СТРАТЕГІЧНІ ПРІОРИТЕТИ УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

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### **Ключові слова:**

управління конкурентоспроможністю підприємства, конкурентоспроможність, промислові підприємства, потенціал конкурентоспроможності підприємства, стратегічне управління конкурентоспроможністю підприємства, можливості конкурентів, економічний суб'єкт, конкурентоспроможний товар

У статті розглянуті методи стратегічного управління конкурентоспроможністю промислових підприємств. Автором статті визначені моделі стратегічного управління промислових підприємств на національному рівні, а також досліджені техніко-технологічні та організаційно-управлінські заходи, що сприятимуть нарощуванню обсягів виробництва експортоорієнтованої продукції. Визначена роль підприємства на національному рівні. Досліджені техніко-технологічні та організаційно-управлінські заходи підприємства. В статті досліджуються сучасні підходи до управління конкурентоспроможністю підприємства. Обґрунтовано, що для успішного управління конкурентоспроможністю потрібно вивчати ринок, правильно оцінювати свою конкурентоспроможність, можливості конкурентів і чинники що їх визначають. Акцентовано увагу на те, що конкурентоспроможність підприємства можна визначити як потенційну або реалізовану здатність економічного суб'єкта до ефективного довготривалого функціонування у релевантному зовнішньому середовищі. Важливо здійснювати таке управління, яке забезпечуватиме пристосованість підприємства до різних непередбачених ситуацій у майбутньому.

У статті визначені чинники конкурентоспроможності територіального виробника. Проаналізовано охоплення широкого спектру концептів при дослідженні сутності конкурентоспроможності. Визначено, що успішний розвиток металургійного підприємства можливий лише за умови повноцінної діяльності усієї сукупності взаємопов'язаних економічних механізмів, а також формування і реалізації системи стратегій підприємств металургії на основі логістичного підходу. Зроблено висновки, що технологічна конкурентоспроможність промислового підприємства здатна досягти високого рівня лише у тому разі, якщо сформована і діє ефективна система управління нею. Отже, побудова саме такої системи неможлива без використання принципів стратегічного управління.

Визначено, що відсутність або неналежне функціонування хоч би однієї ланки в системі стратегічних пріоритетів використання управління конкурентоспроможністю промислових підприємств супроводжується негативними мікроекономічними змінами, деформаціями в побудові виробничих стосунків, продуктивних сил тощо, що зрештою впливає на конкурентоспроможність і динаміку розвитку цих підприємств.

Обґрунтована сукупність механізмів і підходів до вибору з існуючих альтернатив, формування і реалізації стратегічних пріоритетів використання управління конкурентоспроможністю промислових підприємств зумовлює можливість ефективної, менш ресурсовитратної, динамічної, в максимально можливому ступені прогнозованої реалізації основних, життєво важливих для підвищення конкурентоспроможності і інноваційних перетворень діяльності цих підприємств. У дослідницькій пропозиції сформовано стратегічні орієнтири внутрішнього розвитку підприємств металургії, запропоновано модель вибору і реалізації стратегії підвищення конкурентоспроможності цих підприємств, що відображає складний взаємопов'язаний комплекс стратегічних заходів, кожен з яких підкоряється єдиній меті. Елементи стратегії можуть мати як захисний, так і наступальний характер, що дозволяє підприємству не лише вирішувати проблему виживання, але і реалізувати перспективи розвитку, посилення конкурентних позицій, формування конкурентних переваг.

### **Statement of the problem**

The permanent increase of strategic priorities of the use of management of industrial enterprises a competitiveness lately acquires all greater reality on condition of introduction

of modern forms and methods among which most effective is a strategic management. A strategic management is provided by an enterprise, region, national economy, by the tool of strategic analysis of polivariantnosti development,

methods of acceptance of proaktivnikh decisions, by the mechanisms of their implementacii for providing of steady development and acquisition by the regional economy of qualities which determine it beneficiarnu position [1].

The tool of strategic management a competitiveness heads for activation of strategic potential, strengthening, production-resource filling of economic subject, providing of development of him, human capitals and regional collaboration. A strategic management is foreseen by application of such model which guarantees the optimum, effective and rational use of potential [2].

At the same time, the strategic management of region a competitiveness is not examined from position of approach of the systems, which allows strukturuvati the component structure of the system of the noted management and outline it functional copulas. In the modern terms of market relations, when competitive activity more becomes sharp on the markets of commodities and services, the necessity of expansion of circle of urgent questions of important scientific researches more becomes in the field of economic security of the state. Thus the special value is acquired by the methods of estimation and instruments of increase of economic strength security in the field of strategic priorities of the use of management of industrial enterprises a competitiveness [3].

A problem of the effective functioning and development of metallurgical enterprises is many-sided and difficult enough, as closely pov'yazana with general development of industrial production, adaptation of metallurgical enterprises to the market environment and necessity of increase of competitiveness of metallurgical products, enterprises and industry, on the whole [4].

In countries with the market economy of management a competitiveness plays an important role as factor of intensification of socio-economic development. For Ukraine the problem of guaranteing of the use of management a competitiveness as a factor of development of industrial enterprises has an especially important value, that conditioned, above all things, by modern development domestic the sector of this industry status and increase of production capacities, which is carried out a mainly extensive way [5].

Real necessity of government control of the use of management of industrial enterprises a competitiveness, caused features, inherent this industry, by its mestome and role in guaranteing of strategic priorities. The conducted analysis of domestic and foreign experience shows that the negative consequences of instability of internal and external management of industrial enterprises a competitiveness substantially influence on the parameters of their development. Importance of theoretical comprehension and methodological providing of perfection of regulator policy of development of difficult industry at the global changes of external environment is explained, in the first turn, by a requirement in rapid adaptation of this industry to the new circumstances and in forming of pre-conditions for this stable development the sector of economy of Ukraine in a long-term prospect. Consequently, a search and perfection of the new theoretical and practical going near determination of strategic priorities of the use of

management of industrial enterprises a competitiveness is an actual task [6].

### Analysis of recent studies and publications

The aspects of strategic priorities of the use of management of industrial enterprises a competitiveness are examined in works of A. Balanovych, K. Borymska, A. Halchynskyi, O. Hudz, I. Kishchak but other. A problem is examined from point of strategic priorities of the use of management of industrial enterprises a competitiveness. The analysis of foreign publications from noted problematiki allows to draw conclusion, that industrial productions are the element of strategic development of national economy, however much a role of the state in this process is not primary by comparison to activity of international corporations. In particular, A. Zakrzewska-Bielawska examines conceptual bases of strategic development of enterprises from the production of difficult equipment from point of interests of multinational corporations. Martin C. ra Leurent H. forecast subsequent progress of this industry trends in the world. Villamizar M. A. other select those unique features of strategic priorities of the use of management of industrial enterprises a competitiveness. In the context of research of management of industrial enterprises a competitiveness interesting also there is research of experience of other countries [7]. Because of results of the detailed researches of domestic and foreign research workers and practical workers of this problem, it is possible to draw conclusion, that modern realities require a study and rozv'yazannya row of naukovopraktichnikh tasks, pov'yazanikh with subsequent development of difficult metallurgical industry the increases of economic efficiency of its activity taking into account investment-innovative constituents, role of the state, organizationally administrative re-erecting and determination on the basis of strategic imperatives of steady development of strategic priorities of the use of management of industrial enterprises a competitiveness [8].

### Objectives of the article

The aim of this article is determination, research-and-development modern methodical going near the management of enterprise a competitiveness.

### The main material of the research

The author of the article to the factors of competitiveness of territorial producer is take away the following:

1. Quality of commodities and services which are produced in the system of regional economy.
2. A cost of commodities and services is at the market of region and other types of markets.
3. Level of qualification of personnel and management which is offered at the regional market of labour.
4. Technological level of production of territories.
5. Availability of sourcings regional economy, in thereby investment resources.
6. Competition monopolistic position at the regional market (Fig. 1) [1].

Consider innovative the most ponderable competitive edges and marketing. Not taken into

account thus, that human potential of region is provided by forming of innovations and modern marketings mechanisms, and also their implementaciyu in practical activity. Thus, to determine the competitiveness of economic player on the competition field inherently only him to the human factor which is the transmitter of innovative knowledges and marketings technologies [9].

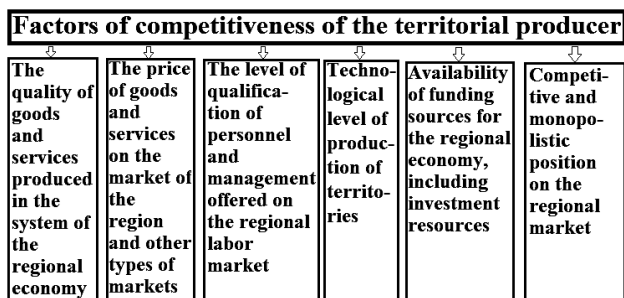


Fig. 1 – Factors of competitiveness of territorial producer  
Source: it is developed an author on basis [1]

For today considerable distribution, as basis of competitiveness of industrial enterprise was purchased by principle of presence of competitive edges. A competition is a contention process and win in him sub’ekti, which inherent qualities which create for them advantages before other sub’ektami of economic competition. That a competitive edge shows by itself the economic relations of sub’ektiv menage, which shows up in advantages above competitors in a production process, receipt of resources or keeping, at the commodity market in the existent terms of co-operating with an external environment [10].

At research of essence of competitiveness the wide spectrum of konceptiv among which rationally to select epistemologichniy approach from position of competitive edges, factor gnosiological foreshortening, integral approaches et al, is engulfed (Fig. 2). The exposure of essence of these conceptual positions results in a conclusion about expedience of application of approach of the systems to determination of modern kontentu competitiveness both from positions of cybernetics and synergetics [11].

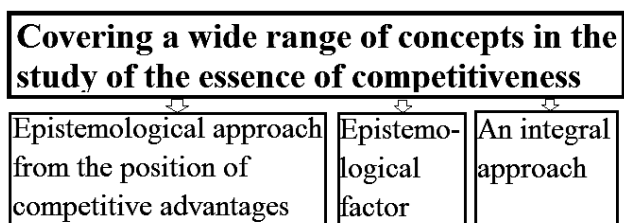


Fig. 2 – A scope of wide spectrum of konceptiv is at research of essence of competitiveness  
Source: it is developed an author on basis [1]

The purpose of research suggestion is determination of strategic priorities of the use of management of industrial enterprises a competitiveness.

**Exposition of basic material of research**

**Research methodology**

1. Determination of strategic case of enterprise frame.
2. Determination of role of enterprise is at national level.
3. Research tekhniko-technological and organizationally administrative measures of enterprise.

Strategy of management of enterprise a competitiveness is the program of actions, directed on achievement of long-term competitive edges of enterprise, which is based on principles of flexibility and adaptiveness to the changes of external environment, and also innovaciynosti, to the system and situatioonal.

In my opinion, a strategic case frame which is oriented to creation and support of competitiveness of enterprise has a next kind (Fig. 3):

1. Strategic aims.
2. Tactical plans.
3. Investment fund.
4. Expected term of recoupment.
5. Control of quality of products.
6. Analysis of results.
7. Influence of external environment.
8. Possibilities of potential of enterprise.
9. Revision ranishe certain goals and strategies.
10. Strong and weak sides.
11. Threats and possibilities.
12. Analysis of competitors.
13. SWOT-analysis.
14. Mission, policy, aims, strategies, programs and plans.

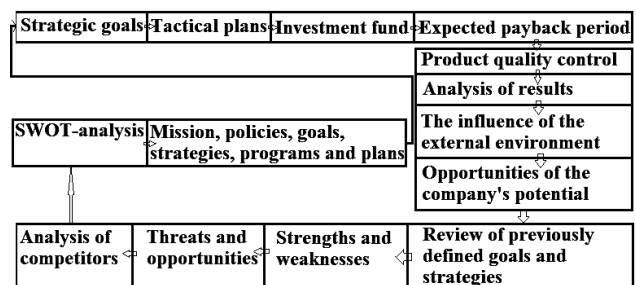


Fig. 3 – Strategic case frame  
Source: it is developed an author

The increase of competitiveness of pov’yazane with development and choice of the proper strategies of forming of which needs permanent koregumannya and perfection. Depending on a market situation, terms of environment of functioning, level of competitive edges and methods of competition rivalry, an enterprise elects the proper strategy of competitiveness and model of conduct, taking into account, here, factor of participation of the state in control system [12].

A strategic management is based on the analysis of mutual relations which characterize by the system “environment-pidpriemstvo”. By the purpose of strategic analysis of results ekonomiko production there is semantic description of an object research, exposure of features of tendencies, possible and impossible directions of

his development activity of enterprise. In same queue a strategic management is foreseen by a retrospective and strategic analysis and analysis of markets (necessities) [13].

One of effective methodical instruments of stimulation of organizational, economic, technological and technical factors of increase of competitiveness of enterprises of metallurgy there is logistic approach in modern terms. Application of this approach allows substantially to improve maintenance of clientele, reduce the term of delivery of loads, promote efficiency of the use of transport, accept scientifically grounded decision at the decision of concrete tasks development of enterprise, by investigation what growth of competitiveness of products and enterprise is on the whole. It follows also to aspire to continuity planning and control of functioning of control system by a competitiveness on the basis of logistic principles. This control must have a two-tier structure: strategic control of management processes and tactical (operative, current) control [14].

For every metallurgical enterprise and his control system the choice of strategic priorities of the use of management of industrial enterprises a competitiveness is carried by the applied character and based on forming of influence of current indexes and end-point of different processes on the competitiveness of these enterprises, clear vision them resource possibilities and acceptability of facilities of bringing in of additional resources [15].

The noted problems, next to the necessity of near-term attention to the strategic level of forming of tool of increase of competitiveness of metallurgical enterprise on the basis of logistic approach, defined actuality of research suggestion [16].

A model of increase of competitiveness of enterprises of metallurgy on the basis of logistic approach is the element of control system by a competitiveness enterprise and instrument of realization of strategic aims of his development, that on condition of adequate construction and use of this model is instrumental in the effective management of strategic priorities of the use of management of industrial enterprises a competitiveness to due to [17]:

- synchronizations of aims are on the different levels of management organization of strategic priorities of the use of management of industrial enterprises (to strategic, tactical, operative) a competitiveness with the simultaneous overcoming of resistance innovations;
- to maximally rapid advancement of ideas which are generated, from conception to commercialization with the minimum charges of resources of industrial enterprises;
- to creation of ductings of *zv'yazku* into organization with external contractors with the purpose of the timely providing the specialized knowledges;
- to destruction of obstacles in co-ordination between innovative projects and command;
- to establishment of discipline for a management and providing information knowledges.

By pre-conditions of development of model of increase of strategic priorities of the use of management of industrial enterprises a competitiveness on the basis of logistic approach must be [18]:

- description of starting terms, descriptions, scales of activity of enterprise, his mission;

- determination and estimation of actual level and dynamics of basic parameters, descriptions, indexes of control system and tendencies of their changes;

- determination of priorities of development that which is managed and *upravlyayu*chei subsystems in the process of action of frame case a competitiveness and of possibilities of their perfection;

- determination of existent problem areas, choice and ground of ways of diminishing of their influence, is on a result or liquidations.

At forming of model of increase of strategic priorities of the use of management of industrial enterprises a competitiveness it is necessary to take into account on the basis of logistic approach, that realization of this model directly influences on base organizational qualities of concrete enterprise [19]:

- to foresee his ability problems and possibilities, and also to accept strategic decisions, adapting to the external changes;
- a level of the real estimation of new ideas is on an enterprise;
- development of internal communications;
- readiness is to the risk (to invest ability innovative processes, even in the conditions of vagueness, with the purpose of improvement of activity);
- ability to manage processes which generate innovations.

In the process of management of the use of management of industrial enterprises a competitiveness strategic priorities it is necessary to take into account the system of this process, and also base of innovative potential in forming of all system. With the purpose of providing of perception of innovations by an enterprise, a management his competitiveness must provide optimum correlation of descriptions of the inculcated innovations: an object innovations; level of radicalism of innovations; level of adaptiveness of innovations; form of perception of innovations; a level of integrity of innovations is in the process of their introduction [20].

Importance of innovative potential and innovative systems in forming of strategic competitive edges of strategic priorities of the use of management of industrial enterprises a competitiveness is determined principles of functioning of innovative potential of the system of competitiveness among which it is possible to select such [21]:

1. The principle of permanence, which provides for the continuity of conducting research and scientific activities, the identification of new problems and the determination of ways to solve problems, the constant renewal of the technological base of the economic system and the dynamics of creative, creative processes.

2. The principle of radicalism. This principle determines the degree of transformation of the quality or structure of products produced in the region, or technologies used in the process of economic activity. Radicality means the emergence and implementation of new inventions, which are the impetus for the development of new generations of equipment, technology or products.

3. Enhancement of the diffusion effect. E. Rogers, having discovered the effect of diffusion, defines it as a process by which innovation (for example, new ideas, processes or goods) is transmitted over time through certain channels to members of social systems [22].

4. The principle of interactivity. This principle defines such an organization of system work, in which the goal is achieved by information exchange and interaction between the elements of this system. Innovative potential can be effectively realized only under the condition of interaction and mutual influence of all its components. The process of forming new knowledge consists of such stages as socialization, externalization, combination and internalization [23]. Socialization is the transfer of informal knowledge from one person to another through and in the process of discussions, conversations, etc. Externalization occurs in the process of describing knowledge and its distribution in the relevant scientific, technical or professional environment as a result of its formalization. Combination is the actions of systematization or other methods of processing formalized knowledge, which allows creating knowledge of a higher level of formalization. Internalization is the stage of transformation of formalized knowledge into informal knowledge. That is, at this stage, a new idea is generated, which, through the specified stages, takes the form of formalized knowledge. At the same time, the named stages overlap each other and are in an interactive relationship [24].

The following principles of functioning of the investment potential and its development are distinguished [25]:

1. Efficiency. It provides such a way of functioning of the investment potential, in which each invested unit of investment gives the highest return. The principle of efficiency of investments conditions the effect of the principle of efficiency of the system of regional competitiveness as a whole due to the reduction of the cost of production and the possibility of applying price methods of competition by regional economic players.

2. Optimality is the best choice among possible and expedient options in the system of existing constraints. When applying this principle, the concept of "better choice" is important, which can be explained with the help of V. Pareto's theoretical statements, which states: "It should be considered that any change that does not cause damage to anyone and that benefits people (for their own assessment), is an improvement" [26]. In these conditions, the problem of choosing an option that will benefit everyone comes to the fore.

V. Pareto's optimality assumes three conditions. The first is the optimal distribution of goods, according to which the marginal rate of substitution of two goods should be the same for both consumers. The second is the optimal allocation of resources in production. The third condition is the optimal volume of production.

3. The democratic functioning of the investment potential determines the possibilities of access to resources that can be directed to investments of the widest possible range of regional financial recipients.

4. Investment culture. The principles of efficiency, optimality and democratic functioning of the investment

potential will be implemented under the condition of building an investment culture in the region. Investment culture provides such a way of making investments and managing them, which applies modern innovative technologies, and the result of investments contributes to the harmonious, sustainable development of the region.

Strategic management of the competitiveness of the regional economy is based on synergistic principles, which include mechanisms of self-development, self-organization and self-learning.

An important component of strategic management of the competitiveness of the regional economy is the methodical content of regional administration. Methods of strategic analysis, methods of strategic planning and imperatives of strategic management are included in the methodological background.

The methods of strategic analysis used in the process of strategic management of the competitiveness of the region can be called the following:

1. SWOT-analysis. The expediency of using this method is determined by its content, which allows determining both the main positive and negative factors of the internal environment, as well as the threats and opportunities of the region's environment. When conducting this type of analysis in the context of strategic management of the region, it is advisable to take into account not only the current level of positive factors and threats and shortcomings, but also their potential content. Positive factors revealed in the process of strategic analysis can turn into negative ones and vice versa. It is strategic planning that allows you to minimize the negative effect of a certain factor and to propose actions aimed at strengthening the positive potential of the effect of the factor.

In addition, large strategic opportunities are, as a rule, highly risky, their implementation requires large losses, which can affect the effectiveness and optimality of strategic management of competitiveness.

2. PEST-analysis includes a description of the political and economic components of the formation of regional competitiveness, an analysis of trends in the social sphere and technologies. As evidenced by recent events, political factors directly affect business activity in the region, its investment climate, the possibility of access to resources, the stability of social life, and the prospects for building or losing competitive advantages. The economic factor covers the assessment of the impact of production, resource and other types of potential that allow the implementation of certain economic plans and programs. The social factor determines the state of social relations that allow forming a system of strategic competitive advantages of the region. The diagnosis of the needs of the region's society is carried out, the possibilities of their development and the ways of their satisfaction are determined. The technological factor consists in characterizing trends in technological development, identifying opportunities to activate the innovative potential of the region.

3. The foresight method involves researching the prospects of scientific, technological and innovative development and is carried out according to the principles that form the "foresight rhombus": creativity, expertise,

evidence and interaction. The results of the application of the foresight method in strategic analysis are the basis of long-term strategies for the formation of regional, national and international strategies, which are aimed at the formation of cardinal competitive advantages. The foresight method serves to “achieve a consensus between the main “players” on the most important strategic directions of development by organizing their constant dialogue (in the framework of expert panels, working groups, seminars, conferences, etc.)” [27].

In the process of strategic planning, the most adequate is the program-target method, which allows you to coordinate strategic actions with the budget policy of the region.

Strategic management is based on a platform of imperatives, on which are placed both the principles of strategic management and the development of strategic types of potential of the regional economy.

The principles of strategic management, taking into account national and territorial characteristics, were formulated by E. Trofimova as follows:

- the principle of systematicity, which allows covering all spheres of production and economic activity at the regional level, all trends, changes and feedbacks, as well as determining the goals of activity, their subordination, comparing alternative methods of achieving the set goals;

- the principle of continuity, which ensures timely adjustment of the long-term plans being developed based on changes occurring both within the socio-economic system of the region and outside it, as well as the coherence of long-term, medium-term and annual plans;

- the principle of interconnection of prospective development plans of a specific business entity with forecasts developed vertically (region, economy as a whole) and horizontally (enterprise, suppliers and consumers of products);

- the principle of social partnership, i. e. building a new type of relationship between the government, business and the population, which ensures the coordination of their interests and goals, the pooling of resources, the deployment of joint activities and the distribution of responsibilities;

- the principle of adequacy of the system itself, which is the object of planning, which necessitates the analysis of all traditional methods of planning and forecasting and the development of fundamentally new procedures and model apparatus;

- the principle of the need to take into account the specifics and features of a particular region and include the region in global, federal, interregional socio-economic processes in order to achieve maximum benefits and advantages [28].

The specified principles are inherent to any type of regional management and do not reflect the specifics of strategic management in relation to the development of the region based on building a strong potential. Given that the principle, the imperative is the primary thing that underlies a certain set of knowledge or practical actions. It is the principles that form the platform that determines the functioning of the system of strategic management of regional competitiveness, without which the latter would not be achievable and would not fulfill its purpose.

The platform of imperatives of strategic management of the competitiveness of the regional economy provides a set of the following principles. The first group includes the principles of direct strategic management of competitiveness, which are the main features of its strategic management, organization, and mechanism of its action.

1. The principle of emergency. Emergence is the presence in the system of properties of integrity (emergent properties), that is, such properties of the system that are not inherent to its elements. Emergence is one of the forms of manifestation of the dialectical principle of the transition of quantitative changes into qualitative ones [6]. It is the strategic management of competitiveness that ensures the integrity of the development of the regional economy and the construction of its long-term advantages based on the transition of quantitative accumulations of innovative activity, the development of human potential and the activation of investment activities into a new quality of life in the region. Emergency proves that the strategic influence on the regional economy and its competitiveness should be different from the influence on the elements of this system. Compliance with the principle of emergency calls for the application of the method of program-target planning of the strategic development of the region, when the strategic goal is decomposed into a system of strategic goals and tasks that are related to the functioning of the components of the regional competitiveness system.

2. The principle of holism. Holism (from the greeks ολοζ – whole, integral) – a position in philosophy and science on the problem of the relationship between part and whole, which is based on the qualitative uniqueness and priority of the whole in relation to its parts [7]. The principle of holism of strategic management determines that the competitiveness of the regional economy is a complete system, and its individual components make sense only as part of the community. The principle of holism determines the primacy of the strategic goals of the development of the region over the goals of the development of its individual components, and accordingly, the strategic management of districts in the region should be subordinated to the strategic management of the region.

3. The principle of causal induction. Causality as a method of cause-and-effect analysis allows to evaluate various variants of the state of the object of strategic management in spatial and temporal contents, which allows to determine, predict and choose the most effective and optimal scenario of the strategic development of the region. It is believed that Aristotle was the first to speak about this connection between foresight, management and freedom. The philosopher, characterizing a free person and a slave, noted: it is the free person who, thanks to his mental properties, is capable of prediction, and therefore he is already by nature a ruling and dominant being [8, p. 10]. Causal induction as a principle of strategic management of the competitiveness of the regional economy defines such a course of action in which factors affecting individual parts of the regional system ensure a certain, predicted result of the behavior of the entire system.

4. The principle of feedback, i. e. a form of feedback that enables the managing entity to identify manifestations

of strategic management deviance. The essence of the deviance of strategic management of the development of the economic system, its meaning and methods of detection and assessment developed in the works of V. Kubiniy [9]. Deviance determines the presence and degree of deviations of the real state of the system from the target strategic guidelines (Fig. 4).

**Conclusions**

Summing up, it can be noted that the successful development of a metallurgical enterprise is possible only under the condition of the full activity of the entire set of interconnected economic mechanisms, as well as the formation and implementation of a system of strategies of metallurgical enterprises based on a logistic approach. We also note that the technological competitiveness of an industrial enterprise can reach a high level only if an effective system of its management is formed and operates. Therefore, the construction of such a system is impossible without the use of strategic management principles.

The absence or improper functioning of at least one link in the system of strategic priorities for the use of management of the competitiveness of industrial enterprises is accompanied by negative microeconomic

changes, deformations in the construction of industrial relations, productive forces, etc., which ultimately affects the competitiveness and dynamics of the development of these enterprises.

A well-founded set of mechanisms and approaches to choosing from existing alternatives, forming and implementing strategic priorities for the use of management of competitiveness of industrial enterprises leads to the possibility of effective, less resource-consuming, dynamic, as much as possible predicted implementation of the main, vital for increasing competitiveness and innovative transformations of the activities of these enterprises.

Strategic orientations for the internal development of metallurgical enterprises have been formed, a model for choosing and implementing a strategy for increasing the competitiveness of these enterprises has been proposed, which reflects a complex interrelated set of strategic measures, each of which obeys a single goal. The elements of the strategy can be both defensive and offensive in nature, which allows the enterprise not only to solve the problem of survival, but also to realize the prospects of development, strengthening of competitive positions, formation of competitive advantages.

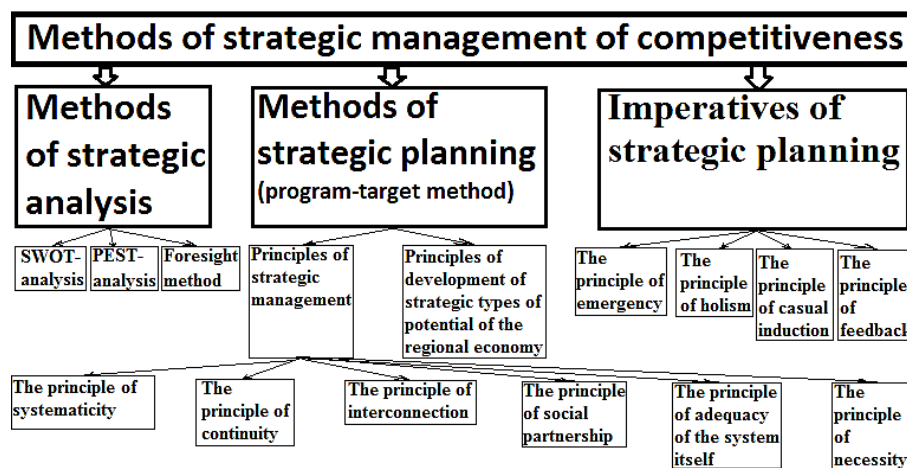


Fig. 4 – Methods of strategic management of competitiveness

Source: developed by the author based on [29–31]

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