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SYSTEM OF STRATEGIC ENSURE OF THE COMPETITIVENESS OF INDUSTRIAL ENTERPRISES

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The article discusses the methods of strategic management of the competitiveness of industrial enterprises. The author of the article identified models of strategic management of industrial enterprises at the national level, as well as researched technical-technological and organizational-management measures that will contribute to increasing the volume of production of export-oriented products. The role of the enterprise at the national level is defined. The technical-technological and organizational-management measures of the enterprise were studied. The article examines modern approaches to managing the competitiveness of the enterprise. It is substantiated that for successful management of competitiveness, it is necessary to study the market, to correctly assess one's competitiveness, the capabilities of competitors and the factors that determine them. Attention is focused on the fact that the competitiveness of an enterprise can be defined as the potential or realized ability of an economic entity for effective long-term functioning in a relevant external environment. It is important to carry out such management, which will ensure the adaptability of the enterprise to various unforeseen situations in the future. The article defines the factors of competitiveness of the territorial producer. The coverage of a wide range of concepts in the study of the essence of competitiveness is analyzed. It was determined that the successful development of a metallurgical enterprise is possible only under the condition of full-fledged 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. It was concluded 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 using the principles of strategic management. It was determined that 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 determines the possibility of effective, less resource-consuming, dynamic, as much as possible predicted implementation of basic, vital for increasing competitiveness and innovative transformations of the activities of these enterprises. In the article, strategic guidelines for the internal development of metallurgical enterprises were formed; the enterprise evaluation process was developed; identified strengths and weaknesses; conducted SWOT-analysis based on which hidden opportunities and potential threats are identified. As a result, further planning and development of activities based on competitive advantages was carried out at PJSC "Zaporizhstal". It was concluded that 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. For this, the author of the article developed a system for ensuring the appropriate level of competitiveness of the enterprise.

СИСТЕМА СТРАТЕГІЧНОГО ЗАБЕЗПЕЧЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

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потенціал
конкурентоспроможності
підприємства,
стратегічне управління
конкурентоспроможністю
підприємства,
SWOT-аналіз,
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 статті сформовано стратегічні орієнтири внутрішнього розвитку підприємств металургії; розроблено процес оцінювання підприємства; визначено сильні та слабкі сторони; проведено SWOT-аналіз, на підставі якого виявлені приховані можливості та потенційні загрози. В результаті здійснено подальше планування та розвиток діяльності на основі конкурентних переваг на ПАТ «Запоріжсталь». Зроблено висновок, що 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. Для цього автором статті розроблена система забезпечення належного рівня конкурентоспроможності підприємства.

Statement of the problem

The constant increase in strategic priorities for the use of management of the competitiveness of industrial enterprises has recently become more and more real, provided that modern forms and methods are introduced, among which strategic management is the most effective. Strategic management provides the enterprise, the region, the national economy with tools for strategic analysis of multivariate development, proactive decision-making methods, and mechanisms for their implementation to ensure sustainable development and the regional economy's acquisition of qualities that determine its beneficial position [1].

The toolkit of strategic management of competitiveness is aimed at activating the strategic potential, strengthening the production and resource content of the economic entity, ensuring the development of its human resources and interregional cooperation. Strategic management involves the application of such a model that guarantees optimal, efficient and rational use of potential [2].

At the same time, the strategic management of the competitiveness of the region is not considered from the standpoint of a systemic approach, which allows structuring the component structure of the specified management system and outlining its functional connections. In the modern conditions of market relations, when the competitive struggle in the markets of goods and services is becoming more and more intense, it becomes increasingly necessary to expand the range of urgent issues of important scientific research in the field of economic security of the state. At the same time, evaluation methods and tools for increasing the level of economic security in the field of strategic priorities for the use of management of the competitiveness of industrial enterprises are of particular importance [3].

The problem of the effective functioning and development of metallurgical enterprises is multifaceted and quite complex, as it is closely related to the general development of industrial production, the adaptation of metallurgical enterprises to the market environment and the need to increase the competitiveness of metallurgical products, enterprises and the industry as a whole [4].

In countries with a market economy, competitiveness management plays an important role as a factor of intensification of socio-economic development. For Ukraine, the problem of guaranteeing the use of competitiveness management as a factor in the development of industrial enterprises is of particular importance, which is due, first of all, to the current state of development of the domestic sector of this industry and the expansion of production capacities, which is carried out mainly in an extensive way [5].

The objective need for state regulation of the use of management of the competitiveness of industrial enterprises is caused by the features inherent in this industry, its place and role in guaranteeing strategic priorities. The analysis of domestic and foreign experience shows that the negative consequences of the instability of internal and external management of the competitiveness of industrial

enterprises significantly affect the parameters of their development. The importance of theoretical understanding and methodological support for the improvement of the regulatory policy of the development of complex industry under global changes in the external environment is explained, first of all, by the need for quick adaptation of this industry to new circumstances and the formation of prerequisites for the stable development of this sector of the Ukrainian economy in the long term. Therefore, the search and improvement of new theoretical and practical approaches to the determination of strategic priorities for the use of management of the competitiveness of industrial enterprises is an urgent task [6].

Analysis of recent research and publications

The issue of competitiveness and existing methods of its assessment is reflected in scientific works Porter M.M. [1], Fatkhuridinov R.A. [2], Mazaraki A.A. [3], Balabanova L.V. [4], Levytska A.O. [5], Karpenko Ye.M. [6], Altukhov P.L. [7], Borysiuk I.O., Yeromenko A.V. [8], Rybnytskyi D.O. [9], Litvinova V.O. [10], Dykan V.L. [11] etc.

Depending on the object of research, the term "competitiveness" should be distinguished between product competitiveness and enterprise competitiveness. At the same time, it is considered that the competitiveness of the product is a manifestation of the competitiveness of the enterprise, and the competitiveness of the enterprise reflects the competitiveness of the country in general. Therefore, it is the competitiveness of the enterprise that is important both from the microeconomic and macroeconomic points of view [12].

Assessment of the level of competitiveness of the enterprise allows [1]:

- form management tasks: determination of approaches to production, technology, marketing, labor resources, financing, information and organizational support;
- make a management decision: reducing costs, focusing on a specific market segment, concluding contracts;
- to develop measures for the development of competitive advantages: the introduction of innovations, offensive measures in the direction of securing long-term advantages, protective measures in the direction of preventing the actions of participants, developing a program for entering new markets, attracting investor funds;
- to adapt the enterprise to the market conditions of business, which as a result gives victory in the competition for the consumer and sales markets.

It should be noted that today a number of methods are used to assess the competitiveness of an enterprise [13–27].

Objectives of the article

The author of the article stated the following to the factors of industrial enterprise competitiveness: enterprise evaluation process; identification of strengths; identification of weaknesses; SWOT-analysis; hidden possibilities; potential threats.

The purpose of the article is to develop a system for ensuring the competitiveness of industrial enterprises.

The main material of the research

The research methodology of the system for ensuring the appropriate level of competitiveness of PJSC “Zaporizhstal” is reduced to the following stages [12]:

- 1) enterprise evaluation process;
- 2) identification of strengths;
- 3) identification of weaknesses;
- 4) SWOT- analysis;
- 5) hidden possibilities;
- 6) potential threats.

The process of evaluating the enterprise is reduced to the identification of strengths and weaknesses.

Strengths include the following elements:

- 1) professional personnel;
- 2) the possibility of working with raw materials of low quality;
- 3) support for humanitarian projects of the city;
- 4) extensive social support of employees;
- 5) high tax payments to the local/state budget;
- 6) availability of an environmental monitoring system;
- 7) control system of raw materials and products ICO9001;
- 8) availability of certificates for products of international standard.

The company’s weaknesses include:

- 1) outdated equipment;
- 2) not modern steel production technology;
- 3) incomplete cycle of production of products from raw materials to finished products;
- 4) lack of continuous rolling module;
- 5) lack of SAP production planning;
- 6) lack of market sales services;
- 7) high ecological burden on the region.

As a result of the SWOT-analysis, hidden opportunities and potential threats of the enterprise were revealed.

The hidden capabilities of the enterprise include the following:

- 1) a modern management system using the best global practices;
- 2) availability of repair of the material base;
- 3) a developed system of professional training;
- 4) availability of a scientific and technological knowledge base, a scientific library;
- 5) the possibility of working with an incomplete production cycle;
- 6) production of the workpiece;
- 7) redistribution of the customer billet;
- 8) the possibility of realizing excess thermal energy;
- 9) possibility of production of medical oxygen;
- 10) close cooperation with the municipality;
- 11) systematic work on expanding the product line.

Among the potential threats are highlighted:

- 1) disruption of logistics in a crisis situation;
- 2) the presence of competitors with higher quality products;
- 3) dependence on external energy resources (electricity, gas, coke);
- 4) outflow of professional personnel/staff;
- 5) outsourcing of system services:

- repair;
- cleaning;
- accounting department;
- information support services.

So, as a result, further planning and development of activities based on competitive advantages was carried out at PJSC “Zaporizhstal”:

1. Expansion of the assortment line of products for delivery to export orders (mastering the production of commercial slabs and thick sheet in the range of 8–20 mm).

2. Improving the quality of the produced metal due to the use of raw materials with stricter requirements, as well as testing and introducing into the production of new materials that allow to improve quality (slag thinners in the furnace to ensure the possibility of increasing the number of fluxes and increasing the reactive refining capacity of the melt, synthetic slags for processing metal in a ladle for the purpose of additional desulfurization outside the steelmaking unit, testing new types and increasing the specific consumption of heat-insulating and slag-forming mixtures for ingots, using heat-insulating plates to improve the quality of the ingot internal structure, preventing deep-seated shrinkage defects).

3. Development and improvement of the technology of production of hot rolled products and slabs to meet the growing demands of consumers for surface quality and internal structure of rolled products.

As a result of the research, we conclude that competitiveness is specific data about enterprises that we calculate, and, accordingly, based on this, we evaluate enterprises. When studying the characteristics of an enterprise [13], which give an advantage over others, one should take into account the fact [14] that it is not the enterprises that compete, but rather the products manufactured by them [15]. Therefore, in order to implement the system of ensuring the appropriate level of competitiveness of the enterprise, it is necessary to make changes in the constructive direction and adapt the enterprise, that is, to create certain management measures in order for the enterprise to be competitive [16].

In the context of the studied direction, a constant restoration of the base of competitors is required [17]. It should be taken into account that after overcoming competitors, new ones may appear [18]. Therefore, it is as a result of constant struggle and control that development and a constant high level of competitiveness take place [19]. It is necessary to evaluate your enterprise every certain period (for example, every month) [20]. A constant dynamic analysis (SWOT-analysis) of the enterprise’s evaluation efficiency is required [21]. For this, the author of the article developed a system for ensuring the appropriate level of competitiveness of the enterprise (Fig.1) [22–27].

Conclusions

Summing up, it can be noted that the successful development of a metallurgical enterprise is possible only under the condition of a developed system for ensuring the appropriate level of competitiveness of the enterprise. We also note that the technological competitiveness of an industrial enterprise can reach a high level only if an

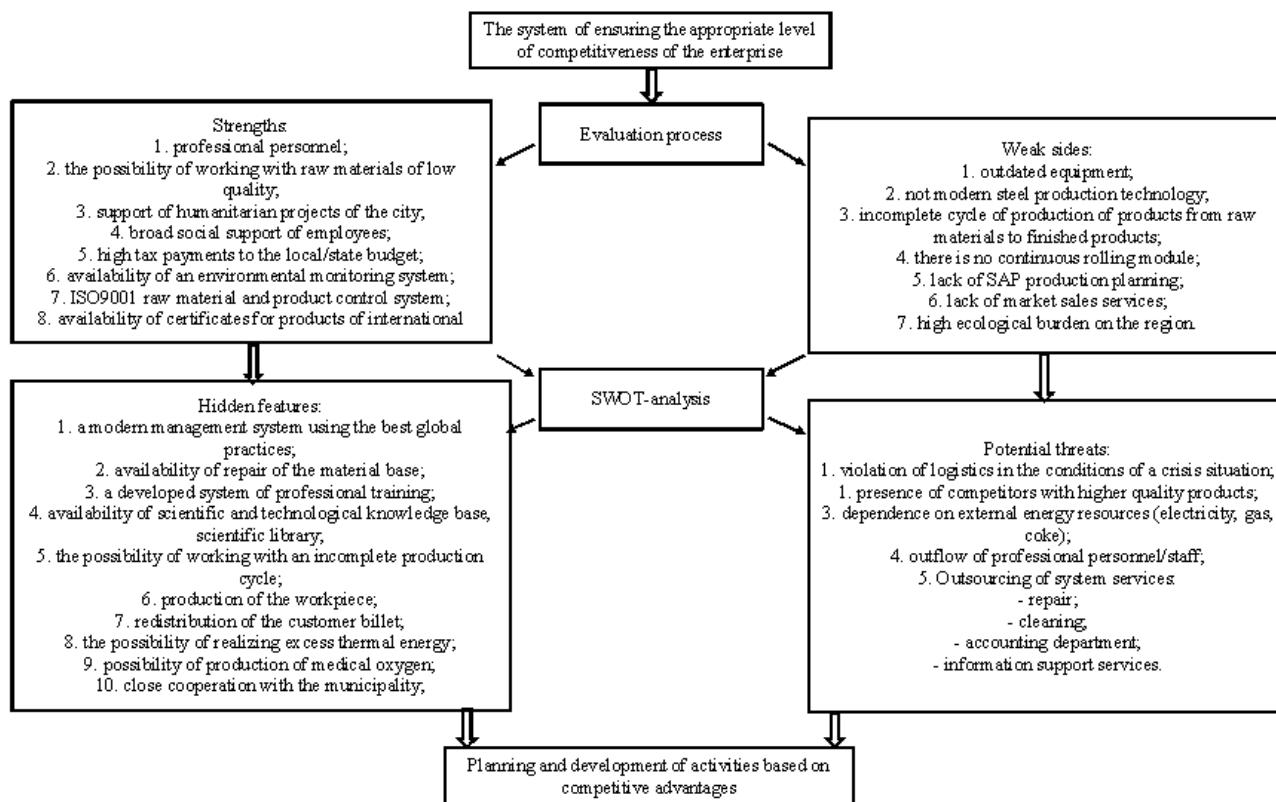


Fig. 1 – The system for ensuring the appropriate level of competitiveness of the enterprise

Source: developed by the author based on [12–27]

effective management system is formed and operates, namely: improvement of the enterprise evaluation process; determination of the company's strengths and weaknesses; carrying out a SWOT-analysis; detection of hidden opportunities and potential threats of the enterprise. The construction of such a system is impossible without using the principles of strategic management of an industrial enterprise.

On the basis of the conducted research, further planning and development of activities based on competitive advantages at PJSC “Zaporizhstal” was carried out:

1. Expansion of the assortment line of products for delivery to export orders (mastering the production of commercial slabs and thick sheet in the range of 8–20 mm).

2. Improving the quality of the produced metal due to the use of raw materials with stricter requirements, as

well as the testing and introduction into production of new materials that allow to improve quality (slag thinners in the furnace to ensure the possibility of increasing the number of fluxes and increasing the reactive refining capacity of the melt, synthetic slags for processing of metal in a ladle for the purpose of additional desulfurization outside the steelmaking unit, testing of new types and increasing the specific consumption of heat-insulating and slag-forming mixtures for the ingot, the use of heat-insulating plates to improve the quality of the ingot internal structure, prevention of deep shrinkage defects).

3. Development and improvement of the technology of production of hot rolled products and slabs to meet the growing demands of consumers for surface quality and internal structure of rolled products.

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