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DOI <https://doi.org/10.26661/2414-0287-2021-4-52-07>**MODERN GOING IS NEAR MANAGEMENT OF ENTERPRISE COMPETITIVENESS****Tkachenko S.M.***National University "Zaporizhzhia Polytechnic"  
Ukraine, 69000, Zaporizhzhia, Zhukovsky str., 64  
space7770@ukr.net***Key words:**

management of enterprise, competitiveness, industrial enterprises, potential of competitiveness of enterprise, strategic management of enterprise, possibilities of competitors, economic subject, competitive commodity, a competitiveness, a competitiveness

In the article it is considered research-and-development modern methodical going near the management of enterprise a competitiveness. The author of the article is investigate the modern going near the management of enterprise a competitiveness. The modern mechanism of management a competitiveness is considered, that becomes one of major tasks of enterprise, without the decision of that to the producer it is difficult to survive at the market in the conditions of competition and to get a desirable result from the activity. Reasonably, 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 environment. It is important to carry out such management that will provide adjusted of enterprise to the different unforeseen situations in the future. Certainly, that going into a market with a competitive commodity – it only initial, initial moment in-process enterprise from market development and fixing on him, and difficult, systematic work is farther conducted from the management of enterprise a competitiveness. A competition market environment is analysed in the article highly, and certainly that it stipulated the necessary forming of going near the management of enterprise a competitiveness. It is set that a process of forming of competitiveness is difficult and unites the elements of both internal and external surroundings, where important are determinations of factors, that influence on a management a competitiveness. Drawn conclusion, in relation to worked out control system of events in relation to the exposure of functions, real processes of management of enterprise a competitiveness and the specified requirements that is produced to the object of management of project control system in accordance with the theory of management. Therefore, for that the economy of the state functioned and provided the competitiveness, it is necessary to build the innovative system thus, to combine scientific and technical potential of regions with the complex of economic events, what called to assist rapid commercialization on internal and external markets. Thus exactly this way and will come forward as motive force for the achievement of success with activity of enterprises.

**СУЧАСНІ ПІДХОДИ ДО УПРАВЛІННЯ  
КОНКУРЕНТОСПРОМОЖНІСТЮ ПІДПРИЄМСТВА****Ткаченко С.М.***Національний університет «Запорізька політехніка»  
Україна, 69063, м. Запоріжжя, вул. Жуковського, 64***Ключові слова:**

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

У статті розглянуто дослідження та розробка сучасних методичних підходів до управління конкурентоспроможністю підприємства. Автором статті досліджуються сучасні підходи до управління конкурентоспроможністю підприємства. Розглянуто сучасний механізм управління конкурентоспроможністю, який стає однією з найважливіших задач підприємства, без рішення якої виробникові важко вижити на ринку в умовах конкуренції та отримати бажаний результат від своєї діяльності. 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. Визначено, що вихід на ринок із конкурентоспроможним товаром – це лише початковий, вихідний момент у роботі підприємства з освоєння ринку і закріплення на ньому, а далі проводиться складна, систематична робота з управління конкурентоспроможністю підприємства. У статті проаналізовано високо конкурентне ринкове середовище, та визначено що воно зумовило необхідне формування підходів до управління конкурентоспроможністю підприємства. Встановлено, що процес формування конкурентоспроможності є складним і об'єднує елементи як внутрішнього, так і зовнішнього оточення, де важливим є визначення чинників, які впливають на управління конкурентоспроможністю. Зроблено висновок, стосовно розробленої системи управління заходів щодо виявлення функцій, реальних процесів управління конкурентоспроможністю підприємства та уточнені вимоги, які пред'являються до об'єкта управління проектної системи управління відповідно до теорії управління. Тож, для того щоб економіка держави функціонувала й забезпечувала свою конкурентоспроможність, треба побудувати інноваційну систему таким чином, щоб поєднувати науково-технічний потенціал регіонів із комплексом економічних заходів, які покликані сприяти швидкій комерціалізації на внутрішніх та зовнішніх ринках. Отже саме цей шлях і буде виступати рушійною силою для досягнення успіху в діяльності підприємств.

### Statement of the problem

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, Modern to the mechanism of management a competitiveness becomes one of major tasks of enterprise, without the decision of that to the producer it is difficult to survive at the market in the conditions of competition and to get a desirable result from the activity.

### Analysis of recent studies and publications

A ponderable contribution to theoretical and practical researches of problems of competitiveness is testified by developments of such foreign and home scientists: V. Aleshchenko, G. Azoyeva, I. Ansoffa, A. Gradova, G. Balabanova, M. Porter, I. Ansoff, F. Kotler, A. Tompson, G. Azoyev, A. Gradov, L. Balabanova, M.G. Bilopolskij, B. Burkinskij, F. Virsema, A. Voronkova, V. Dikan, N. Drobitko, S. Yerohina, G. Krivenko, P. Zav'yalova, Yu. Ivanova, Ye. Lapina, K. Makkonela, O. Tridida, R. Fathutdinova, H. Fashiyeva, O. Chelenkova, O. Carenko [1–7].

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 environment. It is important to carry out such management that will provide adjusted of enterprise to the different unforeseen situations in the future. Going into a market with a competitive commodity – it only initial, initial moment in-process enterprise from market development and fixing on him, difficult, systematic work is farther conducted from the management of enterprise a competitiveness.

### 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

Highly a competition market environment stipulated the necessary forming of going near the management of enterprise a competitiveness. A process of forming of competitiveness is difficult and unites the elements of both internal and external surroundings, important are determinations of factors, that influence on a management a competitiveness [1].

One of main factors of increase of level of competitiveness of enterprise there is also determination of innovative technologies and modern technique in the process of activity. It is needed to proceed in an enterprise materially a technical base taking into account innovations, because exactly in modern terms exactly an innovative type of behavior of performer of entrepreneurial activities is the means of survival and functioning at the market [2].

A management a competitiveness accepts character of state influence on the economy of country. In the conditions of market economy the state is not provided with the function of direct management a competitiveness. The state does not manage a competitiveness, but influences on her by means of different events of adjusting – legislative and підзаконних acts, governmental resolutions, economic and other instruments [3].

The main task of the state consists in that, to create favourable terms for strengthening of competitiveness of economy on the whole and her component parts: industries and separate producers [4].

Influence of the state on a competitiveness comes true after intra-national and external directions. Both these directions closely co-operate inter se: external factors are connected for the decision of internal problems [5].

One of levers of influence there is a public policy on the competitiveness of enterprise. What is sent to strengthening of competition positions of national industry through development of certain measures in relation to an assistance to development of the most perspective industries

and industrial companies, creation of joint ventures with the aim of increase of their competitiveness, stimulation of export and use of external economic connections as to the means of increase of efficiency of industrial complex and his profitability [6].

One of necessary terms of competitiveness of producers of industrial wares is their being informed about a market, possibilities and behavior of competitors, innovation and many other descriptions, that allows to them to have a complete idea about an environment, his progress trends in current moment and in a prospect. Only at such condition a company-producer can be guaranteed against painful surprises, and consciously to form and carry out the scientific and technical, productive, sale politics, able to resist to the competitors. Already in force of it public organs must give to the companies – producers for support of their competitiveness considerable informative and consultative services [7].

Mechanisms of management a competitiveness, as well as any mechanism of management on the whole, envisages a presence, from one side, subject, and from other – object of influence. If at macroeconomic level the subject of management a competitiveness are public organs, and by an object is all economic infrastructure of country, then on a microlevel an enterprise comes forward as a subject of management, and by an object all his component potential.

Consideration of mechanism of management a competitiveness has the special practical meaningfulness on a microlevel, as really a management a competitiveness comes true at the level of producers. Exactly enterprises own necessary resources, enterprise initiative, shots.

From ability, depends purposefulness of producers in what measure they can use the internal potential and to possibility of environment, that is formed by the state on the achievement of the put aims and high level of competitiveness.

As it was already talked higher, it is possible to consider competitive enterprises those managing subjects that in the economic activity arrive at the put aims, here giving competitive goods and services to the consumer.

In turn, the mechanism of management of enterprise a competitiveness shows a soba totality of facilities and methods by means of that influence comes true on all present internal potential of enterprise, on the guided parameters of environment, taking into account the tendencies of market situation with the aim of receipt of desirable level of competitiveness.

For providing of competitiveness it is necessary complex functioning of all elements of mechanism. Absence of any link will violate a sequence and will result in the failure of functioning of management mechanism.

Cooperation of factors of management of enterprise a competitiveness is presented (fig. 1).

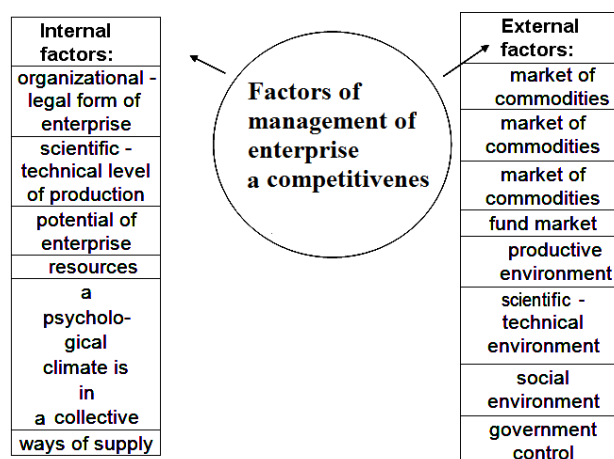


Fig. 1 – Management of enterprise a competitiveness

A management is built on principles of continuity and reliability, regularity, dynamism, collective and state interests in a management, continuous strategic management and maximal reflection of specific terms of activity of enterprise in strategy of competitiveness. Success with competitive activity becomes the function of not so much production, скільки management and depends on quality, efficiency of management and organization of production.

By development and introduction of mechanism of management a competitiveness on an enterprise must occupy the special department. Creation on the enterprise of another structural subdivision entails considerable financial expenses, the volume, taking into account terms there are today producers in that, creation is offered to on the enterprise of co-ordinating Advice on questions providing of competitiveness. His composition the leaders of all subdivisions and departments of enterprise can enter.

A mechanism of management of enterprise a competitiveness will be most more effective in that case, when he strengthens motivation of activity of people. At such mechanism co-ordination of interests of interactive parties is arrived at by the choice of methods and management resources in accordance with nature of management factors on that influence comes true. At inconsistency of interests impossible realization of effective influence is on internal and external factors and achievements of the put aim. A mechanism of management a competitiveness is the difficult category of management. He shows a soba totality of events that is sent to the achievement of the put aims.

The method of management of enterprise a competitiveness is presented from to adhere to the certain terms (table 1).

Ability of enterprise to compete at the certain commodity market directly depends on the competitiveness of commodity and successful combination of facilities of

Table 1 – Politics of management of enterprise a competitiveness

Development of politics of management a competitiveness is on an enterprise				
Use of the newest inventions	Competitive commodities that are characterized technical and economic parameters	Technical level and degree of improvement of technologies of production	Economic efficiency of the use of all resources of enterprise	Financial firmness of enterprise (coefficients of activity of enterprise and liquidity)

activity enterprises that give to him advantage in competitive activity. Just the same approach will allow to plan the stream of customers, shorten time on the selection of commodities.

Without regard to that the choice of strategy of competitive activity depends on the features of activity of enterprise, it is possible to distinguish the row of general tasks that stand before domestic enterprises on the modern stage: decline of prime price, differentiation of commodity, market, introduction of innovations segmentation, capacity for the instantaneous reacting on the necessities of market.

As basis approach of the systems, that is one of forms of methodological knowledge, comes forward in research of problem of management a competitiveness. Among important concepts and principles of approach of the systems distinguish integrity, connection, structure and organization, even systems and hierarchy of these levels, management, aim and expediency of behavior of the system, self-organization, functioning and development of the system.

On an enterprise it is necessary systematic to conduct diagnostics and monitoring of competition potential, that provides the receipt of state information and possible ways of the most effective use of potential in time, and also determines not only directions but also marketabilities of competition strategy.

Any control system has a right on existence at presence of aims of management and clearly certain end-point of her functioning, so as without the aims of management she becomes senseless.

Realization of aims of management and receipt of end-point is possible at presence of in the system of economic mechanism of management that is examined as means of their achievement with the minimum charges of resources. The economic mechanism of management is created for realization of certain aims and shows a soba totality of principles, methods, management facilities, and also адміністративно-правових, economic instruments, stimuli and management organs for the achievement of the put aims and receipt of desirable end-point.

Principle of orientation of production on the market state of affairs consists in that on enterprises to the problems of increase of competitiveness of products all types of productive-marketing activity must be inferior in area of level of quality, price, packing, advertisement and others like that. In this connection for the management of products a competitiveness on an enterprise there must be the worked out program of providing of necessary level of competitiveness of products with bringing in of all productive workshops, departments, services of marketing, production distribution, the organizationally-economic mechanism of management of products that provides functioning of control system by a competitiveness a competitiveness is created.

The low level of competitiveness of products determines aims and tasks realization of that will result in strengthening of control system.

Systematic character of management of products a competitiveness at all stages of cycle of product, on all levels of management, after the levels of guidance, after the functions of management a competitiveness. Realization of this principle will allow to promote

scientific validity made decision and balanced them with financial and material resources. Also this principle provides close intercommunication of aims and tasks of management of products a competitiveness with necessary for their achievement facilities, methods and resources. The decision of tasks in the system must be provided with necessary resources.

Orientation on end-point – is one of major principles of management of products a competitiveness. All actions in control system by the competitiveness of products, beginning from determination of aims and tasks, must be sent to the achievement of end-point. This principle envisages the receipt of end-point at minimum charges.

Stimulation provides the use of all spectrum of stimuli moral and material for providing and increase of competitiveness of products. Stimulation of labour is basic incentive reason of increase of competitiveness of products on enterprises.

The management of products a competitiveness assumes that leaders must examine organization as totality of interdependent elements, such, as people, structure, technology, that is oriented to the achievement of different aims in the conditions of changeable environment, that binds in organic single unit aims, resources and processes that flow in organization and after her limits.

Methodology of objects as control system, including designed control system by the competitiveness of enterprise, represents the association of separate processes of management, functions of management and events in relation to providing of competitiveness of enterprise in the single system of purposeful and continuously realized administrative influences in a short-term and long-term prospect.

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It is impossible to abandon out of eyeshot and role of the state, that must assist creation and support of terms of perfect competition. Competition positions of enterprise at the market depend on that support that an enterprise gets from the side of national public organs, from an effective and reasonable public policy.

The modern administrative going near development of models includes a design in relation to the investigated object of management:

1. Exposure of complex of rational methods and case of enterprise a competitiveness frames.
2. Clarification of розроблюваних case of enterprise a competitiveness frames.
3. Exposure of the basic requirements, that to development of model of investigated control system.

Design processes allow to investigate management objects and envisage a construction and study of models in relation to existent and designed objects of management. A design is the powerful means of scientific cognition and decision of practical tasks and widely used in science and in many areas of productive and administrative activity of enterprise.



In Ukraine extremely unfavorable terms are for the increase of competitiveness, but offered approach management a competitiveness give an opportunity, it is better to understand how to unite scalene administrative actions in relation to providing, increase of competitiveness of enterprise in single control system, that has corresponding goals, criteria and mechanisms of functioning.

### Conclusions

Control system of events in relation to the exposure of functions, real processes of management of enterprise

a competitiveness and specified requirements that is produced to the object of management of project control system in accordance with the theory of management is worked out.

For that the economy of the state functioned and provided the competitiveness, it is necessary to build the innovative system thus, to combine scientific and technical potential of regions with the complex of economic events, what called to assist rapid commercialization on internal and external markets. This way and will come forward as motive force for the achievement of success with activity of enterprises.

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