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**MANAGEMENT OF MARKETING ACTIVITIES OF
AGRICULTURAL FORMATIONS IN THE
CONDITIONS OF EUROPEAN INTEGRATION**

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**Lohosha R., Mazur K., Hontaruk Y., Babyna O., Babyn I., Belkin I.,
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Revkova A.**

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ANNOTATION

In modern conditions of global and transformational changes, the role of management of marketing activities of agrarian enterprises is growing. Understanding and using the concept of marketing in the management of agro-industrial enterprises in the conditions of European integration is a mandatory element of effective entrepreneurial activity. The quality of marketing activity in management is decisive, as it determines the highly profitable rhythmic activity of the enterprise.

Studies of agricultural enterprises of Ukraine confirm that, although the implementation of marketing is becoming more and more widespread, all existing forms of management of marketing activities are not yet fully used. What would ensure the competitiveness of agricultural enterprises, adaptation to constant changes in the external environment and market conditions, stability of economic conditions.

Management of marketing activities plays a significant role in the development and effective operation of an agricultural enterprise. It is effective work in the field of marketing activity management that will increase the competitiveness of an agricultural enterprise, expand its opportunities to enter new markets, and lead to an increase in product sales and profit growth. Due to inertia, many enterprises do not pay attention to the importance of such a component as marketing management, which in the future negatively affects their economic indicators. The article examines the main features of marketing management of agricultural enterprises of the Vinnytsia region and Ukraine as a whole in the conditions of European integration. The significance of the research on the management of marketing activities, which is necessary not only for profit, but also for being competitive in the market, is determined. The necessity of using an integrated marketing approach is substantiated. The expediency of using modern methods of product promotion has been determined

The scientific basis of managing the economic development of agribusiness entities is revealed in the works of Ukrainian economists - V. Andriychuk, I. Balaniuk, I. Gryshova, G. Kaletnik, M. Malik, P. Sabluk, A. Tretyak, O. Shpykulyak and other scientists. Theoretical issues of strategic management are highlighted in the scientific

works of M. Albert, O. Amosov, I. Ansoff, Y. Zavadskiy, M. Meskon, G. Mintzberg, H. Mostovoi, G. Odintsova, M. Porter, A. Thompson, A. Fayol and other domestic and foreign authors. The theoretical principles of marketing activity management became the object of research by H. Armstrong, L. Balabanova, O. Varchenko, A. Voychak, O. Gudzynskiy, P. Doyle, H. Kaletnik, S. Kamilova, F. Kotler, Zh-Zh . Lamben, I. Lytovchenko, L. Naumova, M. Oklander, O. Osnach, P. Ostrovsky, A. Pavlenko, I. Reshetnikov, M. Sakhatsky, I. Solovyov, O. Chirva, O. Shpychak, many other domestic and foreign scientists.

Theoretical studies and practical recommendations of the mentioned scientists formed the general methodical basis of marketing management of agricultural enterprises. However, research on the management of marketing activities of agribusiness subjects is not sufficiently systematic and complete.

In the practice of domestic agricultural enterprises, there are a number of shortcomings that reduce the effectiveness of marketing activities in the conditions of European integration. These include: chaotic use of individual elements of marketing, reduction of marketing functions only to stimulating the sale of goods, food, orientation to the short-term perspective, lack of flexibility and ignorance of consumer requests.

To solve these tasks, it is necessary to develop measures to promote the sale of products through the formation of a sales support system and the development of cooperation with the EU. In these conditions, the role of marketing activity of agricultural enterprises increases and the need to develop recommendations for the organization and development of marketing tools in agro-industrial production at the level of enterprises and the region, which determines the relevance of this scientific research.

The results of the research presented in the monograph were carried out as part of the initiative theme of the Department of Agrarian Management and Marketing of Vinnytsia National Agrarian University "Development of the concept of management of marketing activity of agricultural enterprises" state registration number: 0122U002111. for 2022-2024

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8. Peculiarities of management of competitiveness of enterprise in such mind

The emergence of a market economy was marked by the emergence of free competition in which the legal norms of economic activity protect the freedom of producers, determine the equality of all forms of ownership and management with minimal state intervention in the affairs of economic entities.

Competitiveness characterizes the degree of development of society. The higher the competitiveness of market participants, the higher the standard of living in this country.

Competition arose as a result of the social division of labor and reached its greatest prosperity under capitalism, becoming a component of entrepreneurial activity and the main driving force of market relations.

Currently, the concept of competitiveness is used quite widely. It is used to characterize such objects as a product, enterprise, industry, country. The problems of competitiveness are also relevant in the aspect of the international division of labor. In each specific case, the concept of competitiveness reflects a certain content, but along with this, these objects of competitiveness are interconnected, subordinated and reflect the presence of a common one. The essence of the general in the concepts under consideration is that they reflect, first of all, the fact of the market organization of the production of material goods in society, the competitive mechanism for inducing the improvement of the qualitative characteristics of the product and the economic activity of the enterprise in terms of the main parameters.

From the standpoint of interaction and subordination, the competitiveness of a product, enterprise, industry, country, world market, reflecting the fundamental foundations of a market economy, can be schematically represented as follows (Fig. 1).

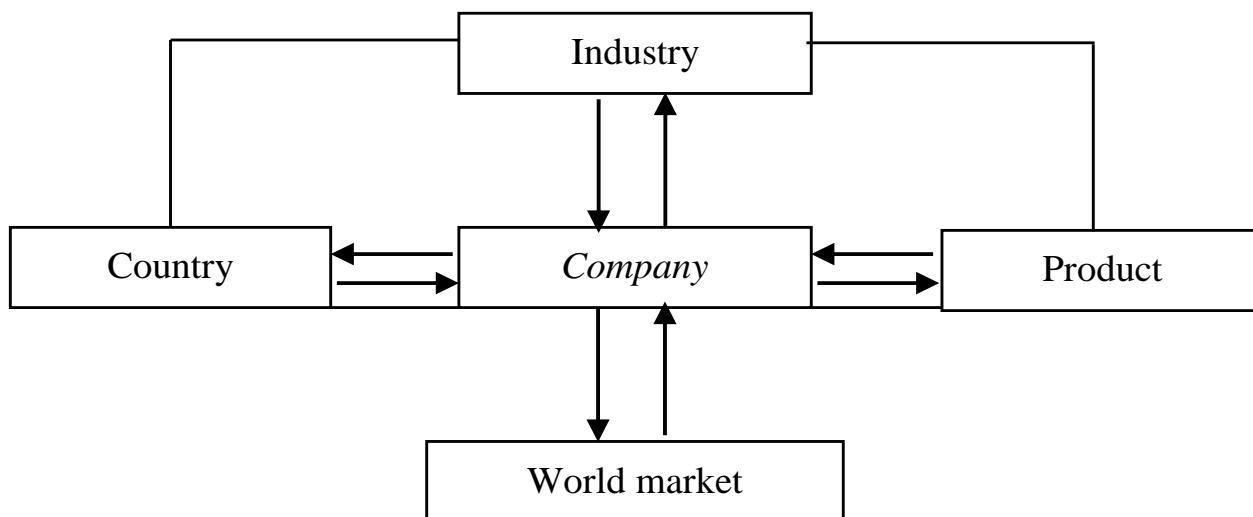


Fig. 1. Scheme of subordination and interconnection of the competitiveness of a product, enterprise, industry, country, world market

The first block of the scheme: enterprise – product, shows that the product is the result of the economic activity of the enterprise and has a reverse effect on the further development, improvement of the economic activity of the enterprise. In a market economy, as well as in a command-administrative system, an enterprise is the primary organizational form for the production of material goods, and in this regard, its potential is realized in the creation of goods. But unlike the command-administrative system, economic relations between business entities are formed on the basis of purchase and sale, exchange of goods and services. Therefore, the competitiveness of an enterprise can manifest itself only in the form of the competitiveness of a product (service). And the competitiveness of goods (services) is a condition for their high and stable demand from consumers and the main condition for the economic growth of an enterprise.

The second block of the scheme: enterprise – industry, reveals the relationship between the competitiveness of the enterprise and the competitiveness of the industry. In a market economy, both classical and modern, the industry is a set of enterprises that produce homogeneous products and compete with each other for markets and the highest profit. The enterprise is the basis for the development of branch production,

industry. And the higher the competitiveness of enterprises, the higher the competitiveness of the industry. At the same time, industry competition, as shown by M. Porter, directly affects the enterprise, its competitive development strategy.

The totality of industries forms the basis of the national economy. Therefore, the organization of sectoral production in the form of business structures is of fundamental importance for solving the problems of competitiveness of both enterprises and the national economy.

The third block of the diagram: enterprise – country, reveals the relationship between the competitiveness of an enterprise and the competitiveness of a country that is not essentially a working category. M. Porter in his work "International Competition" showed that the country's competitiveness is the productivity of the use of resources, labor and capital, organizationally united in an enterprise and providing a certain standard of living for its citizens [130, p. 24,]. In other words, the competitiveness of the country, which is manifested in the living standards of citizens, is a derivative of the efficient operation of enterprises. At the same time, the country, the state have a significant impact on the formation of conditions for the competitiveness of enterprises. The role of the country in shaping the conditions and prerequisites for the competitiveness of enterprises is especially evident in countries with economies in transition. In general terms, the conditions for the competitiveness of enterprises are determined by the model of transition to a market economy and the economic policy of the state [141, p. 12–14].

The fourth block of the scheme: the enterprise is the world market. As you know, the enterprise is not an independent subject of world economic relations. Its entry into the world market is connected with the economic policy of the state, the country and reflects the fact that the enterprise is a structural link in the industry, the national economy. This position in the diagram is marked with connecting lines.

The competitiveness of an enterprise in the world market depends on the state of the industry, the socio-economic development of the country, and the economic policy of the state. In turn, the world market has an impact on the state of competitiveness of the national enterprise. What impact the world market has on national enterprises

depends to a large extent on the national foreign economic policy, since it forms the basis for the rules of international trade and settlements, the movement of capital, investment, labor, knowledge, etc.

The competitive mechanism of movement of a market economy is inherent in it at all stages of its development from the moment of its inception. But the problems of competition and the competitive strategy of enterprises acquire particular relevance in the late 60s and early 70s. [134, 136, 138, 142]. During these years, the relatively stable conditions of the external environment in relation to enterprises begin to change dramatically. The external environment becomes turbulent.

Among the most significant factors in the dynamics of the external environment, first of all, scientific and technological progress should be mentioned. The rapid development of information technologies, science-intensive industries, new trends in technology with a saving effect led to qualitatively new opportunities and conditions in the activities of large intersectoral concerns, the renaissance of small businesses, and new parameters for the activities of specialized companies.

At this time, the processes of the international division of labor and the internationalization of economic activity are also gaining new strength. Globalization is becoming an integral feature of world economic relations. There is an increase in competition, both in domestic and foreign markets. New conditions for economic activity, primarily for large enterprises: a high rate of renewal of fixed capital, the need for significant financial resources to upgrade production, release new products or open new markets, as well as the turbulence of the external environment, require to determine when designing, creating an enterprise, and manufacturing products. , "lay" success factors, i.e. competitiveness. The development of the theory of competitiveness, or in the wording of M. Porter of competitive advantages, enterprises, goods are becoming one of the topical areas for developing development and management strategies (with varying degrees of significance) for enterprises of various organizational forms.

In the context of a transformational economy, the transition to a market organization of social production, enterprises of all forms of ownership (in relation to

the public sector, we are talking about enterprises operating on the principles of full economic, commercial calculation and self-financing) face the problems of understanding the rules of market management, developing their own development strategy, and in this regard, solve the problems of competitiveness.

In modern studies of competitiveness, the competitiveness of a product is most often put at the forefront. So, for example, Yu.A. Savinov, M.N. Chepurin write that since the competitiveness of capital is manifested in the market, that is why attention should be focused "...mainly on consideration of the competitiveness of goods" [146, p. 215]. As already noted, the competitiveness of the enterprise cannot be realized outside the product. But the competitiveness of an enterprise is a broader concept, it covers all the main parameters of the economic activity of an enterprise, and not just production.

Among the works in which the competitiveness of an enterprise is studied as an independent problem, several positions can be distinguished. One of the most widely used definitions is the following: "The competitiveness of a manufacturer (firm) is a relative characteristic that reflects the differences in the development process of a given manufacturer from a competitor manufacturer both in terms of the degree to which their goods or services meet a specific social need, and in terms of the efficiency of production activities" [142, p. 6–13].

Undoubtedly, the above definition touches on important aspects of competitiveness, but it is not difficult to see that it focuses mainly on the current level, the problems of operational management, without affecting the current and strategic position in the market. Within the framework of the turbulent environment of the transformational economy, when market relations are just being formed as a reproduction model of social production, such a definition is not enough.

In accordance with another definition, the competitiveness of an enterprise is interpreted as "the level of its competence in relation to other enterprises – competitors in terms of such parameters as technology, practical skills and knowledge of personnel, the level of strategic and current planning, quality (management systems, production),

communications " [148, p. 310]. This definition is more specific and detailed, but its essence is actually reduced to the already considered definition.

A.P. Gradov and others define a firm's competitiveness in general terms as "its comparative advantage relative to other firms in a given industry within and outside the country" [145, p. 335–339]. This definition also contains truth, however, within the framework of a transformational economy, when a significant part of enterprises are insolvent and unprofitable, this definition cannot be used as a starting point. It does not show the effectiveness of the economic activity of enterprises and their direction, i.e. development goals.

G. Skudar in the article "Strategy for increasing the competitiveness of an enterprise: problems and components of success" reproduces two definitions that take place in the economic literature. Competitiveness – "... this is the position of a country or a commodity producer in the domestic and foreign markets due to economic, social and political factors." And further: "In an open economy, it can also be defined as the ability of a country (firm) to withstand international competition in its own market and the markets of other countries" [143, p. 86–92].

As for the first definition, it reflects the fact of the market organization of production, which, as you know, is understood as a system of relations between commodity producers connected with each other by the market. In the market system, each enterprise occupies a certain position, and its activities are determined by social and other factors. And the statement of this fact does not give a clear understanding of the essence of the category "enterprise competitiveness".

The second definition is also extremely abstract and reflects, first of all, the fact of the market organization of production, the mechanism of development, the movement of which is competition, which involves the struggle, rivalry, confrontation between producers. Therefore, the second definition from the standpoint of disclosing the essence of the competitiveness of an enterprise cannot be considered sufficient either.

Yu.B. Ivanov, analyzing some of the above approaches to determining competitiveness, proposes an approach according to which the study and assessment

of the competitiveness of an enterprise should be approached not on the basis of a comparative analysis of the performance of competitors, but on a deep study of the processes occurring in the internal environment of the enterprise and reflecting its relationship with the external environment. environment. Offering this approach, Yu.B. Ivanov draws attention to the fact that the competitiveness of an enterprise should be considered as a system consisting of continuously interacting factors, and characterizes the degree of realization of the potential capabilities of an enterprise to acquire and retain a competitive advantage for a sufficiently long period of time. In this case, "...competitiveness should be understood not only as efficiency, but also as the dynamics of an enterprise's adaptation to changing environmental conditions" [139, p. 24], i.e. competitiveness is not only a result, but also a process of the dynamics of an enterprise as an organizational form of capital, which can be described in appropriate quantitative and qualitative parameters.

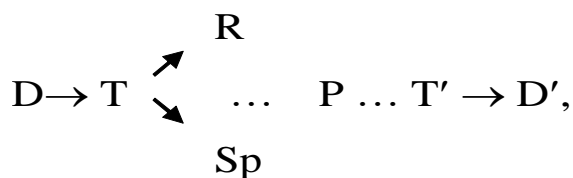
With this methodological approach, the main emphasis is placed on the ability of the enterprise to bring its internal environment in line with continuously changing external conditions in the shortest possible time and in the most rational way, ensuring the maintenance and development of existing ones, as well as the creation of new competitive advantages in the process of adaptation. The advantages of this approach are obvious. At the same time, it should be emphasized that from the standpoint of the system method, more than one definition of the competitiveness of an enterprise can be given. It all depends on the criteria, the objectives of the study. In the conditions of the formation of a market economy, as rightly noted by A.V. Aleksandrov, it is necessary to approach the definition of the competitiveness of an enterprise from the standpoint of the interests of specific subjects [140, p. 11]. In this regard, the interests of the enterprise and the country should have a dominant role, first of all.

The approach to competitiveness as a process, in our opinion, reveals the strategy for the formation and management of the competitiveness of enterprises, which is especially important in the context of the formation of a market economy. At the same time, the study of the competitiveness of an enterprise, in our opinion, should be carried out in the context of the concept of the country's competitiveness, under which, as

already noted, M. Porter understands the productivity of the use of resources, and productivity is expressed in the cost of return per unit of labor or capital. M. Porter reasonably believes that "productivity is the main determinant of the standard of living in a country, since it is the main source of per capita income" [130, p. 24]. The consumption of resources is carried out by enterprises, the functioning of which is carried out in a competitive environment, which in relation to its subjects acts as a mechanism for coercion to improve production, productive use of resources. In a situation where changes in the competitive environment occur quickly and dynamically, when the environment becomes turbulent, from the standpoint of the current level, enterprise management does not give the expected effect. The proposed model of competitive advantages by M. Porter focuses on a new approach – a strategic one, the definition of business from the standpoint of studying the economic forces of competition. It should be emphasized that the principles of strategic planning and management have already been tested in the scientific literature and business practice, so that the theory of M. Porter is the development of a general development strategy, primarily for large enterprises in a turbulent environment. This methodology, in our opinion, is fully applicable to the period of the transformational economy, when the issue of productive use of resources is acute not only at the level of operational management, but also from the standpoint of the development strategy of enterprises, the formation of a new type of economy, and meeting the pressing problems of the country and the population.

In this regard, the competitiveness of an enterprise should be systematically disclosed from the standpoint of development goals, efficiency, and growth dynamics.

As already noted, the theoretical solution to the issue of competitiveness should, from a practical point of view, provide an algorithm for the transformation and development of enterprises and the economic system as a whole into highly efficient structures. In this regard, the real possibilities of analyzing, forming and managing the competitiveness of an enterprise are provided by an approach from the standpoint of the form of circulation and turnover of capital, an enterprise, as its organizational form:



where D is money;

T – goods;

R – labor force;

Sp – means of production;

P – production process;

T' – commodity capital;

D' – money capital.

It should be emphasized that the proposed approach is important primarily for enterprises of a synergistic type, i.e. for industrial enterprises based on industrial cooperation.

There are three interrelated stages in the circulation of capital.

The first is providing the enterprise with production factors. The second is the production process. The third stage is the sale of manufactured products (goods, services) to consumers. The first and third stages reveal the relationship of the enterprise with the external environment, the position of enterprises in the resource markets and consumer markets. The second stage reveals the productive nature of the economic activities of private producers.

This approach in a transformational economy has several advantages. Firstly, it forms in the heads of the enterprise and the state clear ideas about the reproduction model of the enterprise, which, as already noted, being an organizational form of capital, is fundamentally different from the reproduction model of the enterprise in a planned system. Secondly, it shows that the competitiveness of an enterprise is not an inherent property, but its characteristic, due to its entrepreneurial activity in comparison with other manufacturers. Thirdly, the proposed approach allows society to expose the most significant problems of enterprises from the standpoint of turning them into effective market structures.

Determining the purpose of an enterprise in a transformational economy, in our opinion, is the first point in the study of the competitiveness of an enterprise. It is well known that the highest goal of the enterprise in a classical market economy is the production of profit. In today's market conditions, goals are changing. Now the development of the enterprise is determined by a structured system of goals. However, the general direction of development of enterprises is still the production of profit (income). In a transformational economy, profit should also determine the highest goal of enterprise development. The laws of Ukraine also emphasize that the enterprise carries out its activities in order to obtain the appropriate profit (income). In this regard, the competitiveness of an enterprise can be defined as its ability to produce products that are in demand among consumers and make a profit. With this approach, the level of competitiveness can only be determined by comparing with the performance of manufacturers of similar products. In Western economic literature, in this regard, it is customary to single out high, medium, and low competitiveness of an enterprise [144].

It should be emphasized that the comparison of the profit and profitability of an enterprise should be carried out not only in terms of industry, but also at the level of inter-sectoral analysis, since capital is not interested in the production of material goods or services in itself, but in making a profit. High profit in the industry testifies, first of all, to its social significance, to the demand for these products. In the search for the most profitable application, not only the objective regularity of capital to growth is carried out, but a competitive mechanism is laid down to meet various social needs, the overflow of capital and ensuring the uniform development of the national economy as a whole. Therefore, working in one or more industries, an enterprise, as an organizational form of capital, will always compare the level of profitability of industries and other enterprises in order to determine its place (industry) and growth strategy.

Of course, in a comparative analysis, an enterprise should proceed from a certain time lag. This allows you to more accurately determine the degree of efficiency in the use of capital.

In the conditions of a transitional economy, indicators of profit and profitability, firstly, provide information about the "assimilation" by enterprises, both former state-owned and newly created, of the rules of a market economy. Secondly, they indirectly provide information about the effectiveness of the economic state policy in the field of economic reform.

In a market economy, profit, as you know, directly depends on the products produced. Only after the product, be it a thing, object or service, is sold, it is possible to sum up the results of economic activity. Therefore, the next step in the analysis of the competitiveness of an enterprise is to study the problems of selling products, i.e. the study of capital at the third stage, on the basis of which the economic position of the enterprise in the market is formed. In this regard, all definitions that emphasize the relationship, the interdependence of the competitiveness of an enterprise and its products, focus on its position in markets, both internal and external, contain positive definitions of the competitiveness of an enterprise.

In a transformational economy, in the analysis of the competitiveness of products as a form, a factor in the competitiveness of an enterprise, attention should primarily be focused on such aspects as production costs and price, packaging, appearance, and after-sales service. A special issue in this range of problems is pricing policy. Until now, many managers, as a rule, first of all, of large production structures do not fully recognize the logic of the market mechanism for setting prices based on demand, and continue to be guided by the logic of setting a price that covers the costs of the enterprise.

In a transformational economy, especially at the initial stage, when enterprises are dominated by the old stereotypes of economic activity, the emphasis of an enterprise on determining its place, position in the market is a condition for effective, competitive development. As sociological studies show, at the first stages of transformation, almost the majority of enterprises adhere to previously established relationships with suppliers and consumers of products, even if these relationships do not provide more favorable conditions for the economic activity of the enterprise. There are at least two explanations for this. First, the reform of the economy began

without proper preparation of information structures, the use of which would allow enterprises to better navigate the processes taking place on the market. Secondly, there is a widespread practice of non-fulfillment of contractual obligations, especially by the so-called intermediary structures. In this case, the lesser of the evils is chosen.

The next system element of the analysis of the concept of competitiveness of an enterprise is the study of the movement of capital at the second stage. The basis of the competitiveness of products is determined primarily by the conditions of its production, which determines the quality parameters of the product and its effectiveness, i.e. production costs. The essential side of the production process is the organization of labor, which, by virtue of the cooperative form, directly generates the social force of labor or the synergy of the transformation of resources into finished products, manifesting itself in the form of profit. In the context of this analysis, the competitiveness of an enterprise can be determined from the standpoint of its competence in relation to other enterprises, competitors in terms of such parameters as technical level, technology, organization of labor and production, practical skills and professional knowledge of personnel.

The problem of reducing production costs is one of the most significant at the present stage of economic reforms. The conditions of the command-administrative system as a whole oriented enterprises towards costly methods of doing business. This predetermined the appropriate structure of production and enterprises. Therefore, the restructuring of enterprises is one of the most important areas for creating competitive advantages for Ukrainian enterprises.

Finally, the last system element in the analysis of the competitiveness of an enterprise is the study of its resource base, the movement of capital at the first stage, which also characterizes the market position of the enterprise. The most pressing issue in the context of a transformational economy is the acquisition of natural resources, some of which are sold by private intermediary structures that extract super profits from this. Due to the inefficient option of privatization, the shutdown of enterprises, enterprises are forced to purchase part of these resources on international markets, which causes new costs. For enterprises, the selection of personnel is also relevant,

primarily managerial personnel with competitiveness from the standpoint of understanding the patterns of business development in a competitive environment. It should be emphasized that, although in the analysis of determining the competitiveness of an enterprise, the factors of production are considered the last, in the real process of the economic activity of the enterprise and the movement of capital, they are the first, initial ones. At this level of analysis, the competitiveness of an enterprise appears in the form of its ability to acquire factors of production in the required quantity and quality to organize the production process and achieve its goals.

From the standpoint of capital turnover and economic growth, the study of the competitiveness of an enterprise acquires new features and tasks. The most important in this regard are the determination of the factors of a leading position in the market, the formation and use of the potential of the enterprise. The development of a competitive strategy based on the marketing approach involves, first of all, the formation of a structured system of goals aimed at ensuring a high rate of return in the long term. Its most important components, in our opinion, are: market positions (external efficiency), efficiency of production and economic activities (internal efficiency), investment projects, goals of owners and staff, determination of competitive advantages (strengths and weaknesses of the enterprise).

The leading positions in the market are the result of an appropriate strategy, the implementation of which is primarily related to the competitiveness of products and sales volumes. At the present stage of economic reform, the strategy of expanding sales markets, including foreign markets, opening one's own representative offices, searching for new consumers and effectively working with them, is of fundamental importance. formation of competitive advantages in the market environment. In a situation where the sales markets are approaching saturation, the company must move from "logical increment strategy" to "strategic planning", i.e. to the research and development of new products and services.

The essence of capital, as you know, lies in its growth, increase, which is carried out through investment policy. Investment projects, as already noted, can be in the nature of increasing the volume of production in order to strengthen market positions

and obtain sustainable profits, or open up new markets. In the conditions of a transformational economy, in our opinion, the investment policy should be preceded by an assessment and bringing the social and economic potential of the enterprise in accordance with the new conditions of economic activity. In the economic literature, special attention is paid to the formation and management of competitive potential. This issue is developed in depth and detail in the works of A.E. Voronkova [135, 136, 137]. At the same time, it should be noted that one of the significant factors affecting the efficiency of using and further developing the potential of an enterprise (its competitiveness) is taking into account the determining role of the social subsystem, the interests of the members of the organization.

From the standpoint of the "object – subject" criterion, an enterprise represents two subsystems: social and technical (technological). The social subsystem or personnel, being a more significant element in the enterprise system, is a set of relations, primarily between people, employees of this enterprise. In this rather complex system of relations, economic relations can be distinguished, including organizational, psychological, personal, formal and informal, etc., i.e. economic and cultural in the broad sense of the word. The study of relations between employees or staff can be carried out from different angles and for different purposes. In the 19th century, much attention was paid to the analysis of relations in terms of determining the essence of capitalist production, the basis and patterns of its development, purposefulness. As you know, one of the forms of relations between workers, between labor and capital in this period was the class struggle. The introduction at the end of the 19th and beginning of the 20th centuries of a number of state mechanisms for regulating relations between labor and capital (length of the working day or week, the minimum wage, laws on trade unions, social security, etc.) stabilized the situation and was one of the prerequisites for further development of society, market economy, entrepreneurship.

The successful development of entrepreneurship, especially of the large corporate sector, has become associated with the development of management, investment in personnel, motivation systems, employee share programs (ISOP), etc.,

with an approach to the enterprise as a constantly changing organization or organizational changes, the implementation of which is associated with the behavior, participation in the process of personnel. The first model of organizational change was proposed already in the late 40s by the famous American social psychologist K. Levin. From the early 1960s to the early 1990s, the vast majority of researchers considered change in terms of an approach called organizational development. With all the variety of definitions of this method, its essence was reduced to a purposeful fundamental change in the corporate (organizational) culture in order to adapt the organization to changing environmental conditions. At present, the management of organizational changes in a corporation is carried out on the basis of a combination, synthesis of business process reengineering methods (a modern technical basis for enterprise development) and organizational development. It follows that the competitiveness of an enterprise is, first of all, the ability of personnel to make rapid organizational changes in a dynamic external environment based on the interests of all members of the organization, and not just the owners. In the conditions of a transformational economy, in the process of reforming the economy, first of all, in our opinion, the social component of the transformation of an enterprise at all levels was ignored and underestimated. This predetermined the presence of serious contradictions between managers and shareholders, contradictions between producers and investors, etc., which became one of the reasons for the decline in production efficiency and the development of crisis trends.

The study of competitiveness in terms of circulation and turnover of capital allows, already at the starting point of the process of organizing production, to highlight typical conditions, competitive advantages and disadvantages of the enterprise. Then view them at all stages of the production cycle, setting the task of multiplying competitive advantages and leveling negative trends. Of course, each stage in the movement of capital can have its own pros and cons, but it is important that the pros are taken into account not only in stages, but also as part of a holistic approach, i.e. in terms of capital turnover and economic growth. Highlighting the strengths and

weaknesses at the level of the whole will allow for a more effective attitude to investment policy and the efficiency of using the economic potential.

It should be emphasized that the study of competitiveness from the standpoint of circulation and capital turnover is close to the concept of M. Porter's "value chain" [135, p. 119–125], figure 2 .

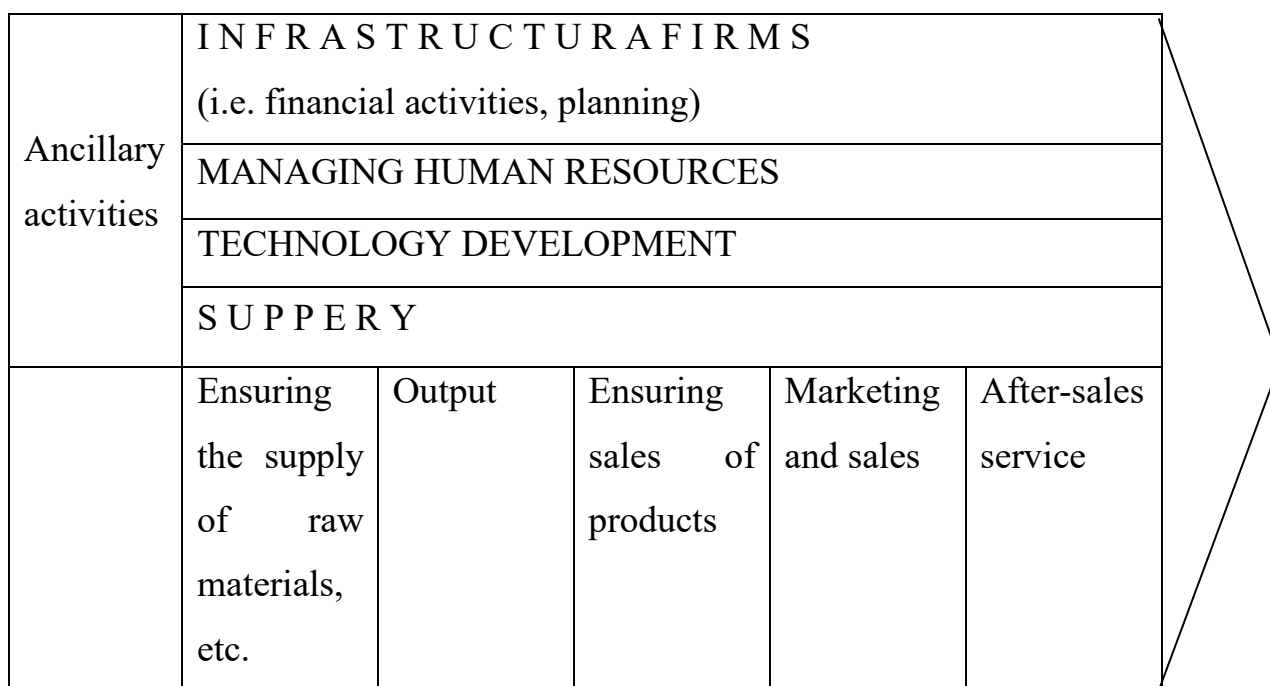


Fig. 2. Value chain

However, in modern conditions of the transformational economy, the proposed approach, along with the previously indicated advantages, also has the circumstance that emphasizes the importance of the monetary form. Since in a modern market economy the importance of the monetary form in real economic turnover does not need to be proved at any structural level of production, M. Porter can simply consider the problems of the company's competitive advantage in the systemic organization of value chains: supplier value chains, company value chain, channel value chains sales, customer value chains. Barter exchange, as A. Marshall showed, (characteristic of the modern transformational economy) introduces more uncertainty into trade transactions than exchange through money. The transition from a command-administrative system

to a market economy, unfortunately, was accompanied by a transition from monetary forms of trade to barter. The result is a slowdown in the rate of capital turnover, complications in reforming the economy, weakening and deformation of production ties in the unified system of the national economy.

Understanding the competitiveness of an enterprise will not be complete without taking into account the management system. The managerial approach to the competitiveness of an enterprise can be expressed through a separate managerial subsystem, or within the framework of the entire management system. It is important that the enterprise management system should ensure the implementation and put into action the current and potential competitive advantages of the enterprise. The definition of the competitiveness of an enterprise at the management level is manifested, first of all, in the ability of an enterprise to set goals, both operational and long-term, to coordinate the efforts of people and material resources to solve the tasks set, which determine the high efficiency of economic activity and the productive use of production factors.

Thus, determining the competitiveness of an enterprise is a complex, systemic complex of certain characteristics of economic activity, starting with organizational issues, supply, production, marketing, satisfying the needs of solvent buyers and ending with a management system that ensures highly efficient production and development of the enterprise.

The enterprise competitiveness management system, as already noted, is a complex of organizational and economic elements and forms, mechanisms, methods by which the enterprise provides its competitive advantages. An important place in the competitiveness management system is occupied by the system of labor motivation. In management theory, motivation is considered, first of all, as a process of activating, motivating employees to highly efficient work. There are many lines of research in motivation theory, from simple "carrot and stick" to "self-concept" theories. The problem of labor motivation is inherent in all types of enterprises, the development of which is based on collective labor. And the larger the enterprise, the higher the importance of the system of labor motivation in achieving effective production results.

Under socialism, the main problems of the theory of motivation were the problems of material and moral incentives, which were considered in the following context. Under socialism, it was believed that the means of production belonged to the whole society, including every person. Therefore, every able-bodied person was not only a co-owner of the means of production, but also had to work. For his work, in accordance with the law of distribution according to work, he was guaranteed wages. Material and moral incentives were considered as an integral part of the socialist organization of labor, which reflected the features of centralized management of the economy and labor resources. At the same time, material incentives were based on the recognition of individual, special interests among employees, in accordance with which the system of incentives for highly productive work was determined. The factors of recognition and orientation of workers to the social significance of labor were reflected in moral stimulation.

With the transition to a market economy, the situation in the organization of economic activity and the role of personnel in its effectiveness change fundamentally. If in the conditions of the previous development the enterprise was guaranteed the receipt of resources and the sale of products, and on this basis, wages, then in the conditions of market relations the enterprise should really earn money for its development, including for the payment of labor. As studies of the experience of leading companies in developed countries show, at the present stage, the most significant role in achieving high production efficiency and competitiveness of products is played by the human factor, covering the totality of educational, qualification, and cultural characteristics of the workforce. This circumstance determines, on the one hand, the high requirements of corporations in the selection and placement of personnel in the technological process of production. On the other hand, it orients employers to take into account the interests of personnel in the economic strategy of corporations, which are reflected in the motivation system.

The transformation of the command-administrative system into a market economy, therefore, determines the development of new enterprise approaches to the formation and improvement of the system of motivation of employees and personnel.

In the theory of personnel management, in some educational publications, the process of motivation is considered as a chain of concepts: needs, motives, behavior and goals of a person (Fig. 3 .) [147, p. 247]

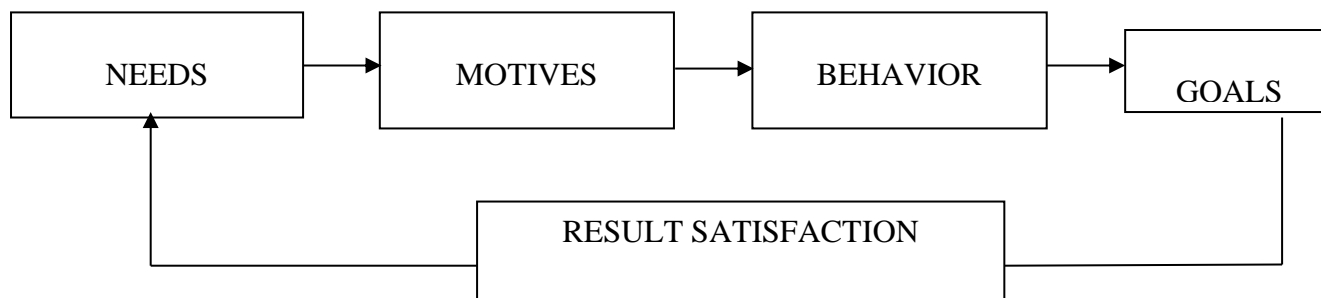


Fig. 3. Scheme of the motivational process

In the textbook "Enterprise Economics" [145, p. 335]the motivational process is considered through such factors as needs, interests, motives and incentives.

A close examination of these approaches hides a general idea of motivation behind the differences that are significant at first glance. In terms of content, in our opinion, both approaches correctly focus on the fact that, firstly, needs are the driving stimulus to work. The structure of the needs of different individuals may be different, but this does not negate the fact that it is the satisfaction of needs that is the motive for participation in labor activity. It should be emphasized here that the formation and awareness of needs, their structure, as well as the need for labor activity, in a person begins during the period of his socialization in the family and school, when the foundations of norms, ethics, and the value system of a person and society are laid. Further development and improvement of needs occurs through participation in work and social life. Secondly, entering into an employment relationship, a person determines goals for himself in advance, i.e. determines the benefits (services) that he would like to receive in return for his labor. At the same time, a person, as a rule, measures his abilities, qualifications, requirements for work, etc. with the expected reward. Thirdly, a person, an employee always evaluates the result obtained from labor activity, i.e. remuneration for work. Moreover, a person tends to correlate costs and rewards not only in relation to himself, but also to those around him, while checking

the principles of justice in relation to himself and in society each time. This property is characteristic of a person regardless of time and era. It obviously reflects the fact that man is a social being.

Remuneration of labor (achievement of individual goals) on the basis of feedback has a significant impact on the further development of labor creative activity. In a situation where wages or other forms of remuneration by an individual are assessed as inappropriate for the amount of labor costs, and against the background of an unreasonable increase in the income of persons who are not directly related to production, labor alienation and labor passivity are growing. Labor loses its attractiveness, significance and value for the individual. The decline in the prestige of work leads to three interrelated socio-economic phenomena. First, to limit consumption and undermine the mechanism of reproduction of the labor force and advanced training, and, consequently, the effectiveness of labor. Secondly, to the degradation of the labor potential of the individual. Thirdly, to social tension and the demand for wage growth, regardless of labor efficiency.

The system of motivation can be considered in a broad and narrow sense. In the latter case, the analysis of the motivation system is limited mainly to factors, forms of direct recognition of merit and encouragement of employees, the main of which are the forms and systems of wages, as well as all kinds of bonus payments. In a broad sense, the motivation system involves the study of the role of the human factor and its assessment in all significant areas of the production and reproduction process. It includes a set of aspects of the functioning of the labor force that affect the attitude of the employee to work and its effectiveness. Modern theories of motivation in their essential aspects proceed from these moments.

Such an approach within the framework of the transformational economy makes it possible to identify the most significant areas for redesigning the organization of labor and relations of the social subsystem, improving training, improving the qualifications of personnel, as well as the system of remuneration and the realization of personal goals of employees. From the standpoint of the formation and improvement of the enterprise competitiveness management system, this approach allows us to

identify the most significant factors in the formation and use of competitive advantages.

In the system of motivation in a broad sense, five interrelated main areas can be distinguished:

1. improving the organization of labor (setting goals, expanding labor functions, enriching labor, improving working conditions, etc.);
2. improving the quality of the labor force (improving the professional and qualification level, creating a system of promotion);
3. improvement of social and labor relations and involvement of personnel in the process of enterprise management (brigade forms of labor organization, quality circles, various forms of participation in production management);
4. material incentives (improvement of wages, bonus system, participation of personnel in the property and profits of the enterprise);
5. non-monetary incentives (creation of comprehensive social programs involving both collective and individual rewards, consumption of material goods, the creation of systems of "flexible benefits", psychological encouragement, etc.).

The organization of labor is a specific form and methods of combining labor and technology in the labor process. From the standpoint of the organization of labor, all enterprises are different, due to the specifics of the production process. However, in its essential features, it includes two interrelated aspects: natural-technical and socio-economic. It should be emphasized that both sides of the organization of labor are dialectically related to each other, i.e. The development of each side is conditioned by the development of the other. At the same time, each economic system has its own distinctive features, which is reflected in the organization of labor. Therefore, in the transition from one economic system to another, to a market one, enterprises must revise and redesign the principles of labor organization. In accordance with the new conditions of economic activity, first of all, it is necessary to review the number of employees.

Studies show that both the technical side and the socio-economic side have a significant impact on the efficiency of labor organization, the formation of a synergistic

effect. Therefore, when developing a competitive development strategy, an enterprise must already at this stage solve the problem of "full" and "deep" inclusion of labor in the production process, which is achievable only if the labor organization system reflects, on the one hand, the principles of competitiveness, internal labor competition, and, on the other hand, the relationship of cooperation. Such an organization is impossible without the mutual consent (acceptance) of the parties: the enterprise and the labor force.

It is clear that consent, which includes the development of goals, functional duties of employees, labor standards and rationing, discipline, productivity and quality of labor, socio-economic working conditions, labor productivity, forms and systems of wages, bonuses, payments from social development funds and etc., is impossible without an adequate system of evaluation and remuneration of labor. At the same time, it should be emphasized that the organization of labor is connected with the remuneration system to the extent that its development is determined by social factors. Today, the professionalism of the workforce plays a decisive role in the effective organization of labor and the efficiency of the economic activity of the enterprise. Therefore, already at the stage of designing and improving (redesigning) the organization of labor, an enterprise should attach great importance to taking into account individual goals in the system of enterprise goals, working conditions, expanding labor functions, etc.

Within the framework of the previous stage, the improvement of the organization of labor was carried out according to the model of scientific organization of labor, in which the defining direction was the introduction of scientific achievements and best practices into production. However, the NOT model, along with a number of declarative postulates, mainly focused on a person as an employee, without taking into account his personality traits, individual characteristics and needs. At a certain historical stage, this circumstance acted as a brake on improving the organization of labor and the growth of labor productivity, product quality.

The effectiveness of the organization of work can be measured using a system of indicators. In the aspect of research and improvement of the motivational system,

an important role is played by indicators of labor productivity (production of marketable products per employee of industrial and production personnel, in comparable prices), profit production per employee, reflecting the effectiveness of the functioning of the labor force. Comparison of these indicators of competing enterprises allows us to more accurately determine the level of labor organization and the elements of competitiveness of each of the manufacturers.

In practical terms, today a fairly common phenomenon is a formal approach to the organization of labor, the organization of jobs, working conditions, etc. at many, primarily privatized enterprises of medium and large businesses. The main part of these enterprises, as already noted, is unprofitable. It is clear that the reasons for this situation are largely determined by the market reform model, when intermediary structures received significant advantages in the main markets, but the situation will not change if enterprises expect better production conditions. An effective way to improve the situation at enterprises can be, first of all, improving the organization of labor in both subsystems: technical and social, allowing, first of all, through technical improvements and changes in socio-economic relations and attitudes towards labor, to reduce production costs, ensure high quality products, form corporate culture, to promote the disclosure of the creative potential of a person.

In the conditions of the current stage of transformation of production activities, enterprises should pay great attention to improving the quality of the workforce, which is reflected in the growth of its professionalism, the development of a career, the development of new specialties, the expansion of independence in the organization and control of the labor process in the workplace. Professionalism and self-organization in the workplace in modern conditions, as studies of the practice of foreign and domestic enterprises show, are one of the significant factors in the growth of production efficiency. Therefore, the specified issues of LLC "Agrana Fruit Ukraine" pays serious attention. These issues are reflected, first of all, in the personnel policy, the most important components of which are also the selection and placement of personnel.

When recruiting personnel, LLC "Agrana Fruit Ukraine" is guided by the principles of vocational training. The composition of the workers is formed mainly

from among the graduates of vocational schools who had an internship at the enterprise. For the purpose of competitive selection of employees, the company provides a large number of internship places for students. This allows the enterprise to form certain value orientations and requirements in students and future employees during the practice. The managerial staff and the composition of specialists are formed on the basis of basic education, especially in specialties that reflect the specifics of the enterprise's management in the conditions of market relations.

One of the principles of personnel policy is the principle of family dynasties and mentoring. Through these principles, individual training of employees for participation in labor activities at the enterprise takes place. The high efficiency of these forms allows us to consider them as the most important forms of ensuring the selection and qualification of the workforce.

It should be emphasized that in the system of training and advanced training, the enterprise assigns an important place to the training of specialists on the basis of contracts in universities, advanced training courses, participation in the work of a public permanent production meeting, etc.

An important role in stimulating effective work is played by the nature of social and labor relations between entrepreneurs (owners) and staff, the real participation of the latter in the enterprise management system. The reform of enterprises in the ideological and scientific terms is carried out mainly on the exaggerated exaggeration of the effectiveness of private property. Today, in fact, it is axiomatic for many politicians to assert that the market is an efficient, self-regulating system of production. In practice, this led to the fact that in the process of privatization no effective control mechanisms were created in the actions of managers of joint-stock companies, financial intermediaries, proper social protection of highly efficient labor was not provided, and the real participation of personnel in enterprise management. As a result, the promises of prosperity based on the market were embodied in a real decline in production, the development of inflation, unemployment, and the impoverishment of the main part of the population.

Taking into account the experience of the development of Western countries, today one of the topical issues in the formation of a motivational system is to overcome the formed contradictions in the production sector, the transition to a policy of reconciling interests, ensuring the real participation of personnel in enterprise management and production efficiency. Along with the legislatively defined forms of personnel participation in enterprise management in a market economy (Conferences of the labor collective, brigade forms of labor organization, etc.) at LLC "Agrana Fruit Ukraine" public formations were created, one of the tasks of which was to attract personnel to the management of the enterprise. These forms were:

1. Technical Council under the Chief Engineer;
2. Commission on unproductive expenses;
3. Council of the labor collective;
4. Public permanent production meeting;
5. balance commission.

These formations, along with representatives of the administration, include specialists, employees and workers. As experience shows, the involvement of personnel in management allows you to more quickly resolve various issues of the economic activity of the enterprise, achieve better results in the productivity of resource use, and actively form a corporate culture.

An essential motivational factor in stimulating effective work is the level of wages. As a socio-economic category, wages reflect the relations that are developing in society regarding the labor force product, and perform several functions. First, it is the form of the value of the commodity labor power, i.e. labor cost. In developed countries, the state actively intervenes in the relationship between labor and capital, determining the minimum wage level, which allows the employee to satisfy the needs associated with the reproduction of the labor force. Secondly, wages are a form of income received for work. The consumption of labor occurs not in the labor market, but in the enterprise, in the production process. At this level, wages and their level reflect, first of all, the efficiency of labor organization. At the same time, wages will have a sufficient stimulating effect if, on the one hand, they ensure the reproduction of

the labor force, on the other hand, there is a clear relationship with the quality and quantity of labor given in exchange.

Thirdly, real wages are one of the significant factors in the formation of aggregate demand, and in this regard, they have a significant impact on the development of the national market and the level of profitability of capital employed. During the years of reform in Ukraine, due to the dominance of redistributive concepts of the formation of market relations, there has been a sharp reduction in real wages in comparison with labor productivity and other indicators.

To this should be added the facts of the widespread practice of long unpaid leaves, significant delays in the payment of wages, the establishment of wages below the minimum subsistence level, etc. All this taken together determines the low efficiency of labor and production, the low competitive position of enterprises. We can talk about the motivational system rather as an upcoming task, and not as a form that needs to be improved.

Given the great importance of wages as a form of labor motivation, LLC "Agrana Fruit Ukraine" pays serious attention to its level, timeliness of payment and builds it on the basis of the principles of coherence of social and economic interests of employees, orientation of their activities towards final results, strengthening of competitiveness and growth of profits of the enterprise. Taking into account modern methods, the enterprise selects the most effective forms and systems of wages, stimulates current and final results of activities, encourages entrepreneurial and inventive activities, etc. Wage issues are at the center of attention when concluding individual contracts and collective agreements. The ongoing work is bearing fruit. At LLC "Agrana Fruit Ukraine" wages are paid in cash and on time. Along with wages, the enterprise LLC "Agrana Fruit Ukraine" actively uses payments from the material incentive fund as a motivational mechanism to stimulate effective work and devotion to the company, the formation of its positive image.

Along with financial incentives, LLC "Agrana Fruit Ukraine" actively uses non-monetary incentives. At the expense of social funds, the enterprise maintains kindergartens, recreation centers, dispensaries, repays loans to employees, etc. In 2021,

contributions to social development funds were at the same level. At the present stage of the market economy, social development funds should be considered as one of the most important sources of labor force reproduction and an important motivational factor in labor efficiency.

The transformation of enterprises into subjects of market relations causes attention to the problems of their competitiveness. The concept of competitiveness is used in the characterization of various objects. The paper considers the competitiveness of a product, enterprise, industry, country, world market from the standpoint of their interaction and subordination, which reflect the fundamental foundations of a market economy. Based on the results of this analysis, the following conclusions were drawn:

1) the competitiveness of an enterprise can manifest itself only in the form of the competitiveness of a product (service). And the competitiveness of goods (services) is a condition for their high and stable demand from consumers and the main condition for the economic development of an enterprise;

2) the higher the competitiveness of enterprises, the higher the competitiveness of the industry, and industry competition has a direct impact on the enterprise and its competitive strategy;

3) the country, the state, as its personification, significantly influences the formation of conditions for the competitiveness of enterprises. In particular, the clearly visible role of the country in shaping the conditions and prerequisites for the competitiveness of enterprises in countries with economies in transition, since the conditions for the competitiveness of enterprises are largely determined by the model of transition to a market economy;

4) the enterprise is not an independent subject of world economic relations, its entry into the world market is mediated by the country. In turn, the world market affects the state of competitiveness of the national enterprise, which to a large extent depends on the national foreign economic policy.

Real opportunities for analysis, formation and management of the competitiveness of an enterprise are provided by an approach from the standpoint of

the form of circulation and turnover of the capital of an enterprise. The proposed approach in a transformational economy has several advantages.

Firstly, it forms in the heads of the enterprise clear ideas about the reproduction model of the enterprise in a market system.

Secondly, it shows that the competitiveness of an enterprise is not an inherent property, but its characteristic, due to entrepreneurial activity in comparison with other manufacturers.

Thirdly, the proposed approach helps to identify the most significant problems of the enterprise at any stage of the circulation and circulation of capital and take measures to transform enterprises into effective market structures.

An analysis of the competitiveness of an enterprise from the standpoint of circulation and capital turnover is proposed to be carried out in the following sequence. The first step is to define the purpose of the enterprise. The highest goal of the enterprise in the transformational economy is to make a profit. Such a goal predetermines considerable attention to the product that is being produced, and, accordingly, necessitates the analysis of the movement of capital at the second stage of its turnover, that is, at the stage of production. The conditions of production of products form the basis of its competitiveness. In the analysis of the movement of capital at the stage of production, attention should, first of all, be focused on such aspects as production costs and price, packaging, appearance, after-sales service.

Since making a profit directly depends on the products produced, the next step in the analysis of the competitiveness of an enterprise is to study the issues of selling products, that is, the study of capital at the third stage of its circulation. Based on the results of this study, the economic position of the enterprise in the market is formed. In a transformational economy, especially at the initial stage, when the old stereotypes of economic activity are still strong, determining the position of an enterprise in the market is the most important condition for effective, competitive development.

The last step in the analysis of the competitiveness of an enterprise is the study of its resource base, the movement of capital at the first stage of its circulation, which also characterizes the market position of the enterprise. The most pressing issue in the

context of a transformational economy at this stage is the acquisition of natural resources, some of which are sold by private intermediary structures that extract super profits from this. Due to the inefficient variant of privatization, production stoppages, enterprises are forced to purchase part of these resources on international markets, which predetermines new costs. It should be emphasized that although in the analysis of the competitiveness of an enterprise, the factors of production are considered last, in the real economic activity of the enterprise and the movement of capital, they are the first, input.

A look at the competitiveness of an enterprise from the standpoint of circulation and capital turnover provides a basis for considering the competitiveness of an enterprise as a complex, systemic complex of certain characteristics of the economic activity of an enterprise, starting with the organization of labor and production, supply, the production process, marketing and satisfying the needs of solvent buyers, and ending with the management system, which provide highly efficient production and development of the enterprise.

An integral element of the analysis of the competitiveness of an enterprise is the definition of methods and indicators for its assessment. Generalization of methods for assessing the competitiveness of enterprises allows us to distinguish the following groups: methods based on the principles of comparative advantage; methods based on the theory of equilibrium; methods based on the theory of effective competition; methods based on the theory of product quality; matrix methods for assessing competitiveness; integral method. Regarding the conditions of the transformational economy, an urgent problem is the assessment of the competitiveness of an enterprise based on an assessment of the products and potential of the enterprise. The assessment of the competitiveness of products is carried out by comparing the parameters of the analyzed products with the parameters of the comparison base. In modern conditions, it is also advisable for enterprises to make comparisons with products that were produced in the previous period. This will allow you to see the dynamics of the competitiveness of manufactured products.

The potential of an enterprise from the standpoint of its competitiveness should be considered from two perspectives: in terms of the capabilities of the enterprise and their effective use. The potential of an enterprise in terms of opportunities, in turn, is considered in two directions: the cost of an integral property complex and the potential structure. The assessment of the value of an enterprise as a business, which is necessary for assessing its development and growth, is carried out using income, comparative and cost methods. The structural approach captures the potentials (factors) that play the most significant role in the production of competitive products. It is the structural approach that was used in the calculation of the general indicator of the competitiveness of the glass industry enterprise.

The enterprise competitiveness management system covers the essential elements of its behavior in economic activity and market strategy, and is a set of elements (forms, methods, etc.), with the help of which the enterprise consciously carries out its mission and strives to achieve its goals. The competitiveness management system is an integral part of the enterprise management system. Due to the fact that in a transformational economy the processes of transforming enterprises into market entities and competitive structures coincide, both the formation and improvement of the competitiveness management system should go in the context of the formation and development of a general enterprise management system adequate to market relations. The proposed concept of enterprise competitiveness management is systemic in nature, its elements are subordinated and interconnected, form a certain integrity that reflects the model, competitiveness management mechanisms in order to achieve the enterprise's mission and goals as a market structure. In the management system, an important role belongs to the external environment, the formation of which in a transformational economy is significantly influenced by the state.

The state determines the socio-economic conditions for the activities of enterprises. Among the main channels of state influence on the activities of enterprises, it is necessary to note the creation of a legislative framework, regulation of the distribution of income and profits; price regulation of natural monopolies; regulation of monetary and fiscal policy; participation and assistance in the creation of market

infrastructure enterprises; participation and assistance in the development of information technologies.

An important element of the concept of managing the competitiveness of an enterprise is social and labor relations, the formation of a motivational system and corporate culture, which form a single whole. When forming a competitiveness management system, such issues as regulation of the formation and distribution of income require their decision; compliance with labor laws; regulation of the direct functioning of the labor force and its motivation; regulation of property relations and participation of personnel in enterprise management. A study of the nature of social and labor relations shows that in Ukraine the most acute of these issues are the issues of wages. At the main part of the enterprises, it does not correspond to the cost of labor. Low wages, in turn, undermine the incentives for highly skilled work and the growth of professionalism.

The system for managing the competitiveness of an enterprise from the standpoint of circulation, turnover and economic growth must be considered within the framework of both strategic and operational management. Competitiveness in strategic and operational management is considered from different positions that affect the choice, setting goals in managing the competitiveness of an enterprise, determining ways to achieve them, forming a decision-making system and its information support, selecting performers and forms of control.

The circulation and turnover of capital in strategic management are considered in the work from the standpoint of expanded reproduction of capital. Strategic management acts as a form of managing the economic growth of an enterprise, primarily on the basis of investment projects, in which the relationship "market – product – resources – enterprise potential – goal management" should be taken into account. The distinctive features of such investment projects are setting goals depending on the results of a strategic analysis of various markets (products, information and information technologies, etc.), as well as a strategic analysis of the external environment, the components of which are the analysis: effective demand and its structure, "know-how" and technical developments, as well as the state of industry

competition. It is obligatory to assess the state of the potential of the enterprise and its redesign. When implementing investment projects that are aimed at the development of the enterprise and are characterized by an integrated approach, the greatest difficulty will be the search for real investments. It is precisely because of their absence for various reasons that a significant number of projects aimed at increasing the competitiveness of domestic enterprises have not been implemented.

In operational management, the competitiveness of an enterprise from the standpoint of circulation and capital turnover is considered from the standpoint of the formation of current costs. Therefore, it is shown what importance in the sphere of production is acquired by the organization of labor and production, personnel management, on the level of which the costs of the enterprise directly depend. The conducted research allowed us to come to the conclusion that there are difficulties in the system of operational management of competitiveness due to the nature of the transformational economy. The free formation of a system of suppliers, on the one hand, is beneficial for the enterprise, since it allows it to make real claims on various aspects of supply. On the other hand, it objectively leads to the emergence and development of a new type of activity, which predetermines an increase in transaction costs. At the same time, it is important not that changes occur in the supply system, but how this happens, with which consequences for the competitiveness of the enterprise. One of these consequences is precisely the formation of a network of intermediaries, which, due to the monopoly nature of their position, are focused on monopoly profits and super profits. The market infrastructure has taken a dominant position in relation to enterprises, sharply limiting the conditions and opportunities for production, competitiveness .

Difficulties in the system of operational management of competitiveness are also due to the existing system of settlements between enterprises, which are carried out by commercial banks on the basis of the monetary mechanism. It should be emphasized that the disorders in the monetary mechanism, due to inadequate needs of turnover by the release of the amount of money, sharp changes in market prices and the narrowness

of the national market, significantly affect the level of competitiveness of the enterprise.

The enterprise competitiveness management system is dynamic, which is due to the dynamism and continuous change in the market situation, which is inherent in the market organization of production. Improving the enterprise competitiveness management system is seen as a continuous process that is carried out in many areas. Justified the choice of the main directions for improving management, it is shown how these directions are implemented in the activities of a particular enterprise and how this affects the increase in its competitiveness.

Improving the system of managing the competitiveness of an enterprise is primarily associated with the system of organizational support, which is a set of programs, forms, methods, tools, indicators with which the enterprise achieves its goals in terms of its competitiveness. The development of the organizational support system in improving the enterprise competitiveness management system should be carried out from the standpoint of the integrity of the system.

The most significant element of the system of organizational support for improving the enterprise competitiveness management system is a variety of programs that, in interconnection, reflect the focus of the enterprise on effective demand and consumer demands, the production of products whose quality parameters are compared with the parameters of competitors' products, and profit on this basis. The most important programs for Ukrainian enterprises in modern conditions are quality, production, pricing and financial development programs. Separating the solution of product quality issues into a separate program allows the quality problem to be solved more comprehensively, systematically and efficiently.

In the context of a transformational economy, one of the most important areas for improving the competitiveness management system is restructuring. Restructuring of enterprises is a complex and multifaceted process that begins with a change in the form of ownership of an enterprise, the main parameters of its economic activity, goals and mission, and provides for significant changes in production technology and fundamentally new requirements for product quality. The generalization of scientific

views, the content of regulatory documents allow us to come to the conclusion that each direction of the restructuring of an enterprise should contain a moment of consistency and assist in the transformation of an enterprise into competitive market structures. Among the directions in the work, emphasis is placed on the restructuring of the technical subsystem, since transformations in this direction most significantly affect the level of production costs.

An integral element of improving the enterprise competitiveness management system is the formation of a new system of labor motivation, the importance of which increases with the increase in the size of the enterprise. The importance of the labor motivation system is due to the role of the human factor in achieving and securing the competitive position of the enterprise. This circumstance predetermines, on the one hand, high requirements for personnel, and, on the other hand, makes it necessary to take into account the interests of personnel in the economic strategy of the enterprise, which are reflected primarily in the system of labor motivation. One of the topical issues of the formation of the motivational system is to overcome the existing contradictions in the production sector, the transition to a policy of harmonization of interests, ensuring the real participation of personnel in the management of the enterprise and production efficiency.

In the system of labor motivation, five interrelated main areas have been identified:

- 1) improving the organization of labor (setting goals, expanding labor functions, enriching work, improving working conditions, etc.);
- 2) Improving the quality of the labor force (improving the professional and qualification level, creating a system of job growth);
- 3) improving social and labor relations and involving personnel in the enterprise management process (brigade forms of labor organization, quality circles, various forms of participation in production management);
- 4) material incentives (improvement of wages, bonus system, participation of personnel in the property and profits of the enterprise);

5) non-monetary incentives (creation of comprehensive social programs that involve both collective and individual remuneration, the consumption of material goods, the development of flexible benefit systems, psychological encouragement, etc.).

The organization of labor is specific forms and methods of combining labor and technology in the labor process, carried out on the basis of certain principles, which, during the transition to a market economy system, must be revised and redesigned. The organization of labor includes two interdependent parties – technical and socio-economic, which are dialectically interconnected. The conducted studies have shown that both parties significantly affect the efficiency of labor organization and the formation of a synergistic effect. Therefore, when developing a competitive development strategy, an enterprise must already at this stage solve the problem of "full" and "deep" inclusion of labor in the production process, which is achievable only if the labor organization system reflects, on the one hand, the principles of competitiveness, internal labor competition, and, on the other hand, the relationship of cooperation. Such an organization is impossible without the mutual consent (acceptance) of the parties: the enterprise and the labor force.

It is obvious that agreement, which includes the development of goals, functional duties of employees, norms and rationing of labor, discipline, productivity and quality of labor, forms and systems of wages, etc., is impossible without an adequate system of evaluation and remuneration of labor. At the same time, it should be emphasized that the organization of labor is connected with the remuneration system to the extent that its development is determined by social factors.

The effectiveness of the organization of work can be measured using a system of indicators.

The results obtained in the course of the study together solve an important scientific and practical problem of forming a system for managing the competitiveness of an enterprise in a transformational economy. The solution to this problem lies in the formation of a competitiveness management system based on the form of circulation and capital turnover. This system is strategic in nature and reflects the significant influence of social factors.

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