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PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

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Pidlubnyi V., Trapaidze S.**

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ABSTRACT

The agro-industrial sector is one of the locomotives of the national economy of Ukraine: the industry was growing steadily until the beginning of the full-scale war, the annual growth was 5-6%, the share of agricultural production in the GDP was 10%, and together with the processing of agricultural products – 16%. Agriculture was one of the leaders in world production of some types of food, providing trade volumes equivalent to 6% of global calorie consumption. Ukraine was the leader in international trade in sunflower oil (first place in the world), rapeseed and barley (third and fourth places, respectively) and other products. Trade in agricultural products and foodstuffs brought Ukraine about 22 billion dollars annually. USA and accounted for 41% of all exports. However, the invasion of the Russian Federation into Ukraine led to corresponding negative changes in the functioning of enterprises in the agrarian sector of the economy.

It should be noted that there have been significant changes in the economic relations between agricultural producers and processing enterprises, suppliers, and intermediaries: the system of stable relations with the processing sphere was destroyed, and the state order for agricultural products was canceled. Agricultural enterprises faced serious problems during the sale of produced products and the purchase of the necessary means of production. They were forced to independently engage in planning, pricing, study of external and internal markets, tastes and preferences of consumers, evaluation of competitors' advantages, etc. That is, there is an urgent need to introduce a new management concept that will help adapt to market conditions and ensure the competitiveness of their products on the domestic and foreign markets.

In modern enterprises, one of the most effective tools for influencing the result is the management of marketing activities. Considering the current situation in the country, it becomes necessary to improve the activities of enterprises, and in particular the marketing component to increase the competitive characteristics of their goods or services.

Despite the war and large-scale destruction, agriculture is unlikely to lose its status as one of the leading branches of the Ukrainian economy. However, today's conditions require agrarian enterprises to direct their development to the future with an orientation towards meeting the needs of consumers by more effective means than competitors. It is due to successful marketing that the necessary conditions for the sustainable development of an enterprise in the agrarian sector are created.

The results of the presented research in the monograph are made within the initiative of the Department of Agrarian Management and Marketing of Vinnytsia National Agrarian University "Development of the concept of marketing management of agricultural enterprises" state registration number: 0122U002111 for 2022–2024.

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5. Features of organizational support of management of competitiveness of an enterprise

The Law of Ukraine No. 2102-IX dated February 24, 2022 approved the Decree of the President of Ukraine “On the introduction of martial law in Ukraine”, which introduced martial law from 05:30 on February 24, 2022. This date forever turned the usual rhythm of life and forced citizens and businesses to adapt to new realities in the conditions of war.

Recently, the problems that arise in the analysis of alternative solutions in the process of managing complex production facilities are especially relevant. Practice shows that the costs of management activities are constantly increasing, and the consequences of unsuccessful decisions are becoming more tangible. Modern market relations and the conditions of war, affecting the economic activity of enterprises, necessitate solving problems related to improving the quality of management of the competitiveness of an enterprise.

In the market conditions of war, for the organization of effective management of competitiveness, it is no longer enough just common sense and experience of managers, it is necessary to use modern tools for analyzing large amounts of information, modeling and computerization of management processes on a large scale. The organization of competitiveness management should not only contribute to the growth of the financial and economic activities of the enterprise and stimulate the saving of all types of resources based on their efficient use, but also to increasingly meet the growing needs of product buyers.

As you know, the task of managing competitiveness is one of the main tasks of marketing research in an enterprise. In this regard, the information support of competitiveness management must meet the general requirements for information support of marketing research and the general principles of designing an enterprise information system.

Decision making in marketing is based on management processes, which are, in fact, information processes. Therefore, the correctness and value of management

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decisions largely depend on information support. In [97 p.137] the main stages of the control process are given. In a dynamically changing market environment, decision-making processes must have adaptive capabilities. In view of this remark, the following wording of the last stage of management is proposed - "Control over execution, evaluation of activities, adjustment of the parameters of the control object." The stages of the management process are shown in Figure 1.

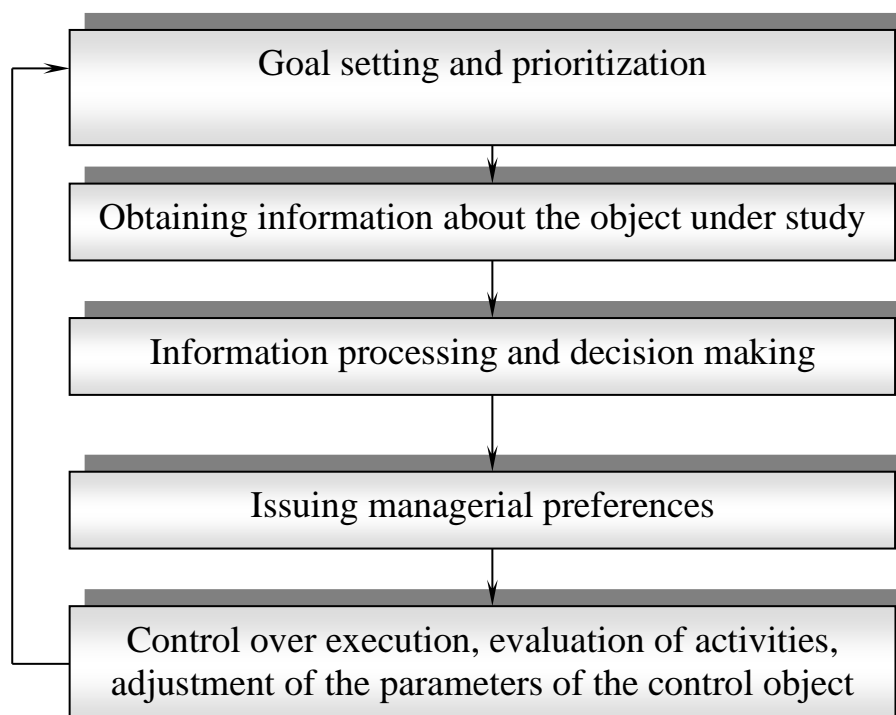


Fig. 1 Stages of management in marketing

The implementation of the study is impossible without the accumulation and study of a significant amount of relevant information. It is believed that the recipe for a good decision is 90% information and 10% inspiration [101]. In this regard, it should be noted that at present in Ukraine the work on research, evaluation and forecasting of the competitiveness of enterprises has not been properly established, since marketing research is almost not carried out on many of them. The marketing services formed at the enterprises are far from optimal in their composition, construction, interaction with other departments and the external environment, as well as in terms of the functions performed. They cannot carry out such work at the proper level due to the unpreparedness of the relevant specialists and the lack of the necessary information,

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methodological and technical support.

The primary task of marketing research is the creation of a marketing information system (MIS), which allows: quickly and efficiently processing, filtering and compacting information; correctly direct it in the right amount, to the right point and at the right time; clearly define the sources of information and the rights of users at each level. The problems of studying MIS are widely considered in the works [107, 98, 96, p. 116-121]. Given the high degree of globalization and integration of the world economy, we propose to characterize the impact of the external marketing environment by the factor "Critical events at the global, macro and micro levels". The MIS scheme is shown in Figure 2.

Any research begins, first of all, with the determination of the necessary information. Various classifications are used to systematize it [97, p. 122]. However, the content of the study requires its specification in accordance with the subject, object, staffing, availability of financial resources, technical capabilities, time of project implementation, etc. High-quality performance of management functions is possible if there is: information about the managed object and its external environment; means of displaying information; links between the user's actions and the object's response to these actions; the possibility of unambiguous implementation of the control action; feedback and control objectives. The fulfillment of these conditions in the development of MIS predetermines the design of a high-quality human-machine interface. An important condition for determining the elements of the MIS is the need to fully meet the information needs of the user in order to make rational decisions. From the standpoint of data processing technology, the purpose of an information system is defined as a set of processes for the formation of primary messages (collection, registration, data transmission), their transformation, selection and delivery of information to users of all levels of management.

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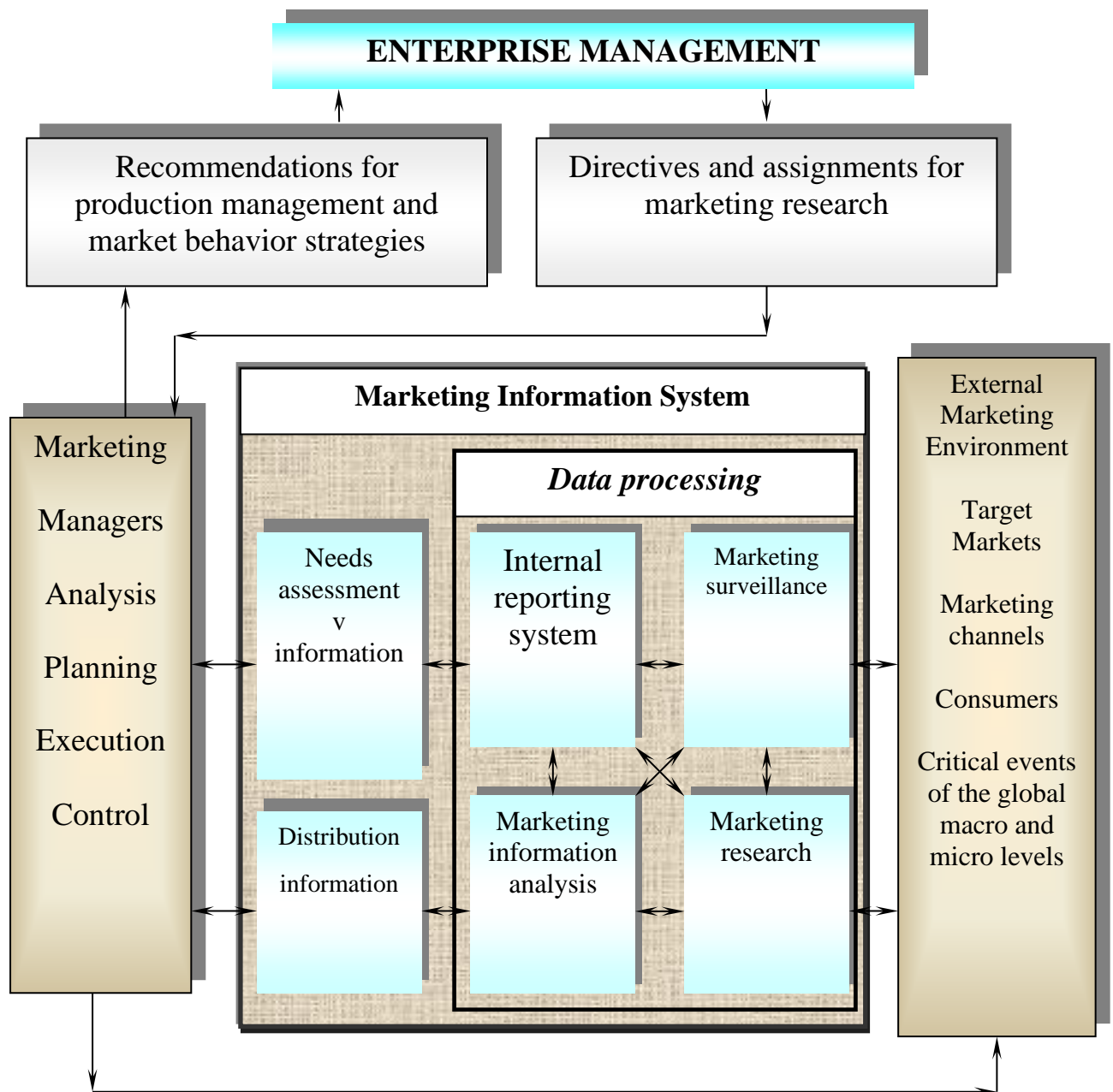
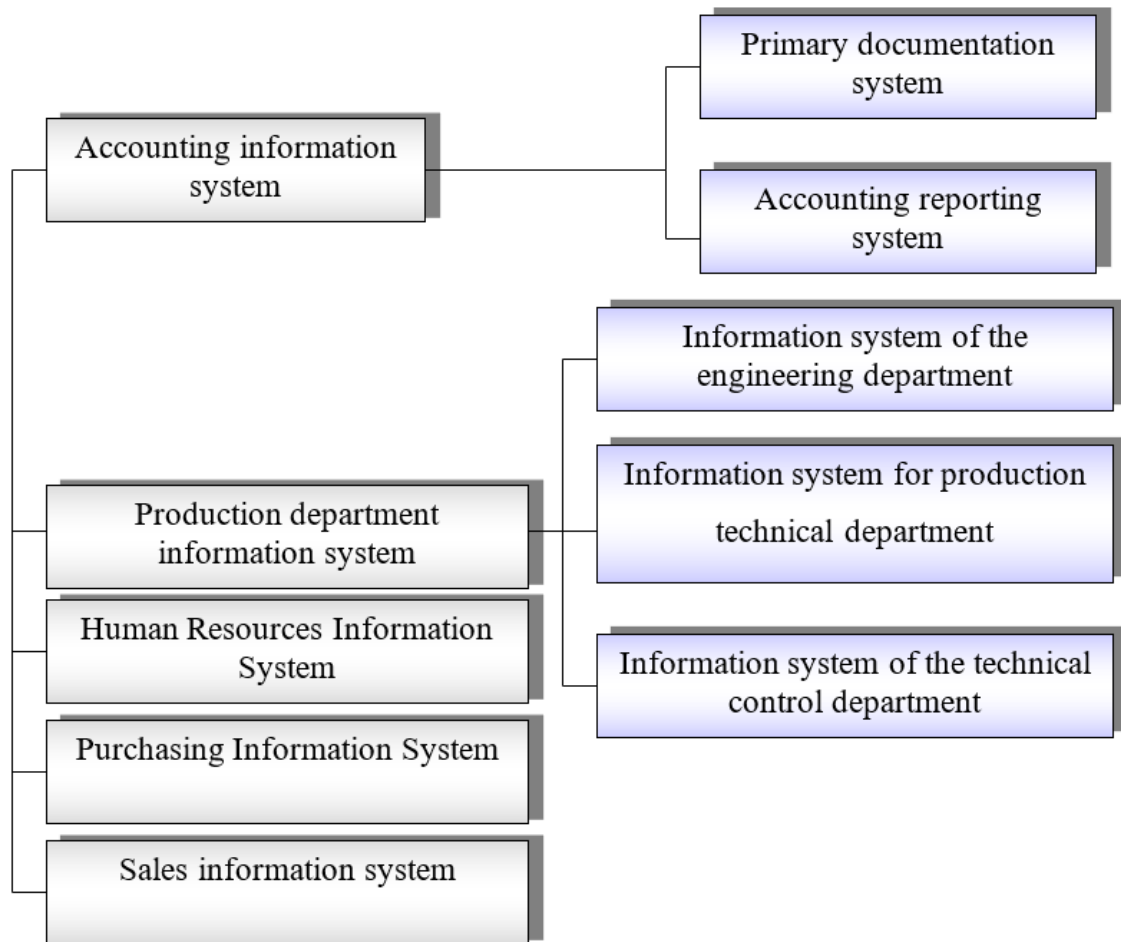


Fig. 2 Marketing information system

The development of a marketing information system includes three stages: development of a methodology for collecting the necessary information about the object or process under study; creation of an information array; transformation of the data contained in it in accordance with the research program.

The internal reporting system includes data that arises at the enterprise in the form of accounting and statistical reporting, operational production and scientific and technical information (see Fig. 3).

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The marketing surveillance system combines information about the state of the external environment of the enterprise: about the market and its infrastructure; about the behavior of buyers, suppliers and competitors; about measures of state regulation of market mechanisms; about the exchange rate; about the market shares of the enterprise and its competitors, etc. These data are concentrated in published periodicals and special editions, statistical collections, market reviews of commercial research organizations. They are also collected by marketing specialists on the basis of visiting exhibitions and conferences, holding negotiations and business meetings. The external environment of marketing is divided into the environment of direct and indirect influences. The work [99 , p.258] shows the structure of the marketing environment. Instead of the "International Events" factor of the indirect marketing environment, we propose a broader "Events of global, macro and micro levels" factor. The scheme of the marketing environment of the enterprise is shown in Figure 4.

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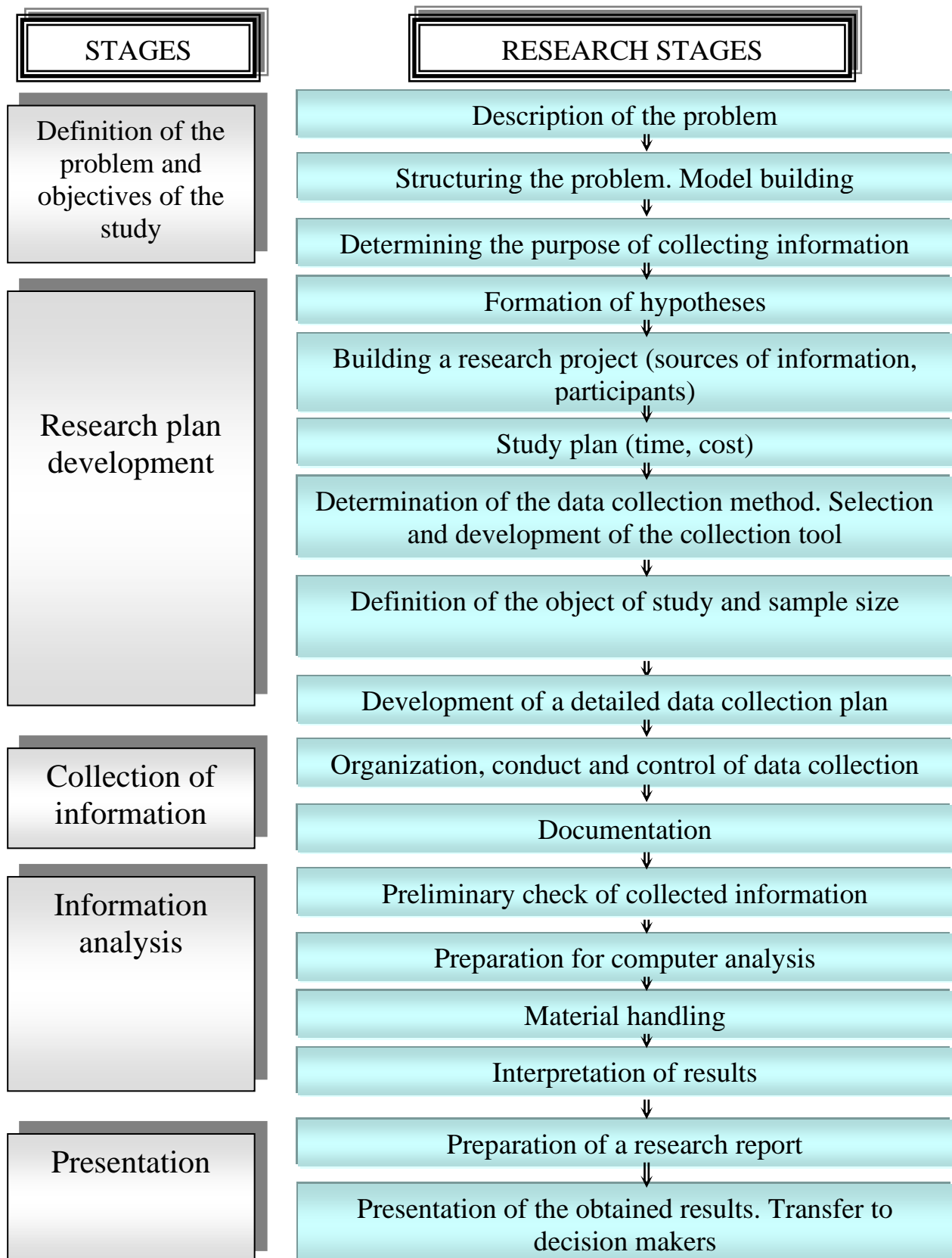


Fig. 5 Marketing research process

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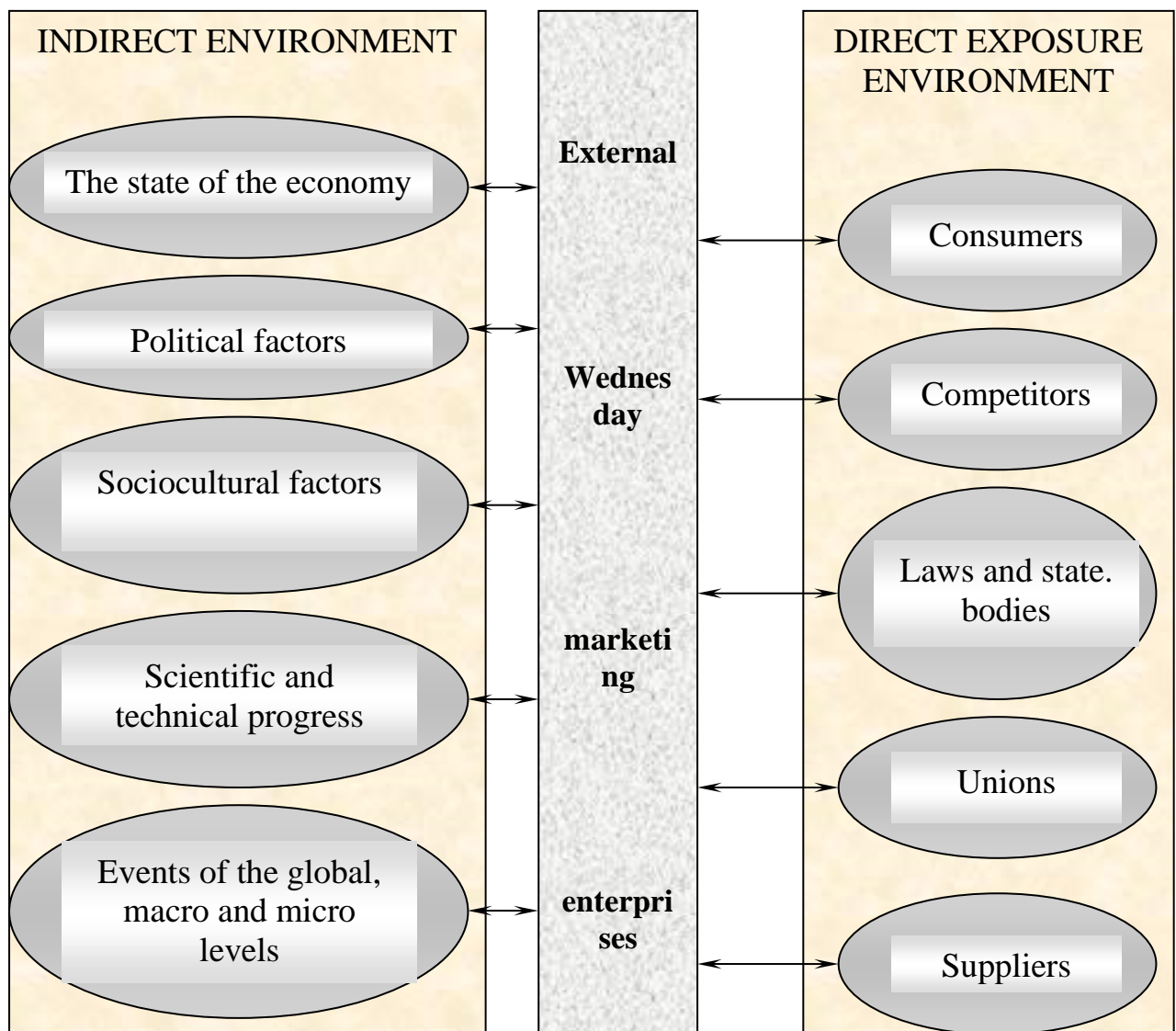


Fig. 4 Enterprise marketing environment

The marketing research system is a systematic conduct of various surveys, analysis of the data obtained and presentation of the results in a form corresponding to the specific marketing task facing the enterprise (see Fig. 5).

The process of defining the problem is based on the expert method, which includes: choosing the form of interviewing experts, determining the structure and size of the expert group, developing a survey methodology, conducting a survey, compiling a list of problems, examining problems. The goals of marketing research should follow from the identified problems.

The central link in the development of a research plan is the development and

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testing of theoretical hypotheses in practice, the identification and justification of their cause-and-effect relationships [98, 102]. Hypotheses and models describing the situation predetermine the possible sources of information, however, in order to obtain sufficiently complete and reliable information, it is necessary to have a well-thought-out concept and a detailed data collection plan.

In the course of developing a data collection plan, it is necessary to decide on many questions that have alternative answers: full or selective, single or multiple, single-purpose or multi-purpose research; what are the forms and tools of data collection. In addition, it is necessary to decide what can serve as a source of information - already existing material or new data collection [97, 107, 98, 101, 103]. At this stage of the study, it is also necessary to indicate the required time and cost of the proposed study, which is necessary for the manager to make a decision on conducting a marketing study and solving organizational issues of its conduct. It should not be allowed that the change in quantitative and qualitative relationships between individual phenomena of the activity of a production facility, necessary for managing this activity, is more expensive than the effect obtained from taking these relationships into account in management [97, 98, 101, 102].

To obtain information in marketing, the following methods are used: survey, expert method, observation, panel, experiment, trial marketing, automatic data registration and other methods [107]. A closed system for obtaining information, called marketing intelligence, is not excluded. At the same time, it is important not to allow violations of the law and commercial ethics.

At the stage of data analysis, it is necessary to reduce them to a compressed form that is convenient for analysis and has information content. In this case, the following data transformation functions can be used: generalization, conceptualization, communication and extrapolation [107]. Next, a statistical analysis of the data is carried out using descriptive, inferential, predictive analyzes, as well as analysis of differences and relationships [107, 98, 102].

At the presentation stage, a research report is prepared and handed over to decision makers. The structure of the research report must meet the requirements of the

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customer.

Systems internal reporting and marketing surveillance are implemented through databases covering all available current information, and the marketing research system through banks of models and banks of methods [97, 100]. Thus, the basic components of MIS are databases, banks of models, banks of methods and a system of technical means of communication linking them together.

As mentioned above, the design of information support for marketing research at an enterprise should be carried out on the basis of the general principles of designing its information system based on a business model, i.e., a schematic description of the enterprise's activities freed from secondary details, allowing: to formalize business functions and regulate the structure business processes occurring at the enterprise; determine the permissible and invalid sequences of actions of performers working with the information system; fix the logical relationships of data, according to which a change in any information causes a sequence of coordinated changes.

The enterprise information system as a business model exists in two forms. When creating and verifying it, it is convenient to present it in the form of schemes and verbal descriptions, and in practical use - in the form of a semantically equivalent set of program modules. The equivalence of both forms guarantees the use of modeling tools that allow, relying on proven model building methodologies, to reflect the logic of the problem in a graphical form and obtain ready-made database schemas and program code corresponding to the model as an output. Discrepancies in model representations are not allowed either when creating an information system or when making changes to it. Therefore, it is necessary that the modeling tool be the only tool for influencing the program code throughout the entire life cycle of the information system.

Personal information systems serve as the basis for automation of management functions based on: initial information about the object; methods of preparation and adoption of optimal decisions; employee experience. At the same time, the user is an element of the information system due to the developed means of interaction and support of intellectual functions. Working in the management system, the user plays

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the role of a subject of conscious activity, combining the functioning of the elements of the information system in order to manage the economic object. Therefore, the fundamental approach to interaction design is an approach in which a person becomes the main one both in terms of the goals and purpose of the management system, and from the standpoint of human activity in the management system. It is necessary to take into account, first of all, the leading, creative role of a person in the labor process, and, in particular, in the processes of formation and adoption of managerial decisions. A person processes information, makes decisions, manipulates the controls, while showing his personal properties (experience, intuition, qualifications).

A special place in the design of an enterprise management information system should be given to software, on the basis of which an interface for interaction between a person and a PC is developed. The software should expand the capabilities of the technical means of the system being designed and eliminate their shortcomings. Therefore, when developing it, it is necessary to take into account the role of the human factor in the management system.

When creating workstations, the task should be to develop such a personal system in which the user performs only the work that cannot be performed by the system itself (data entry, analysis, decision making). The designed system should provide user support, expressed in the fact that the latter, when receiving the final information, should not order it, interpret it or select the data he needs.

The creation of an information system that implements a set of tasks for managing an industrial enterprise involves the following steps [106]:

determination of future users of information and their rank in the management system;

research and analysis of information needs of users in order to allocate the necessary and sufficient amount of information to manage the enterprise and its resources;

the choice of methods for meeting the information needs of users, i.e. determination of the contours of the information system, taking into account the timing of the issuance of information to users;

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determination of the composition and structure of the database for solving the problems of enterprise management, the study of the relationship of individual arrays, the frequency of their formation and updating;

designing a data processing process that provides the necessary information at the right time by a specific user in the appropriate mode;

development of materials (instructions, guidelines, dictionaries, catalogs, etc.) that regulate the work of users when they interact with the information management system.

An information system requires accurate measurements of parameters and high reliability of data processing. Relatively strict restrictions are imposed on it, dictated by the nature of technological processes, legislative provisions, established forms of documentation and workflow at the enterprise.

The creation of information support for managing the competitiveness of an enterprise should be addressed in a comprehensive manner, taking into account the following aspects: organizational (principles of organizing an information system and the interaction of its elements); technological (methods of information processing and technology for implementing these methods); technical (capabilities of computing facilities and organizational technology).

An important task for users of all levels is to perform work on the management of enterprise resources aimed at increasing its competitiveness and their regulation in case of deviations from the planned parameters. Therefore, the optimal organization of information support is one of the main factors determining the effectiveness of competitiveness management in general. The amount of information required by the user to implement the specified work and make management decisions is his information need.

In the competitiveness management system at different levels of managerial decision-making, different information is required, both in terms of volume and content. The most difficult stage in the design of information support is the stage of determining the information needs of each user involved in the development and adoption of management decisions. To implement it, it is necessary to carry out:

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detailing the process of using enterprise resources; definition of market segments, range of competitors and their capabilities; assessment of the level of competitiveness of the enterprise and products; determination of the circle of users involved in planning, evaluation and analysis of competitiveness, their rights, duties and responsibilities; determination of the information needs of each user for the implementation of specific tasks, i.e. development of forms of documents and determination of the timing of their submission to a specific user; determination of the totality of information, the receipt of which is provided by the user upon request.

Determining the information needs of the user about the state of competitiveness should be based on: a deep study of the external and internal marketing environment of the enterprise and the processes of using enterprise resources directed to its increase; taking into account the features of managing these processes. From the correctness of the definition of information needs to the full depends: the design of the workstation; technological process of information transformation; formation of final information; methods and terms of its use; design of mathematical and software for each workstation and information support in general.

The process of designing an information system can be carried out in three stages. At the first stage, it is necessary to study the processes of formation of primary data, describe the characteristics of their movement, form quantitative estimates of the flow of documents, determine the possibilities for automating the processes of registration, collection and transmission of data. All divisions of the enterprise are subject to consideration, where information is formed or used to assess, analyze, predict the level of competitiveness of the enterprise and use the resources allocated to increase it. The purpose of this stage is to identify sufficient sets of primary data necessary to implement the task of managing the competitiveness of an enterprise.

At the second stage: technological processes of data transformation are designed based on the database and messages of the base level; algorithms for solving problems of assessing and predicting the competitiveness of an enterprise, optimal distribution of funds allocated for its increase are developed; corresponding databases are formed; the modes of presenting information to users are determined. This stage

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characterizes the procedural level of the information system, which is directly related to the base level and the complex of technical means.

At the third stage, methods for presenting the results of the converted data to the functional divisions of the enterprise are considered, and the possibility of satisfying the needs of users of all levels with the following information is examined: assessment of the level of competitiveness of the enterprise, reflecting quantitative and qualitative comparative characteristics in relation to competing enterprises; forecasting standards of competitiveness; optimal distribution of enterprise funds; determination of a set of organizational and economic measures and preparation of managerial decisions on managing competitiveness in order to increase it.

Based on the considered requirements for information by MIS and the principles of designing information systems, information support for managing the competitiveness of an enterprise has been developed (see Fig. 6), the main task of which is to create conditions that ensure rational processing and rapid provision of information to the user at the right time with the definition his rights to use it. As can be seen from fig. 6 to solve the problems of managing the competitiveness of an enterprise, a set of methods for processing external and internal information is needed.

External information enters the information database of the enterprise from various sources: periodicals; statistical collections; presentations; information databases; product brochures; Internet networks; Email; government laws and regulations; questionnaires of experts, etc., and internal information is the result of the functioning of automated workplaces that provide solutions to the problems of accounting, marketing research, technical preparation of production, main production management, logistics management, finance, sales, etc.

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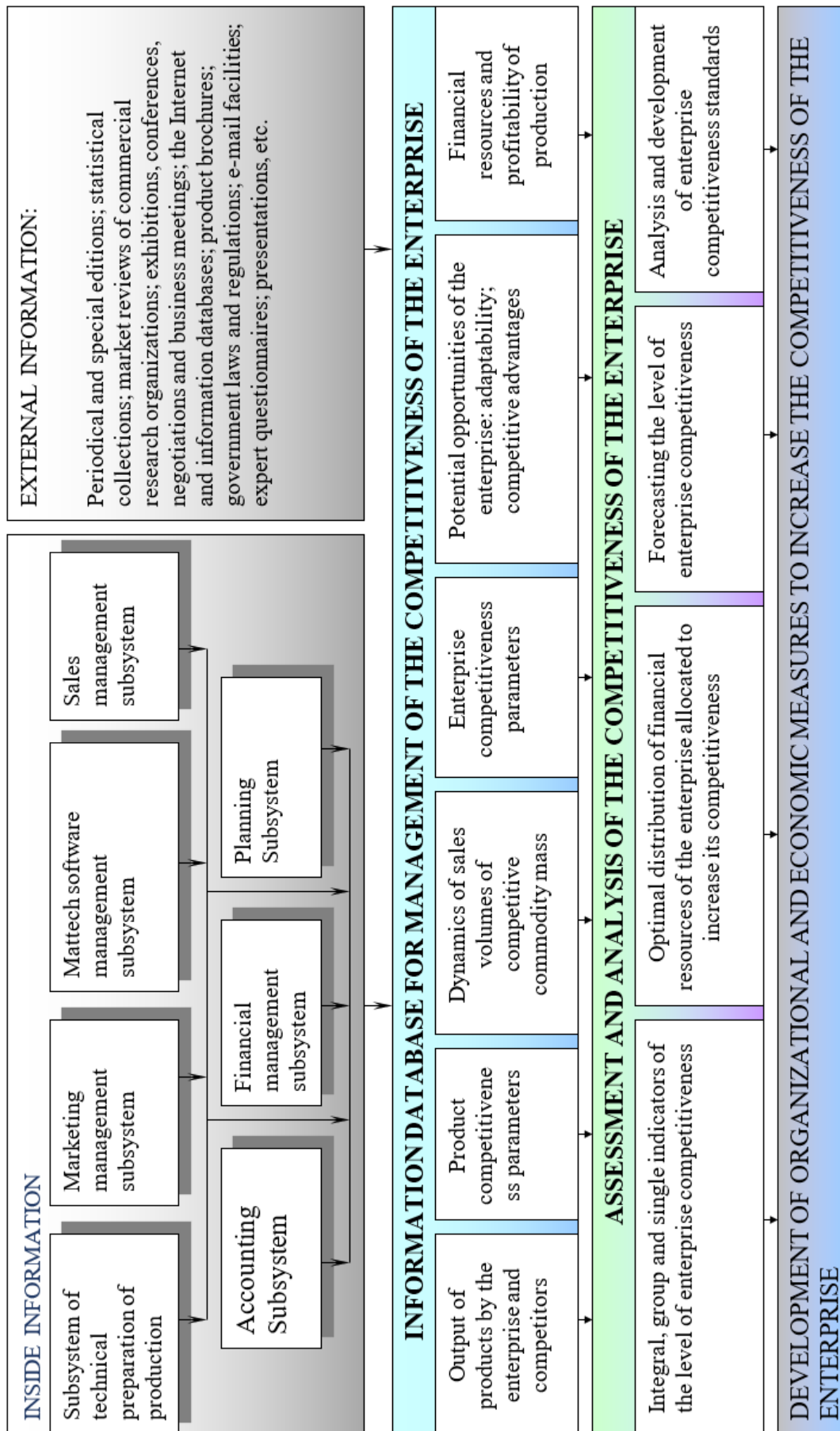


Fig. 6 Information support for enterprise competitiveness management

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Since the process of automating the preparation and adoption of managerial decisions cannot be fully assigned to computer technology, therefore, in this paper, human-machine technologies for information support of managerial decision-making processes are considered. The proposed technology provides a combination of human and computer capabilities for information processing.

In other words, computer technology provides the management, expert experts of the enterprise with high information processing performance, reliable storage of the necessary volumes, quick access to it, various ways of displaying information and a convenient interface for human communication with a PC, and all intelligent information processing operations are performed by experts. and decision makers.

The technical side of information support is implemented in the form of a local area network of workstations of various targeted directions, providing information support for the work of the enterprise's management and experts, including their interaction with each other, which makes it possible to achieve a high quality of information support for enterprise competitiveness management. The software that supports this technology has a high degree of adaptability, allowing it to be configured for use by any manufacturing enterprise in a fairly short time.

With AWS, a specialist can perform the following operations: enter and correct information; evaluate the quality of incoming information; decide on obtaining additional information; receive the results of calculations of the levels of competitiveness of the enterprise and its factors; make forecasts and identify trends in the behavior of the competitiveness of the enterprise and its factors; draw conclusions and make decisions based on the information at its disposal.

Preliminary analysis of information allows experts or the management of the enterprise to identify its incompleteness or inconsistency and make decisions on their compensation. The process of preparing decisions to eliminate inconsistency, incompleteness and unreliability of information requires the organization of feedback from information sources. In the process of merging the accumulated information, redundancy is eliminated, and at the stage of generalization, when analyzing and comparing it, the expert makes a decision about its sufficiency for the further

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functioning of the system.

The stages of designing a database of information support for managing the competitiveness of an enterprise are as follows: defining the subject area of the problem; creation of a conceptual model of the subject area of the task; creating a logical database model; designing a physical database model. At the first stage, the boundaries of the problem under study, objects, information flows between them, and the structure of information support output reports are determined. As a result of the analysis of the subject area of the task, a number of basic objects are distinguished, characterized by certain quantitative properties.

As part of the stage of creating a conceptual model, all objects of the subject area, their attributes and the relationships between them are determined. Data elements, their relationships and key elements are defined based on conceptual requirements.

The next stage of database design is the creation of a logical model, in which case the conceptual model is mapped to one of the logical data models: relational, network, hierarchical, or combined. When developing it, it is necessary to decide which model is most suitable for displaying a particular conceptual domain model. To design a logical database model for the problem under study, a relational data model was chosen, which consists of a number of relations (tables). The choice in its favor was made due to the fact that mapping from a conceptual data model to a relational one is relatively simple.

The final stage of database design is the creation of a physical model, which is its "skeleton" and is to be stored on physical devices [94]. At this stage, the physical parameters of the database are determined: the distribution of records on the information storage device, the sizes of information blocks, input-output characteristics, etc. The main criteria of the physical model are the size of the memory required to store information and the access time to the database records.

The process of forming generalized analytical materials is intended to inform decision makers about the state of the enterprise's competitiveness in the form of special forms, which are the main information product of the task.

The stage of information support for the analysis and assessment of the

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situation is designed to identify correlations between the initial information and the generalized analytical material. At this stage, the dynamics of the main indicators of the competitiveness of the enterprise is studied, and recommendations are made for the implementation of the current situations.

The process of forming a statistical knowledge base is designed to accumulate the results of each stage of solving the problem. After analyzing the current situation, the marketing department, from the entire set of initial information, selects those data that will be suitable for further identification of the dynamics and obtaining predictive levels of competitiveness of the enterprise. The process of obtaining predictive levels of enterprise competitiveness based on all accumulated retrospective data is intended for their operational use in the analysis and assessment of the current situation in order to determine ways to improve the management of enterprise competitiveness.

All of the above processes are carried out by experts from the marketing department and other services according to Fig. 7 and allow you to build a general scheme of the subject area of information support that characterizes information flows in the preparation of management decisions to determine the competitiveness and sustainability of an enterprise. Based on the processes described above, the system organizes continuous monitoring of incoming initial information, in which information is analyzed, summarized and evaluated at various stages of its life cycle.

The use of the methods for assessing, analyzing and forecasting the competitiveness of an enterprise described in the paper in the information support allows you to quickly receive qualitatively new information that characterizes the real situation of the enterprise and its competitors in the conditions of market relations in the transition economy.

The problem of finding ways to improve the strategy for managing the competitiveness of an enterprise in economic science and practice is multifaceted, requiring a system-targeted approach and concentrating, in particular, on the development of analytical methods for studying competitiveness and organizational and economic methods that make up a single organizational and economic mechanism (OEM) to support competitiveness management enterprise, which combines

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managerial, technical and technological measures to improve it.

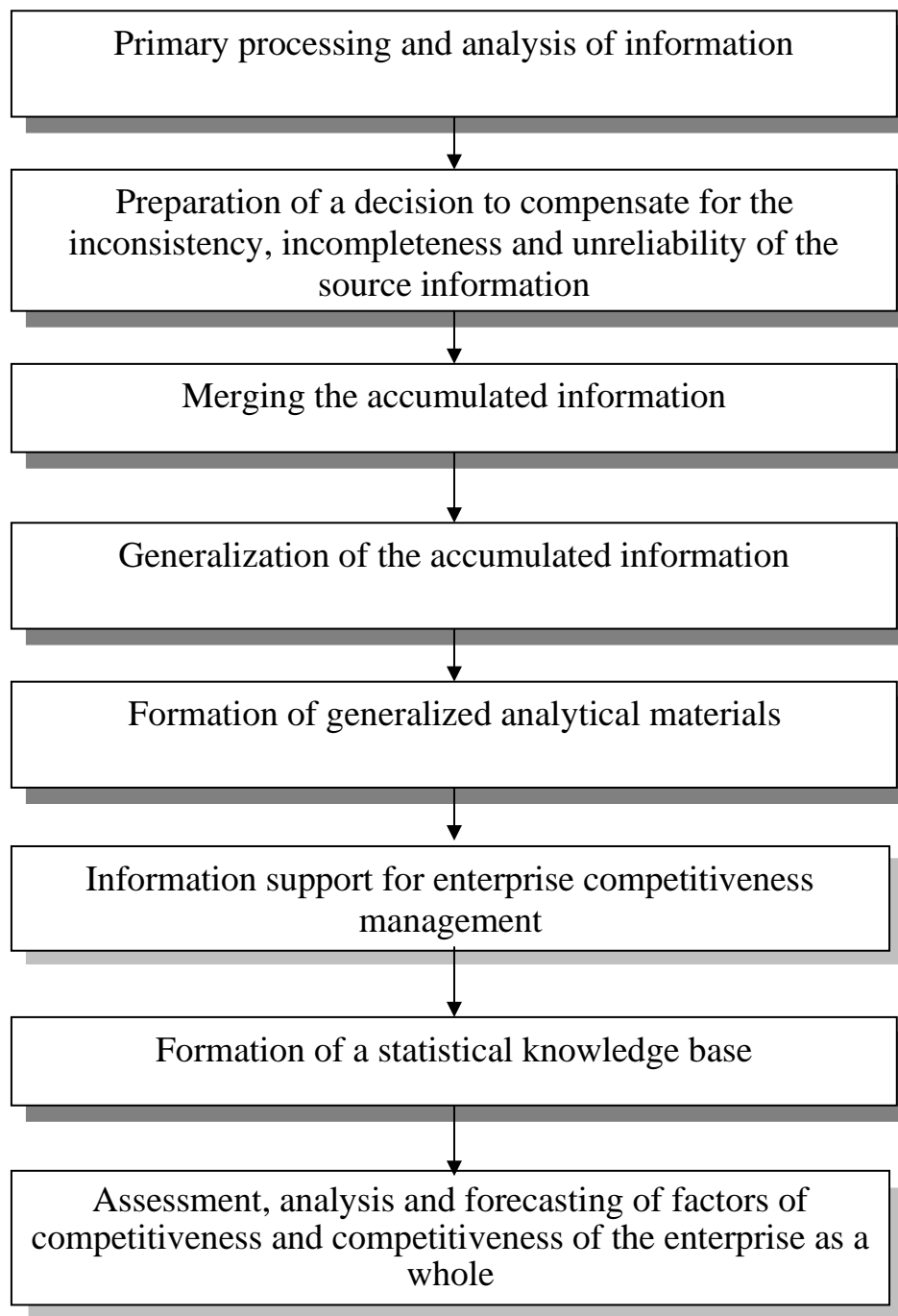


Fig. 7 Scheme for generating information for managing the competitiveness of an enterprise

In the scientific literature, a system is understood as a complex of interrelated elements that have common properties and are united to achieve a specific goal [90, p.105]. Systematic is the approach in which all connections, elements, functions and problems of management are considered as a single whole. The selection of systems is

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carried out on the basis of five main factors, according to which the system: has a common goal; consists of interconnected elements that form its internal structure; has, along with internal elements, an external environment that forms its limitations; has certain resources to ensure its functioning; is headed by the control center, which ensures its movement towards the intended goal [104, p. 107-112].

Thus, the OEM for managing the competitiveness of an enterprise, and, consequently, the complexes of relevant technical, managerial and technological measures should be developed based on the target setting on the basis of a holistic system of principles, for which it is advisable to use the following seven groups of principles [93, p . 66].

1. System-wide principles: complexity - individual parts of the OEM competitiveness management should be built into all functional divisions of the enterprise; consistency - the process of developing and implementing the OEM of competitiveness management should be based on the methodology of system analysis of developing systems; dynamism - the strategic decisions made on the management of competitiveness should be based on the time series of assessments of the strategic opportunities and competitive positions of the enterprise; continuity - work on a competitiveness management strategy should be carried out constantly, with tracking of abrupt changes in its constituent factors; optimality - managerial choice is based on the use of a criterion basis that reflects the principle of optimality, which follows from the value system adopted at the enterprise; constructiveness - the OEM must formulate strategies and tactics for managing competitiveness, justify their choice and develop ways to implement them.

2. Principles of development management: principles of systems development; modeling principles; principles of making managerial decisions; the principle of self-organization; principle of synergy. For an adequate description of the OEM of competitiveness management, it is necessary to use an approach based on self-organization and focus on the implementation of the basic principles of synergetics as the basic theory of self-organization.

3. Strategic principles (concentration of efforts, balance of risks, cooperation).

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4. The principle of awareness and sufficiency of participants in the management process.

5. The principle of using continuous monitoring, which provides for constant monitoring and control over the implementation and dynamics of the life cycle of the enterprise competitiveness management process.

6. The principle of ensuring and maintaining the diversification of enterprise competitiveness management strategies, constantly monitoring and preparing alternative management strategies.

7. The feedback principle, which makes it possible to make the OEM of competitiveness management adaptive in relation to the transforming market environment. Taking this principle into account makes it possible to carry out the necessary structural, organizational and resource changes in the enterprise, which ultimately may affect its interests and capabilities.

When developing the OEM of competitiveness management, it is necessary to approach it as a multidimensional social system. It should be developed as a heterogeneous mechanism that ensures the interaction of the enterprise through management strategies with a heterogeneous environment, which includes market, environmental and social components.

Developed on the basis of the system-wide principles discussed above, the OEM of enterprise competitiveness management can be effective if it takes into account and provides [95, p. 102]: optimal combination of centralized and decentralized initiatives; unity of goals and actions of the entire enterprise and its individual links; a motivation system that creates the interest of all performers in increasing the competitiveness of the enterprise; the use of modern technological and technical management bases, allowing with minimal resources in real time to solve the issues of ensuring the competitiveness of the enterprise.

The success of OEM management of the competitiveness of an enterprise depends on its initial state, its functional and structural organization. The proposed OEM should function as a program-target management structure, acting on the type of project management, i.e. have the authority to control and ensure implementation, have

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resource support for the implementation of their actions - financial, material and technical and human production resources. The OEM should have such powers that would allow him to effectively influence the organization of all material and financial flows within the enterprise, to assess the feasibility of their use from the standpoint of competitiveness [95, p.103].

On the basis of the requirements of the system-targeted approach considered above and the principles of constructing the OEM of management, the OEM of managing the competitiveness of an industrial enterprise was developed, the schematic block diagram of which is shown in Figure 8. The proposed OEM is a specific multifunctional and multicomponent system consisting of a complex of interconnected blocks that are subject to the influence of external and internal factors and forming a certain integrity.

As can be seen from Figure 8, the structure of the main elements of the competitiveness management developed by the OEM is formed by program-target blocks that reflect the necessary actions, specific organizational, economic, technical and technological measures in their interdependence, the implementation of which contributes to the effective implementation of management decisions in this field of activity. The proposed OEM includes the following blocks: selection of competitive development strategies; reforming the system of personnel management and labor motivation; improving the quality and competitiveness of products and enterprises; introducing quality management systems and their certification; a systematic approach to diversification and production planning; achievement of unity of actions of all links and management processes in the external and internal policy of the enterprise; reorganization of the accounting and analysis system; improving marketing orientation, strengthening marketing service; activation of investment and innovation activities, attraction of external investment; improvement of information support for competitiveness management; improvement of financial management; development of measures aimed at the efficient use of production and financial resources; technical and technological re-equipment and modernization of the enterprise, the introduction of progressive technological processes.

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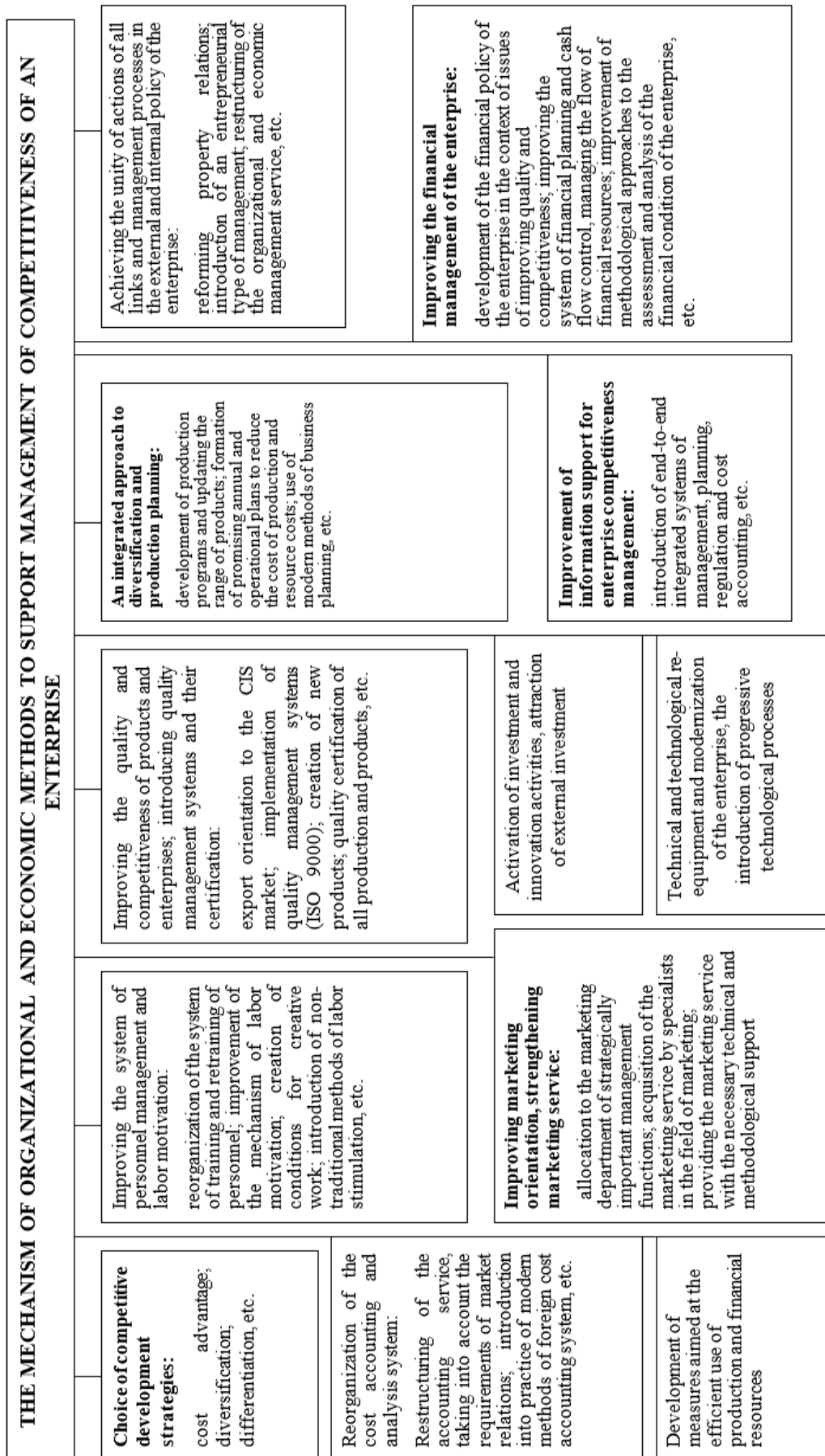


Fig. 8 Organizational and economic methods to support enterprise competitiveness management

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All of the named blocks of OEM competitiveness management being interconnected and, thus, forming a certain integrity, are united by a single principle - each of them provides a solution to the problem of increasing the competitiveness and sustainability of an enterprise in the domestic and foreign markets by creating and maintaining competitive advantages and highly adapting to a dynamic changing external market environment.

Each of the blocks, in turn, is considered as a system that includes diverse backbone components. Let us consider in more detail the main components of each block of the proposed OEM competitiveness management, as well as the logic and structure of their formation.

1. Choice of competitive development strategies. A correctly chosen competitive strategy for the development of an enterprise, based on a strategic analysis of its competitive positions and potential capabilities, makes it possible to more clearly define the range of measures that increase the adequacy, dynamism and susceptibility of the on-farm mechanism to changes in the market environment and enhance the scientific, technical and production potential of the enterprise. In the management literature, various classifications of enterprise strategies are given, the most common and verified by practice in a highly competitive environment. It is the possibility of a wide maneuver strategies in a market economy that is the driving force of business [92, p. 37-42].

In the monograph "International Competition" M. Porter identified three strategies that, in his opinion, are universal and applicable to any competitive force - cost advantage, differentiation and focus. Describing the concept of competitiveness, he emphasizes that enterprises outperform their rivals if they have a strong competitive advantage in lower costs and product differentiation. Low costs, in his opinion, reflect the ability of an enterprise to sell goods at a lower cost than competitors. Selling goods at the same price as competitors, the company in this case receives a large profit. Differentiation is the ability to provide the customer with unique value in the form of a product, feature, or after-sales service. Any strategy must pay attention to competitive advantages. In addition, there is another important factor that determines the position of competitiveness - segmentation. Different market sectors require different strategies and

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capabilities, and therefore the sources of competitive advantage in different market sectors are also different.

2. Achieving the unity of action of all links and management processes in the foreign and domestic policy of the enterprise. Due to the specifics of enterprises, the reorganization of intra-company management at them cannot be of a unified nature and implies the need for a differentiated approach to the choice of directions for structural transformations at each of them. However, common to them is the need to ensure a systematic approach in the process of serious structural changes of a qualitative nature in the management sphere itself. Only on this basis is it possible to practically implement the unity of actions of all links and management processes in the external and internal policies of the enterprise, that is, to achieve managerial synergy in the management system and, thereby, ensure a greater effect from the summation of the forces of all personnel, eliminate gaps in strategy and potential capabilities of the management system and create the necessary prerequisites for vigorous entrepreneurial activity.

With this in mind, the following areas of activity are proposed as components of this block: the optimal solution to the problem of reforming property relations; introduction of an entrepreneurial type of intra-company management; cardinal restructuring of the organizational and economic structure of management; creation of product centers of profit and responsibility for self-supporting results of activity; providing an integrated approach to the reorganization of the system and structure of enterprise management. It should be noted that the task of reforming property relations is essential for achieving managerial synergy, because the positive effect of privatization can only be achieved when the transformation of property relations is organically associated with the process of creating enterprise management, including the decentralization of the management system, increasing the independence and responsibility of structural subdivisions, that is, when not the problem of changing the form of ownership, but the problem of management, is put at the forefront.

The experience of functioning of domestic enterprises convinces us that the most expedient from the point of view of the formation of an effective owner is the preservation of the principles of collective management in the process of privatization,

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that is, the transition to collective ownership. As world practice shows, the transfer of enterprises to the ownership of their employees is supported at the state level in many countries, regulated by legislative acts, encouraged by soft loans and, as noted by foreign experts, is an effective form of private ownership for medium and large enterprises [105, p.53] .

Different development strategies require significantly different management systems and structures, the formation of which, in turn, is predetermined by the corresponding organizational style of the enterprise's behavior. The management literature describes incremental and entrepreneurial styles of organizational behavior. Incremental style behavior of the organization is aimed at minimizing deviations from traditional behavior both within the organization and in relations with the external environment. Changes are not welcome, they are limited or minimized. Entrepreneurial style entails a different attitude towards change. Enterprises of this style advocate continuous change in the achieved state and conduct an entrepreneurial search for opportunities for growth through change [91, p. 237-238].

The objective need for a transition to an entrepreneurial type of management requires a restructuring of the organizational structure of management. The management structure that has developed and is widespread at domestic engineering plants, built on a functional basis, is not adapted to market conditions, it is focused only on execution, and not on creative search. The purpose of the organizational structure is to support the enterprise, to promote the strengthening of the role of management in the implementation of its strategic goals and mission, to provide opportunities for rapid response to a changing external environment and market conditions.

3. Improving the system of personnel management and labor motivation. By introducing the OEM of competitiveness management, it is necessary to ensure that the labor collective realizes and perceives the urgent need for fundamental changes in the management system and functioning of the enterprise in the conditions of market relations. In this regard, the task of radical reorganization of the system of training and training of personnel in new methods of management and labor should be put as a priority in the basis of a competitive management strategy. A "critical mass" of

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employees of the enterprise who know market relations in key positions and in decisive levels of management, who are able to work professionally in the consumer market, must be achieved. Only in this case, a qualitative shift in improving the efficiency of management and the implementation of the entrepreneurial type of management in practice are possible.

Based on this, it is proposed to form the structure of the third block of the competitiveness management OEM as follows: reorganization of the system of training and retraining of personnel, taking into account the requirements of management and marketing; improving the mechanism of labor motivation and responsibility for ensuring the competitiveness of products and enterprises; increasing objectivity, taking into account the assessment of the quality and results of work in the system of payment and incentives; creation of conditions for the development of creative and initiative work; development of an effective system of recognition of labor merits, the introduction of non-traditional methods of stimulation and remuneration; development of industrial democracy, ensuring the participation of employees in making managerial decisions; ensuring social protection of employees of the enterprise; creation of a system of various forms of production and economic training of workers and employees of the enterprise.

4. Improving the quality and competitiveness of products and enterprises, the introduction of quality management systems and their certification. The OEM for managing the competitiveness of an enterprise should form a fundamentally new strategy for managing product quality, which allows, on the basis of an integrated approach to solving this problem, to find priority ways to achieve competitive advantages in the sales markets.

The strategically important aspects of ensuring the competitiveness of products in modern conditions are: a clear focus on the creation and production of new products that meet the needs of practice and the increased demands of consumers; improvement through the development and implementation of new technical solutions for previously mastered products to increase the duration of its life cycle; development of cooperation on mutually beneficial terms with leading enterprises for the manufacture and sale of high-quality products in foreign and domestic markets.

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Modern market conditions dictate the need to bring the regulatory and technical base for the preparation of production and the manufacture of products at all stages of the technological cycle in accordance with international quality standards. This is one of the most important factors in maintaining the competitiveness of the enterprise at the proper level.

the following components are included in this block of OEM competitiveness management: development of an effective strategy for foreign economic activity; development and implementation of an integrated product quality management system (ISO 9000); certification of the entire production for compliance with the requirements of European and international quality standards; creation and development of fundamentally new competitive products; ensuring the duration of the life cycle of previously mastered types of products; development on a mutually beneficial basis of cooperation with leading enterprises for the manufacture of high-quality products; certification of the quality of all production and products for compliance with the requirements of international standards ISO 9000.

The next three blocks - the reorganization of the accounting and analysis system, the improvement of financial management, a systematic approach to diversification and production planning determine the effectiveness of the economic support of OEM competitiveness management.

5. An integrated approach to diversification and production planning. The structuring of this block identifies those areas of activity of the economic and other divisions of the enterprise, which in their totality purposefully contribute to solving the problems of increasing the competitive advantages of the enterprise and actively promoting the export of manufactured products. Among them, a systematic approach to the diversification of production, taking into account the constantly changing market conditions: development of production programs and updating the product range; formation of long-term, annual and operational plans for reducing the cost of production, spending money, material, fuel and energy and labor resources; active use in economic practice of modern methods of business planning, cost accounting, functional cost analysis and other tools for improving planning and analytical work that contribute to

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solving problems of increasing the competitiveness of an enterprise and ensuring its break-even and sustainable activities.

The effective functioning of the management system is largely determined by the effectiveness of its organizational support. This fact, as applied to this block of OEM management, necessitates the development of targeted programs for the implementation of a set of organizational, economic and technical and technological measures that ensure: achievement of planned targets to reduce costs and reduce production costs as important criteria for the successful operation of an enterprise; improvement of the technical level and consumer properties of products; increase in production and sales volumes; Receiving a profit; receipt of funds, etc. Target programs are proposed to be issued in the form of program orders for the enterprise, containing planned targets and fixing the responsibility of services for their implementation. The development of such programs should be an iterative process carried out in stages (in the context of annual or other planning cycles), each of which further deploys program positions and determines planned targets with an established system of control and responsibility for their implementation.

The practical implementation of this approach will make it possible to systematically diversify the main production in a short time and, on this basis, update the range of products.

6. Reorganization of the system of accounting and cost analysis. The structure of this block of OEM competitiveness management is predetermined by the objective need to improve the accounting policy of the enterprise in the changed business conditions in connection with: timely fulfillment of obligations to the state budget; with the increased need to promptly provide the management of the enterprise and departments with complete and reliable information for making quality decisions; with the need to reorganize the scheme of accounting work, due to an integrated approach to the integration of accounting, management and tax accounting.

An important direction in the reorganization of the system of accounting and analysis of the enterprise is the restructuring of the accounting service, taking into account the requirements of market relations and the transition to entrepreneurial

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management and based on the introduction of modern methodological and methodological provisions of the foreign cost accounting system into the practice of the accounting apparatus. The implementation of this will provide a qualitatively new level of production cost management and the formation of prices for manufactured products and thereby enhance the positive impact of the accounting and analysis system on increasing the competitive capabilities of the enterprise and increasing its sales volumes.

7. Improving the financial management of the enterprise. The key objectives of the financial management system are: ensuring the financial stability of the enterprise in a competitive environment; prompt assessment of the risk and benefits of various ways of investing money in increasing the competitive advantages of products; making strategic decisions on the choice of sources of financing that ensure the effective financial and economic activities of the enterprise; strengthening export potential.

The enlarged components of this block of OEM competitiveness management are as follows: development and implementation of the financial policy of the enterprise in the context of problems of improving the quality and competitiveness of products; improving the system of financial planning and cash flow control, managing the flow of financial resources; improvement of methodological approaches to the assessment and analysis of the financial condition of the enterprise; management of current (current) assets of the enterprise, the formation of an investment portfolio; information support of the management of the enterprise with financial statements for internal control and making informed management decisions.

8. Activation of investment and innovation activities, attraction of external investment.

In modern market conditions, without the implementation of this block of competitiveness management, it is not possible to solve the problems of large-scale diversification of production, technical and technological re-equipment and modernization of the enterprise, the introduction of progressive technological processes, the creation and development of fundamentally new competitive products, etc. This circumstance, as applied to the considered block of OEM competitiveness management, necessitates: development of investment and innovation policy of the enterprise;

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formation and selection of priority areas for the use of financial resources of the enterprise for the implementation of research and development work; activation of internal and attraction of external investment in the development of production.

9. Improve marketing orientation, strengthen marketing service. The main organizational measures for managing competitiveness in an enterprise are: in allocating strategically important management functions to the marketing department; in the acquisition of the marketing service by specialists in the field of marketing; providing the marketing service with the necessary technical and methodological support. The primary tasks of this department are the following:

- improvement of organizational forms and methods of marketing research;

- study of needs and market conditions, market segmentation, expansion of strategic management zones;

- studying the activities of competitors to improve similar products and increase adaptation and competitive advantages;

- development of standards for the competitiveness of products and enterprises, as well as methods for quantifying and forecasting its level;

- assessment and analysis of the strategic potential, strategic resources, competitiveness of the enterprise and products, as well as coordination of work on the formation and implementation of organizational and economic measures to increase competitiveness;

- real-time monitoring of external and internal factors of competitiveness, the formation of rational enterprise management strategies based on forecasting scenarios for the development of the internal and external environment of the enterprise;

- analysis and forecasting of the market price, implementation of effective advertising activities of the enterprise.

Improving the marketing orientation in the enterprise management system implies the reorganization of the organizational management structure, which consists in the redistribution of managerial functions between the company's services and in the allocation of strategically important management functions to the marketing department. In this case, all the resources of the enterprise should be considered from the standpoint

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of ensuring the implementation of the marketing plan. Work on the formation of a production plan, personnel management, financial analysis, etc. should be carried out in order to ensure and control the implementation of the marketing plan of the enterprise. The marketing department must not only use information from other departments, but also provide information support to the latter in drawing up their own plans.

10. Improvement of information support for enterprise competitiveness management. The implementation of a strategy to ensure the competitiveness of an enterprise requires fundamental changes associated with the introduction of information technology. In relation to the conditions of the enterprise, this block of OEM competitiveness management is represented by the following components: development of an end-to-end integrated management system for solving management, design and production problems; creation of a unified integrated system of planning, regulation and cost accounting; development of a unified information model for accounting, management and tax accounting; development of an automated system "Cost management"; creation of information systems "Fast Marketing" and "Finance Management"; development of a computer system for product quality management; introduction of advanced information technologies and modern means of communication; creation of an automated workplace in the engineering and economic services of the enterprise and its production divisions; technical support of information support for intracompany competitiveness management.

Ultimately, we are talking about the transition to computer technology, which makes it possible to combine the main services of the enterprise into a single information field, with further connection to the network of almost all of its divisions, i.e. about creating an information model of an enterprise that comprehensively reflects all business operations and objects involved in them, as well as the whole variety of their relationships.

11. Technical and technological re-equipment and modernization of the enterprise, the introduction of progressive technological processes.

The introduction of quality management systems and the production of competitive products is not possible without solving the problems of technical and

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technological re-equipment and modernization of the enterprise, without the introduction of new progressive technological processes. In this situation, this block of competitiveness management is represented by the following components: development of a comprehensive plan for the phased technical and technological re-equipment of production; activation of internal and attraction of external investment in order to solve this problem.

12. Development of measures aimed at the efficient use of production and financial resources. At present, the reduction of production costs and the efficient use of the production and financial resources of the enterprise is a strategic direction for the development of the enterprise. The main elements of this control block are: the formation of plans to reduce the cost of production and the expenditure of production assets with the consolidation of the responsibility of the enterprise services for their implementation; introduction of a system of planning, rationing and cost accounting for the entire production cycle; implementation of a product quality management system, etc.

Thus, the above schematic block diagram of the OEM for supporting the management of the competitiveness of an enterprise is a set of complex actions that allow: to rebuild the entire management system; use the internal resources of the enterprise; to create in the structural divisions a constant desire to increase competitiveness; increase the competitiveness of the enterprise and strengthen its position in the market. Of course, this scheme, taking into account the complexity and multidimensional nature of the problem of enterprise competitiveness, does not reflect with a high degree of detail the whole range of organizational, economic and other methods for solving this problem. However, such structuring allows for a systematic and targeted search for ways to interface all components of the organizational and economic support of the enterprise management in order to concentrate efforts and control the factors that determine the enterprise's potential, which can increase its competitiveness and stability in the market environment.

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