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SYSTEMATIC APPROACH TO SOLVING STRATEGIC MANAGEMENT TASKS AT AN INDUSTRIAL ENTERPRISE

The nature of an industrial enterprise is such that it performs production, financial, sales and other functions. Various participants in the management process organise and direct the functioning of the enterprise. The methodological basis for managing industrial enterprises is a systematic approach, the principle of implementation of which is put in the first place in the concept of strategic management.

The systemic approach is a branch of the methodology of scientific knowledge based on the consideration of objects as systems, which makes it possible to study hard-to-reach properties and relations in objects.

The systemic approach means that each system is an integrated whole, even when it consists of separate, non-overlapping subsystems. The systemic approach allows us to consider the object under study as a complex of interrelated subsystems united by a common goal, to identify its integrative properties, internal and external relations [3, p. 22].

The functioning of real strategic management systems is characterised by the presence of complex stochastic relationships both within these systems and in relation to the environment. In these conditions, making private decisions without taking into account the overall goals of the system and the requirements imposed on it may be insufficient, and possibly erroneous.

When building a competitive development strategy, industrial enterprises should take into account the following principles of the systemic approach:

- ✓ the principle of absence of conflicts between the goals of individual subsystems and the goals of the entire system;
- ✓ the principle of coordination of information, resource and other characteristics of the designed systems;
- ✓ the principle of consistent progress through the stages of system development.

The systemic approach involves a consistent transition from the general to the specific, when the ultimate goal for which the system is being created is at the heart of the consideration. *The sequence of system formation in the systems approach includes several stages:*

- ✓ the goals of the system's functioning are determined and formed;

- ✓ based on the analysis of the purpose of the system functioning and environmental constraints, the requirements that the system must meet are determined;

- ✓ based on these requirements, some subsystems are roughly formed;

- ✓ the most difficult stage of system synthesis: analysis of various options and selection of subsystems, their organisation into a single system.

The systematic approach to building a competitive strategy for the development of an enterprise will be illustrated on the example of the functioning of an industrial enterprise [1, p. 56]:

- ✓ from the point of view of an economist, the world consists of economic systems of all states;

- ✓ the development of the economic system of a state depends on its geographical location, general characteristics of the economy, natural resource potential, the country's place in the system of the modern world economy, and military power. The state also identifies well-educated labour force, a large number of qualified managers and technical specialists, high level of investment and technology development, how the country's citizens manage the economy, and the institutions they create as reasons for economic growth;

- ✓ the economic system of the state includes sectoral and territorial structures;

- ✓ in terms of sectors, the structure of a single national economic complex is represented by two spheres: material production (or production sector) and non-material production (or non-production sector). The territorial structure refers to the division of the national economy into territorial entities - zones, districts of different levels, industrial centres, and hubs;

- ✓ the basis of the country's economy is the sphere of material production;

- ✓ industry - a branch of production that includes processing of raw materials, development of subsoil, creation of means of production and consumer goods;

- ✓ the main task of industry is to satisfy the interests of the population to the greatest extent possible;

- ✓ competition is the driving force behind the development of industry in a market economy;

- ✓ the mechanism of competition ensures the survival of only those industrial enterprises that are competitive;

- ✓ a competitive industrial enterprise has opportunities for learning and development. This is exactly what the competition mechanism, which is an inherent property of self-organising systems, serves;

- ✓ the competitiveness of an industrial enterprise can be ensured only by eliminating contradictions in its development;

- ✓ contradictions are important in the sense that they contain problems that need to be solved;

- ✓ therefore, industrial enterprises pay more attention to solving the problems they face;

- ✓ the general concept of problem solving is a competitive development strategy.

The analysis of the functioning of industrial enterprises shows that when building their competitive development strategy, the common goal of all economic entities is to form a strategic system that ensures the rational organisation of the aggregate activities of all industrial enterprises.

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СУЧАСНИЙ МЕНЕДЖМЕНТ КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВА В УМОВАХ ЦИФРОВІЗАЦІЇ

Спершу COVID-19, а надалі повномасштабна війна істотно послабили ефективність функціонування вітчизняних підприємств, знизили їх фінансово-ресурсне спроможність, а, відтак, і здатність стабільно функціонувати та розвиватися. Однак, значно гіршим наслідком стало зниження рівня конкурентоспроможності підприємств більшості видів економічної діяльності. За такої ситуації підприємства не спроможні витримувати конкурентну боротьбу не тільки на зовнішніх, але й на внутрішньому ринку збуту продукції (товарів, робіт, послуг). Все це послаблює й конкурентоспроможність національного господарства України, призводить до погіршення якості його функціонування. Натомість, процеси глобалізації, інтеграції та лібералізації, а на їх тлі – євроінтеграції економіки України, є одними з найбільш актуальних у вітчизняній економічній думці та політичній практиці. Тому дедалі гостріше постає питання зміцнення конкурентоспроможності українських підприємств за сучасних реалій, зокрема в умовах цифрової трансформації економіки та суспільства.