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### **THE PROCESS MANAGEMENT OF ENSURING THE ENTERPRISE COMPETITIVENESS IN THE CONDITIONS OF ECONOMIC PROCESSES INFORMATIZATION**

**Abstract.** The purpose of the research is to develop a mechanism of process management of ensuring the enterprise competitiveness of the enterprise in terms of the economic processes informatization. The following general scientific and applied research methods were used in the research process: analysis and synthesis, deduction and induction were used in the process management of determining the methodological basis of the process management of ensuring the enterprise competitiveness; systematization and generalization in the process of clarifying the purpose, object and subject of the process management of ensuring the enterprise competitiveness; the method of abstraction and formalization — to substantiate the conceptual provisions of the process management mechanism of ensuring the enterprise competitiveness in terms of the economic processes informatization; monographic methods — for in-depth study of the tasks; abstract-logical methods — for theoretical generalization of research results and formulation of conclusions and suggestions. The suggested mechanism for the process management of ensuring the enterprise competitiveness in terms of the economic processes informatization allows to determine the level of resource potential and a better choice of the optimal competitive strategy of the enterprise development, and decision making will more precisely justify specific measures to strengthen the market position. The practical significance of the study is, first of all, to build a scheme for the process management of ensuring the enterprise competitiveness of in terms of the economic processes informatization, which creates prerequisites for a responsible and sound policy to improve the management of competitiveness. Originality lies in substantiating the structural elements of the process management of ensuring the competitiveness of the enterprise in terms of the economic processes informatization that affect and determine measures to improve the management of the enterprise competitiveness, which combines the study of active business processes, financial support and information support.

**Keywords:** mechanism, potential, management functions, management principles, competitiveness, resource potential, competitive strategies.

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## **МЕХАНІЗМ УПРАВЛІННЯ ПРОЦЕСОМ ЗАБЕЗПЕЧЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВА В УМОВАХ ІНФОРМАТИЗАЦІЇ ЕКОНОМІЧНИХ ПРОЦЕСІВ**

**Анотація.** Метою дослідження є розроблення механізму управління процесом забезпечення конкурентоспроможності підприємства в умовах інформатизації економічних процесів. У процесі дослідження були використані такі загальнонаукові та прикладні методи дослідження: аналізу і синтезу, дедукції та індукції використовувалися у процесі визначення методологічної основи управління процесом забезпечення конкурентоспроможністю підприємства; систематизації та узагальнення — у процесі уточнення мети, об'єкта, суб'єкта механізму управління процесом забезпечення конкурентоспроможності підприємства; метод абстрагування і формалізації — для обґрунтування концептуальних положень механізму управління процесом забезпечення конкурентоспроможності підприємства в умовах інформатизації економічних процесів; монографічні методи — для поглибленого дослідження поставлених завдань; абстрактно-логічні методи — для теоретичного узагальнення результатів дослідження і формулювання висновків та пропозицій. Запропонований механізм управління процесом забезпечення конкурентоспроможності підприємства в умовах інформатизації економічних процесів дозволяє визначити рівень використання ресурсного потенціалу та більш якісно здійснити вибір оптимальної конкурентної стратегії розвитку підприємства, а вироблення рішень дозволить більш точно обґрунтувати конкретні заходи з реалізації стратегії для зміцнення ринкової позиції підприємства в умовах інформатизації економічних процесів. Практична значимість дослідження полягає, перш за все, у побудові схеми механізму управління процесом забезпечення конкурентоспроможності підприємства в умовах інформатизації економічних процесів, що створює передумови для відповідальної та обґрунтованої політики підвищення ефективності управління забезпеченням конкурентоспроможності підприємства. Оригінальність полягає в обґрунтуванні структурних елементів механізму управління процесом забезпечення конкурентоспроможності підприємства в умовах інформатизації економічних процесів, які впливають і визначають заходи щодо підвищення ефективності управління забезпеченням конкурентоспроможності підприємств, що дозволяє об'єднати вивчення активних бізнес-процесів, фінансового забезпечення та створення інформаційної підтримки.

**Ключові слова:** механізм, потенціал, функції управління, принципи управління, конкурентоспроможність, ресурсний потенціал, конкурентні стратегії.

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**Introduction.** The process management of ensuring the enterprise competitiveness is a complex scientific problem, the solution of which is associated with the improvement of the enterprise's entire management system, with the implementation of specific activities to maintain, develop and increase the competitive advantages, creating a system of accounting, analysis and control of the enterprise competition strategies.

**Analysis of recent researches and publications.** Studies of the theoretical frameworks and practical application of the mechanism of the process management of ensuring the enterprise competitiveness are reflected in the works of Ukrainian and foreign scientists: Ansoff I. [1], Arefieva O. V. [2], Bondarenko A. L. [3], Weissman A. [4], Piletska S. T. [6], Ponomarenko V. S., Tridid O. M., Kizim M. O. [7], Porter M. E. [8], Fatkhutdinov R. A. [9], Swede T. V., White I. S. [10], Korytko T. Yu., Kruk O. M. [11], Bogachevska I., Alieksiieva K. [12], Oleshchuk P. [13], Zhuravlov D., Halunko A. [14], Zhang T. [15], Nitsenko V. S. et al [16; 17], Yatsenko O. et al [18], Zamula I. [19], Latysheva O. [20], Bazaluk O. [21], Andriushchenko K. [22; 23] and others. However, despite the importance of the research, a number of provisions on the formation of a mechanism for the process management of ensuring the enterprise competitiveness in terms of the economic processes informatization remain uncertain and require some further study.

**Purpose.** The purpose of this study is to determine the origin and structure of the process management of ensuring the enterprise competitiveness of the in terms of the economic processes informatization.

**Research results.** The modern concept of the process management of ensuring the enterprise competitiveness is based on the use of basic principles of management, according to which the main elements of the management system are the purpose, object and subject, methodology and principles, process and management functions.

The purpose of the mechanism of the process management of ensuring the enterprise competitiveness is to ensure the viability and sustainable operation of the enterprise in any economic, political, social and other changes in its external environment in terms of economic processes informatization [1; 2]. The object of the mechanism of the process management of ensuring the enterprise competitiveness is the level of competitiveness, necessary and sufficient to ensure the viability of the enterprise as a subject of economic competition under the influence of information flows. The subjects of the mechanism of the process management of ensuring the competitiveness are the top management of the enterprise, which belongs to the coordinated management system of the enterprise and participates in the development and implementation of management decisions in the field of managing of the enterprise competitiveness.

The methodological basis for managing the process of ensuring the enterprise competitiveness are the conceptual provisions of the modern economic and managerial theory, in particular the key provisions of the market theory, the theory of competition and competitive advantages, the concept of strategic management and the concept of strategic, process, system and situational management.

As for the methods — they can be the methods used in management: organizational (orders, specific instructions, solutions to the centers of problems, operational, regulatory, centralized methods); economic (stimulation of interests, general rules, the levers in them are prices, loans, standards, independence in decision-making, long-term performance); socio-psychological (leadership, personality traits, corporatism and a favorable psychological climate).

Economic, technological and socio-psychological management methods created by the management system will be able to influence the management only when they are legally legitimized in a specific legal document (company charter, director's order, department regulations, etc.) or in the form of an oral order or instruction; third, administrative methods become an effective means of optimizing management decisions, giving them their legal force (*Fig. 1*) [3—5].

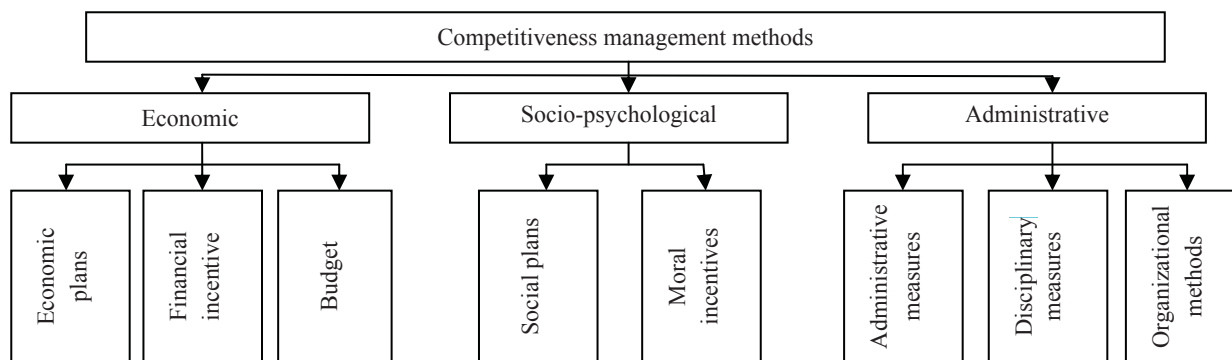


Fig. 1. The structure of management methods to ensure the enterprise competitiveness

The generalization of the experience of competitiveness management shows that the approach to management is the result of management functions, i.e. the management apparatus of any organization in the process of activity must create all the necessary ways to influence the managed system. In fact, all managers work to form the necessary management methods that will ensure a sufficient level of the competitiveness, achievement of goals and mission of the organization. That is why the company, which seeks to develop dynamically and ensure its competitiveness, must constantly restructure its strategy and tactics. In favor of this thesis is evidenced by the increasing use of information technology by managers of organizations, given that intra-company information flows determine the state of self-organizing systems.

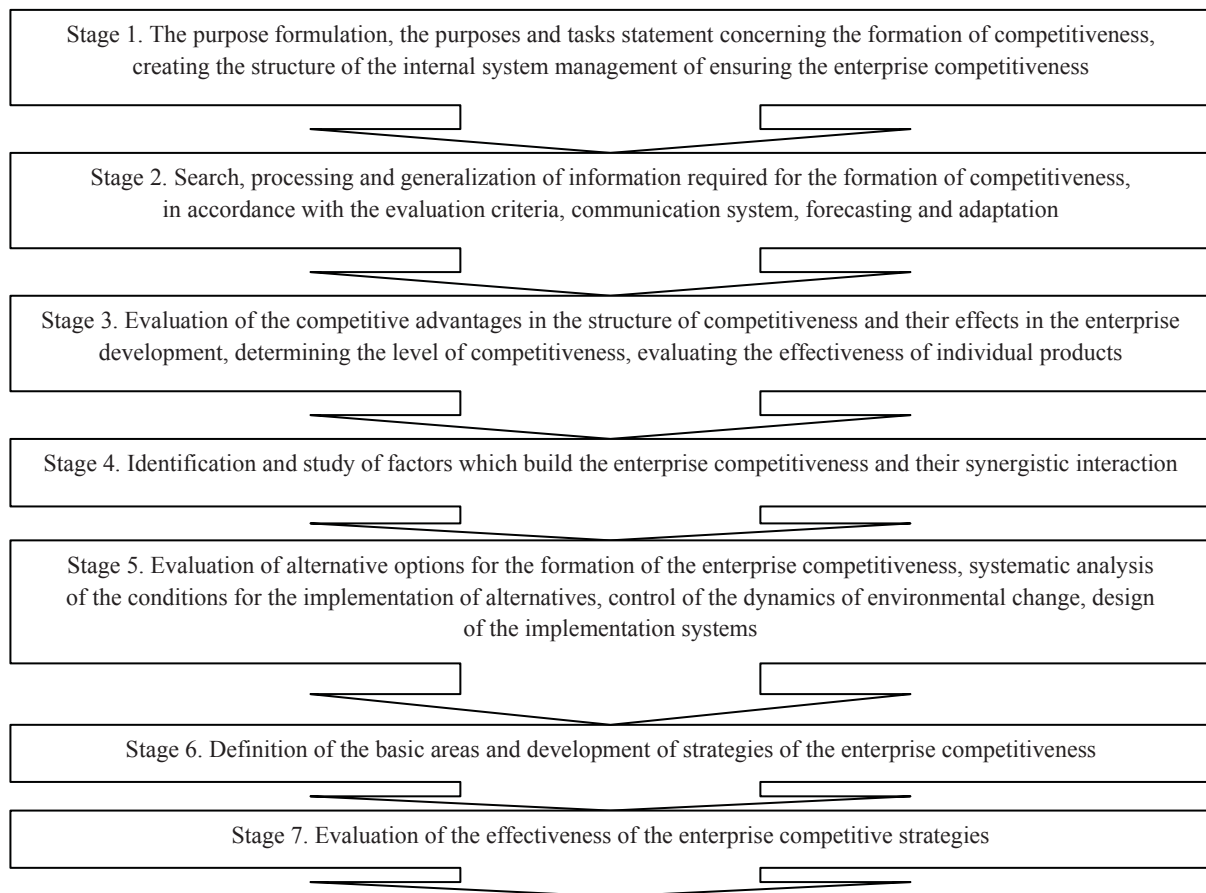
Among the management approaches used in domestic enterprises, it is advisable to highlight the adaptive, resource and strategic approach.

At the present stage of the economic development there is an urgent need to apply a sound adaptive approach to managing the enterprise competitiveness to ensure the effective operation in today's competitive market. An adaptive approach to the process management of ensuring competitiveness makes it possible to take into account the peculiarities of the expected external environment and the dynamic state and legal field; increase the reliability of the management system under the influence of random factors; to ensure the invariance of the competitiveness system to different types of enterprises; optimize the time of development and implementation of the system in the practice of enterprises; increase the level of flexibility and mobility of the competitiveness management system [6]. It is also necessary to determine the need to take into account the level of informatization of both the economy and the enterprise, especially in the context of globalization.

The use of the resource approach is based on the study of available resources and potential opportunities for their use, the emphasis is on improving the efficient use of internal resources in order to ensure the competitiveness of the enterprise. But it should be noted that the resource approach does not take into account the impact of the external environment on the functioning of enterprises [7—10].

The application of the strategic approach to the process management of the competitiveness is to ensure consistency between the mission of the enterprise, its organizational and economic potential, the market requirements and the company's activities in the long run to ensure competitiveness in the environment and information flows.

The combination of these management approaches allows to design development and to define the internal structure of the object of management, to consider influences of environment and the subject on efficiency of the object activity (Fig. 2).



**Fig. 2. The sequence of the process of increasing the enterprise competitiveness, taking into account the general theories of management**

*Source:* authors' development.

The mechanism itself should include the following main stages (see *Fig. 2*): assessment of the competitive potential; the establishment of competitive advantages; the multi-parametric multi-criteria system of evaluation and increase of competitiveness of the enterprise; the choice of competitive strategy based on the system of increasing competitiveness; monitoring of competitiveness during the implementation of the chosen strategy. Important elements of the management mechanism are communications, which are the process of exchanging information [11—15].

The mechanism of the process management of ensuring the competitiveness (*Fig. 3*) should affect all areas of the company's staff, information, materials, finance, investment, advertising, sales activities. Therefore, the enterprise should be considered as an organizational system of the purposes of functioning, increase of competitiveness and its provision.

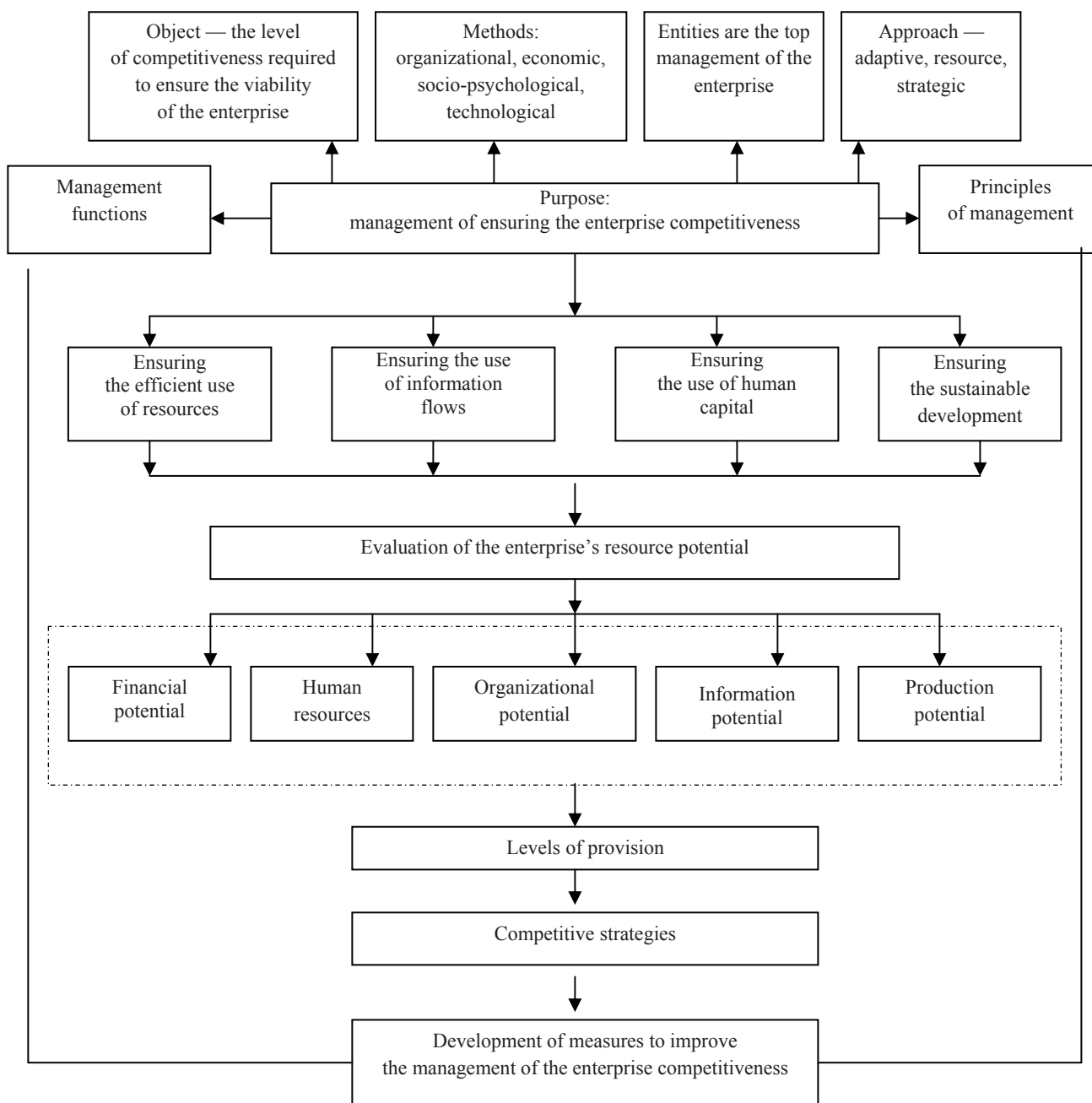
Under the functions of the competitiveness management Voronkova A. E. understands the types of management activities that provide the formation of ways of managerial influence on the enterprise competitiveness [5].

Functions arose as a result of the development of competition, division and specialization of labor. Any management processes in the system of ensuring the enterprise competitiveness are carried out using a functional approach (the management technology).

The functions of the process management of the enterprise competitiveness are the following [16—18]:

- planning-development of a competitive strategy to improve a competitive position of the enterprise in the market;
- organization of measures to implement the developed competitive strategy; optimization of the organizational structure; provision of resources; sales promotion;

- analysis of the indicators that characterize the competitiveness, potential and market activity of the enterprise;
- motivation of the personnel of the enterprise by means of financial and moral incentives of the staff for achievement of the competitive advantages, and also contractors of the enterprise;
- information function — the formation of information flows and the provision of information necessary for the process management of ensuring the enterprise competitiveness;
- quality control of management decisions; quality of services; quality of resources; control over the implementation of the developed competitive strategy of the enterprise, regulation of activity in the sense that through it the coordination of actions of an enterprise different divisions and coordination of different areas of activity for ensuring high efficiency of competitive advantages is carried out;
- regulation of the competitiveness process.



**Fig. 3. The mechanism of the process management of ensuring the enterprise competitiveness in the terms of the economic processes informatization**

Source: authors' development.

Implementation of competitiveness management functions can be carried out both within the general objectives of the management system of the enterprise as a whole and a special management system that has all the necessary attributes: elemental composition, principles of operation, structure, information, economic, personnel, legal and organizational support [19—21].

An important point is to ensure optimal, balanced functioning of the elements of all subsystems. Only in this case it is possible to ensure a synergistic effect, achieve and reproduce sustainable competitive advantages of the whole system. In a simplified interpretation, the management of competitiveness can be identified with the provision of a sustainable economic state of the system and the margin of competitiveness at an acceptable level [22; 23].

**Conclusions.** Using the mechanism of the process management of ensuring the competitiveness presented in the article, the company will be able to determine the level of resource potential and better choose the optimal competitive strategy for the enterprise development, and decision making will more precisely justify specific measures to strengthen the market position in the economic processes informatization.

Effective management of the enterprise competitiveness in terms of the economic processes informatization contributes to the rational use of internal resources, flexible response to changes in the market environment, the formation and provision of competitive advantages, profit maximization, which gives reason to consider this process one of the main factors of the enterprise competitiveness.

Improving the enterprise competitiveness is impossible without the use of current, reliable and complete information, which is the most important economic resource of the enterprise. The use of quality information allows to ensure effective management decisions by managers of different levels of the enterprise management.

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