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IMPROVEMENT OF SYSTEM MANAGEMENT BY COMPETITIVENESS OF ENTERPRISE (ON EXAMPLE OF JOINT-STOCK COMPANY «DNIPROAZOT»)

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The article highlights the issues that lie in the plane of determining the nature and effectiveness of the management system of competitiveness of enterprises and its elements. On results undertaken studies it is set that a management a competitiveness is a permanent, systematic and purposeful process of influence on all levels managements on factors, that provide the production of high-quality and competitive goods. Applying the flow-chart of organizationally-economic mechanism of control system by the competitiveness of enterprise offered by scientists, in the article a study of activity of propulsion JSC «DNIPROAZOT» is undertaken after each of the blocks presented in a chart. Based on the analysis of the competitiveness management system of JSC «DNIPROAZOT» outlined a range of problematic issues for the company, such as insufficient efficiency of personnel management system and motivation of its work, as well as product quality management system. Taking into account the obtained results, the ways of solving the situation at the enterprise are suggested. It is offered: introduction of a line for the production of phosphate-free washing powders, which will conquer new niches in the market of eco-products, create a positive image and, finally, increase the company's revenues; introduction of the position of SMM-manager for advertising in social networks, which will increase the number of sales through effective communication with customers through social networks, the promotion of the brand of JSC «DNIPROAZOT»; the creation of quality circles will have a positive impact on improving product quality through continuous implementation and improvement, saving resources, forming a corporate culture based on respect, democracy, awareness of the value of labor and resources, improving the education of workers, etc.; introduction of a system of depreciation of employees whose actions or omissions affected the emergence of production shortages (at the same time, the data in the technical documentation will be true and, thus, will reduce the time to correct inaccuracies and reduce production stagnation, as well as reduce the number of complaints from customers); introduction of a customs broker in the staff, who will be more interested in fast customs clearance and customs clearance of goods, will timely inform the management about the change of customs legislation and will know for which goods the customs duty has increased or decreased in order to save.

Keywords: system, management, competitiveness, enterprise, elements.

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Raising of problem

A management a competitiveness allows to the workers of enterprise to function break-even in the conditions of reformation of economy. However, only to improve financial results and it will be not enough to accept faithful decisions. Presently the question of management of competitiveness the system

remains actual, as there is not an only look of home and foreign researchers in relation to understanding of essence and priorities of this process.

Analysis of recent research and publications

Directly to the factors influencing or can influence the level of competitiveness, attention is paid in the works of such scientists as



A.E. Voronkova, I.B. Bulakh, T.B. Overflow, T.P. Reshetnikov, V.E. Titarenko, M.B. Chukhriy, V. Koshelenko, I. Kurivsky, O.A. Zhuran. The works of I. Ansoff, F. Kotler, N. Lepp, M. Porter, H. Fashiev, R. Fatkhutdinov, and others are devoted to various aspects of the theory and practice of enterprise activity management [1–6]. However, insufficient attention is paid to the effectiveness of the enterprise competitiveness management system.

The purpose of the article

The purpose of the article is to analyze the competitiveness management system of the enterprise JSC «DNIPROAZOT» on the basis of eight blocks and, on the basis of the analysis, to develop proposals for improving this system.

Presenting main material

Enterprise competitiveness management is a certain aspect of enterprise management, aimed at the formation, development and implementation of competitive advantages and ensuring the viability of the enterprise as a subject of economic competition [7].

Competitiveness management is understood as a constant, planned and purposeful process of influencing at all levels of management the factors that ensure the production of high quality and competitive products. Competitiveness management is considered as a corrective process of formation of production and consumption of products, in order to bring to market a competitive product and reduce the impact of subjective factors [8, p.86].

The modern concept of competitiveness management is based on the use of basic principles

of management science, according to which the main elements of the management system are the purpose, object and subject, methodology and principles, process and management functions [7].

More details of the management system of the competitiveness of the enterprise and their relationship are shown in Fig. 1.

The company’s competitiveness management system has a certain block diagram of the organizational and economic mechanism, which is shown in Fig. 2, and is a special multifunctional system consisting of a set of blocks. The implementation of these blocks coordinates the actions of the management team to achieve the appropriate level of competitiveness and allows you to quickly respond to changes in the impact of external and internal environments and adjust the strategy accordingly [5-6].

As can be seen from Figure 2, the structure of the competitiveness management system consists of eight complex blocks, each of which is designed to provide an alternative solution to increase the level of competitiveness and strengthen the competitive position of the enterprise.

These blocks show the necessary actions, clear economic and technical-technological measures in their combination, the implementation of which will contribute to the implementation of effective management decisions in the field of the company. In turn, these blocks can be studied as a kind of system of various components, which is characterized by the principle of integrity

Consider the effectiveness of the

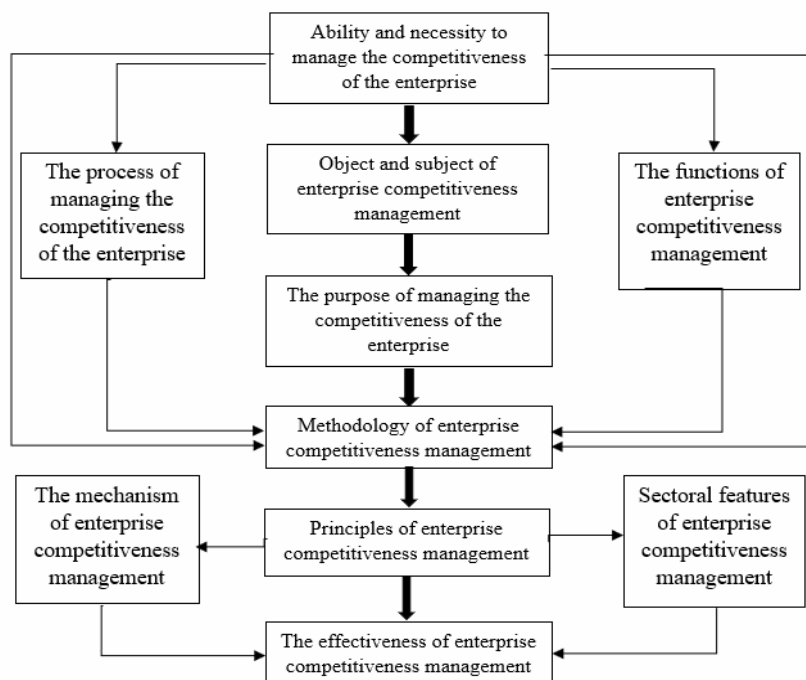


Fig. 1. The relationship of the elements of the management system of enterprise competitiveness [7, p. 306]

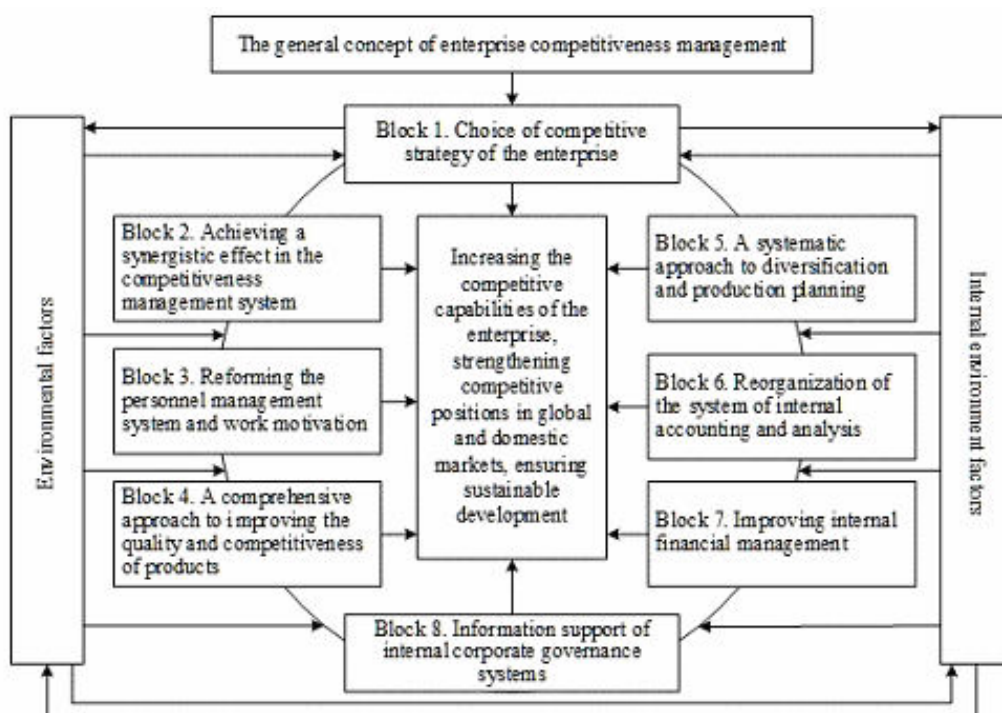


Fig. 2. Block diagram of the organizational and economic mechanism of the management system of enterprise competitiveness [7, p. 312]

competitiveness management system of JSC «DNIPROAZOT» in the context of the described mechanism.

JSC «DNIPROAZOT» sells its products not only in the domestic market, but also has a wide range of customers among foreign partners, the number of which is constantly growing. The high demand for products manufactured by the company indicates its high competitiveness and high quality, appreciated abroad.

To effectively implement its strategy, the company has developed a system that provides it with a stable position in the chemical market not only in Ukraine but also abroad.

Block 1. Choice of competitive strategy:

- the researched enterprise has chosen the strategy of control over expenses as minimization of expenses and decrease in the prime cost of production is a basis of effective activity of JSC DNIPROAZOT;
- the company has chosen an offensive strategy

- seeks to be not only a leader in the chemical market of Ukraine, but also to gain its share in foreign markets;

- to ensure its competitiveness, the company clearly adheres to social and financial and investment strategies. JSC «DNIPROAZOT» constantly carries out significant emissions into the atmosphere, but caring for its reputation, it adheres to the policy of social responsibility, regularly monitoring the content of emissions. Such processes are an integral part of DNIPROAZOT JSC's activity and require both

internal (net profit) and external investments.

Block 2. Achieving a synergistic effect in the competitiveness management system:

- the organizational management structure of JSC «DNIPROAZOT» is corporate. It is coherent and functional and does not require significant changes;

- JSC «DNIPROAZOT» created a whole department of economic security, which monitors the costs and profits of the enterprise;

- the researched enterprise management structure is divided into departments, the heads of which are responsible for the efficiency and effectiveness of their departments and the enterprise as a whole;

- internal management in JSC «DNIPROAZOT» is built on the clear subordination of employees and managers, who report weekly at meetings to the head of their department on the amount of work performed;

- the company has a marketing department that improves product presentation using modern methods (for example, improving the appearance of bags that will be not only reliable but also attractive from the outside or analyze the market, segment it and analyze sales in each of them);

- each member of the Board of JSC «DNIPROAZOT» is responsible for the results of the Company's property, in accordance with the invested share, according to the charter.

Block 3. Reforming the personnel management

system and work motivation:

- the company applies a system of bonuses and bonuses for employees who have met their standards (for example, exceeding the sales plan or saving materials, etc.);

- the company has a so-called «creative thought», where each employee can come up with an idea that will make some improvement or in some way optimize production;

- the system of remuneration is carried out at the expense of bonuses, and one of its components is a bonus for improving the activities of the enterprise. That is, each manager forms a task that can to some extent improve the work of his site and benefit the organization, and as a result of this task, he receives a bonus in the form of additional payment to wages;

- the company conducts annual training and retraining of employees on a regular basis. According to the test results, each employee can move from the lower level to the higher level, which is mainly stimulated by higher wages;

- top managers of JSC «DNIPROAZOT» participate in making important decisions for the company and share their vision of solving a problem, which, in turn, allows you to make effective decisions to increase competitiveness.

Block 4. An integrated approach to improving quality and managing the level of product competitiveness:

- in the production shops of JSC «DNIPROAZOT» new, modernized equipment is used for production, which minimizes the use of human labor, which is one of the competitive advantages of the enterprise;

- JSC «DNIPROAZOT» has created a diversified strategy of going abroad, which provides for the production of various products and work with many partners. This allowed the Company to operate successfully in international markets (Germany, India, Russia, Belarus, Moldova, Lithuania, Slovakia, Slovenia, Romania, Brazil, Mexico, Turkey, Estonia, Latvia and the CIS countries);

- today JSC «DNIPROAZOT» has no joint ventures with foreign partners and is 100% a Ukrainian company;

- the equipment used in the production of the Company's products is reliable, with a warranty period of more than 5-10 years. However, annually funds from the budget of JSC «DNIPROAZOT» are allocated for its depreciation;

- JSC «DNIPROAZOT» to minimize the harmful effects on the ecology of the region uses modern filters to clean harmful emissions into the atmosphere;

- production facilities of the enterprise meet international quality standards, as independent audits

of compliance of working conditions with generally accepted norms take place annually;

- quality policy of JSC «DNIPROAZOT» is aimed at manufacturing high quality, competitive products, which uses a modern quality control system. Due to this, the Company is known as a reliable supplier of chemical products in both domestic and international markets;

- the company is constantly researching and developing new products, innovations, and the management of the innovation department is constantly working to reduce innovation risks and increase the competitiveness of JSC «DNIPROAZOT».

Block 5. System approach to diversification and production planning:

- the company manufactures a wide range of products, which allows the company to minimize the risk of losing sales of one type of product and compensate for it by increasing sales of another;

- JSC «DNIPROAZOT» developed sales plans for sales managers and approved a production plan for shops. Permissible deviation from the plans +/- 5%;

- annually, when drawing up the budget for the next year, JSC «DNIPROAZOT» allocates funds for the renovation or purchase of new equipment, depending on the condition of the existing one;

- in the structure of the Company there is an economic-planning department, the main task of which is to develop an effective business strategy of the enterprise, to involve top managers in its development, as well as to monitor compliance with this strategy and its effectiveness;

- at the researched enterprise at formation of expenses plans of expenses according to tax burden, are formed also payment of the VAT, SCC, the personal income tax, MC, etc.;

- for each shop of JSC «DNIPROAZOT» a production plan is formed, which is carried out on the basis of the plan of last year's sales with an efficiency of + 5%;

- within the Company there is a constant control over the prices of raw materials, which are the key lever of influence on the cost of production;

- on the basis of general development plans, plans are created for each of the departments, in accordance with the scope of their activities.

Block 6. Reorganization of the system of internal accounting and analysis:

- for the account of means, materials, production the enterprise uses both domestic, and foreign methods, depending on a site and sphere of activity;

- within the Company monthly reports are submitted from the accounting department on the payment of taxes, from the financial department on

the financial condition, which are submitted to the members of the board of the enterprise;

- to control their costs, all departments of JSC «DNIPROAZOT» work using IC Accounting, where you can see all the costs and revenues, receipts or disbursements for any period;

- IC Accounting is an effective program of accounting for tangible assets, which is successfully integrated into the activities of the entire enterprise and provides the management of JSC «DNIPROAZOT» timely and truthful information about its condition;

- according to the production plans within the Company cost plans are created;

scilicet the company plans to increase nitrogen production, and for this you need to buy new equipment, as the existing one will not cope with the planned production volumes.

Block 7. Improvement of internal financial management:

- at the end of each month the financial director of JSC «DNIPROAZOT» submits reports to the management on the state of the enterprise;

- the finance department controls the ways of using the working capital of the Company and monitors their efficiency;

- the financial department assesses the financial condition of the enterprise and an auditor is invited once a year as an independent expert;

- for the efficient use of funds in JSC «DNIPROAZOT» annually formed budgets of costs and possible future revenues;

- the financial policy of the Company is aimed at ensuring its competitiveness and maintaining the quality of products at a high level, respectively, funds are allocated for this to ensure the effective operation of JSC «DNIPROAZOT» in the Ukrainian market and abroad.

Block 8. Information support of the internal management system:

- JSC «DNIPROAZOT» has developed an effective personnel management system that defines a clear structural subordination and implementation of the tasks of each of the units, the purpose of which is to ensure the competitiveness of the enterprise as a whole;

- for each employee of the enterprise the automated workplace with all necessary equipment for effective performance of work is created;

- the company has introduced the Bitrix program, which allows managers and management to communicate by creating tasks and their subordination. At the same time, no time is spent on meetings held online;

- daily with the help of tablets, quality managers compile reports on product quality control in production and send them to the head of the

department and the head of production for their elimination;

- the marketing department of the Company conducts regular surveys and analyzes the situation, recording all the data in its tablet, forms reports based on the data and sends them to management;

- the financial department of the enterprise on the basis of data on the cost of production of a product forms a report on its value and in accordance with it and sets the final price;

- to account for the costs of JSC «DNIPROAZOT» there is a financial department, which on the basis of data entered in IC and controls them;

- employees of the Company are fully provided with modern media that help them increase the efficiency of their work and the company as a whole.

Based on the analysis of the competitiveness management system of JSC «DNIPROAZOT» it was found that the company is not effective enough personnel management systems and motivation of their work and product quality management system. Based on the identified weaknesses, we offer measures to improve the efficiency of personnel management and motivation of their work and product quality management system, namely:

1. Introduction of a line for the production of phosphate-free washing powders.

2. Introduction to the staff of the position of SMM-manager for advertising on social networks.

3. Creation of quality circles at the enterprise.

4. Introduction of a system of depression for employees who caused the shortage.

5. Introduction of the position of own customs broker in the staff.

Conclusions

As a result, we can say that the block diagram of the mechanism of managing the competitiveness of any company consists of a large number of subsystems that reflect the aggregate sets of actions, the effectiveness of which gradually leads to increased competitiveness of the company.

The proposed measures to improve the efficiency of personnel management and motivation of their work and product quality management system will have a positive effect.

The main advantages of the introduction of the production line of phosphate-free washing powders for JSC «DNIPROAZOT» are the following:

1. Conquering a new niche in the market – since eco-production is very popular today and people are ready to buy goods that do not harm, JSC «DNIPROAZOT» has every chance to get this niche. In Ukraine, this niche is not occupied.

2. Creating a positive image – the company will care not only about the environment but also about the health of its customers.

3. Increasing sales – phosphate-free washing powder can become a top sale and create competition in the market of phosphate-free chemicals.

4. Increase final revenue by increasing sales.

The introduction of the position of SMM-manager at JSC «DNIPROAZOT» will have the following advantages:

1. Increase sales through effective communication with

2. customers through social networks.

2. Promotion of the brand of JSC «DNIPROAZOT», as today many people learn information through the Internet and social networks.

3. Increase the number of subscribers and, accordingly, those subscribers who can advertise the goods of JSC «DNIPROAZOT» among their friends and acquaintances free of charge.

4. Increase profits by creating posts on social networks and the number of subscribers may increase sales, which directly affect the income of JSC «DNIPROAZOT».

Advantages from the activities of the circle for JSC «DNIPROAZOT»:

1. The productivity of shops will increase, as the successful application of measures to improve product quality will save time for its manufacture.

2. Improving the quality on the basis of constant implementations and improvements in production will have a positive impact on improving the quality of products of JSC «DNIPROAZOT».

3. Resource savings – as the problems that arise are solved at the meetings of the quality circle, the company will save money to attract other professionals.

4. Formation of corporate culture based on respect, democracy, awareness of the value of labor and resources – gathering in quality circles, employees of JSC «DNIPROAZOT» not only solve product quality problems, but also learn to listen and understand the opinions and suggestions of each participant.

5. Improving the education of workers – group activities involve continuous training, as in the production process there will always be problems related to product quality and they will not always be easy to solve.

6. Development of initiative and independence of employees – it is very important for the company to have employees who make their proposals and, consequently, improvements, and work according to job responsibilities.

7. Improving working conditions – product quality is affected by the condition of the employee's workplace, and improving the quality of goods in the first place you need to take care of the proper working conditions of employees.

8. Increasing motivation – it is proposed for

each solution to a problem to provide financial incentives in the form of a bonus to the manager who offered the most effective solution.

9. Cohesion of the staff of JSC «DNIPROAZOT» – the activities of quality groups involves the joint work of different departments and the formation of members of the collective spirit, as all employees must work for one result - is the production of quality products.

The introduction of a system of depreciation of employees at JSC «DNIPROAZOT» will have the following advantages:

1. The number of defective products will decrease, and accordingly the costs of its processing will decrease.

2. Orders will be executed in due time, which will recommend JSC «DNIPROAZOT» – as a reliable supplier.

3. Employees will take care of the machinery and equipment of the enterprise and, thus, extend its service life and save money on the purchase of a new one.

4. The data in the technical documentation will be true and thus reduce the time to correct inaccuracies and reduce production stagnation.

5. The number of complaints from customers will decrease, which will directly affect the growth of sales of JSC «DNIPROAZOT», as customers will recommend the company as a quality manufacturer.

The introduction of the position of a customs broker at JSC «DNIPROAZOT» will have the following effect for the company:

1. The company will save on payment for services to the customs broker from the outside.

2. Own customs broker will be more interested in fast customs clearance and customs clearance of goods, as the employee also has its customers and is not interested in the speed of their duties.

3. The customs broker will inform JSC «DNIPROAZOT» about the change of customs legislation and will know for which goods the customs duty has increased or decreased and, accordingly, will spend or save funds of JSC «DNIPROAZOT».

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УДОСКОНАЛЕННЯ СИСТЕМИ УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ ПІДПРИЄМСТВА (НА ПРИКЛАДІ АКЦІОНЕРНОГО ТОВАРИСТВА «ДНІПРОАЗОТ»)

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В статті висвітлюються питання, які лежать в площині визначення сутності та ефективності системи управління конкурентоспроможністю підприємств та її елементів. За результатами здійснених досліджень встановлено, що управління конкурентоспроможністю – це постійний, планомірний і цілеспрямований процес впливу на всіх рівнях управління на фактори, які забезпечують виробництво високоякісної та конкурентоспроможної продукції. Застосовуючи запропоновану науковцями блок-схему організаційно-економічного механізму системи управління конкурентоспроможністю підприємства, в статті здійснено дослідження діяльності АТ «ДНІПРОАЗОТ» за кожним з наданих в схемі блоків. На базі виконаного аналізу системи управління конкурентоздатністю АТ «ДНІПРОАЗОТ» окреслено коло проблемних для підприємства питань, таких як, недостатня ефективність системи управління персоналом та мотивацією його праці, а також системи управління якістю продукції. З урахуванням отриманих результатів запропоновано шляхи вирішення ситуації, що склалась на підприємстві. Так, пропонується: впровадження лінії виробництва безфосфатних пральних порошків, що дозволить завоювати нові ніші на ринку еко-продукції, створити позитивний імідж і, нарешті, збільшити доходи підприємства; введення в штат посади SMM-менеджера для реклами в соціальних мережах, що вплине на збільшення кількості продаж за рахунок ефективної комунікації з клієнтами через соціальні мережі, на популяризацію бренду АТ «ДНІПРОАЗОТ»; створення гуртків якості позитивно вплине на підвищення якості продукції на основі постійних впроваджень та вдосконалень, на економію ресурсів, формування корпоративної культури, заснованої на повазі, демократії, усвідомленні цінності праці та ресурсів, підвищення рівня освіти робітників тощо; запровадження системи депреміювання працівників, дії або бездіяльність яких вплинули на появу виробничого браку (при цьому, дані у технічній документації будуть відповідати дійсності і, таким чином, скоротиться час на виправлення неточностей і зменшиться застой на виробництві, а також зменшиться кількість скарг від клієнтів); введення в штат посади митно-

го брокера, який буде більш зацікавлений у швидкому заміненні та розмитненні товару, буде своєчасно інформувати керівництво про зміну митного законодавства і знатиме на які товари підвищився або знизився митний збір з метою економії.

Ключові слова: система, управління, конкурентоспроможність, підприємство, елементи.

СОВЕРШЕНСТВОВАНИЕ СИСТЕМЫ УПРАВЛЕНИЯ КОНКУРЕНТОСПОСОБНОСТЬЮ ПРЕДПРИЯТИЯ (НА ПРИМЕРЕ АКЦИОНЕРНОГО ОБЩЕСТВА «ДНЕПРАЗОТ»)

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В статье освещаются вопросы, которые лежат в плоскости определения сущности и эффективности системы управления конкурентоспособностью предприятий и ее элементов. По результатам проведенных исследований установлено, что управление конкурентоспособностью – это постоянный, планомерный и целенаправленный процесс воздействия на всех уровнях управления на факторы, которые обеспечивают производство высококачественной и конкурентоспособной продукции. Применяя предложенную учеными блок-схему организационно-экономического механизма системы управления конкурентоспособностью предприятия, в статье проведено исследование деятельности АО «ДНЕПРАЗОТ» по каждому из представленных в схеме блоков. На основе проведенного анализа системы управления конкурентоспособностью АО «ДНІПРОАЗОТ» очерчен круг проблемных для предприятия вопросов, таких как, недостаточная эффективность системы управления персоналом и мотивацией его труда, а также системы управления качеством продукции. С учетом полученных результатов предложены пути решения сложившейся ситуации на предприятии. Так, предлагается: внедрение линии производства бесфосфатных стиральных порошков, что позволит завоевать новые ниши на рынке эко-продукции, создать положительный имидж и, наконец, увеличит доходы предприятия; введение в штат должности SMM-менеджера для рекламы в социальных сетях, что повлияет на увеличение количества продаж за счет эффективной коммуникации с клиентами через социальные сети, на популяризацию бренда АО «ДНІПРОАЗОТ»; создание кружков качества положительно повлияет на повышение качества продукции на основе постоянных внедрений и усовершенствований, на экономию ресурсов, формирование корпоративной культуры, основанной на уважении, демократии, осознании ценности труда и ресурсов, повышение уровня образования работников и тому подобное; внедрение системы депремирования работников, действия или бездействие которых повлияли на появление производственного брака (при этом, данные в технической документации будут соответствовать действительности и, таким образом, сократится время на исправление неточностей и уменьшится застой на производстве, а также уменьшится количество жалоб от клиентов); введение в штат должности таможенного брокера, который будет более заинтересован в быстром затаможивании и растаможивании товара, будет своевременно информировать руководство об изменении таможенного законодательства и знать на какие товары повысился или снизился таможенный сбор в целях экономии.

Ключевые слова: система, управление, конкурентоспособность, предприятие, элементы.

IMPROVEMENT OF SYSTEM MANAGEMENT BY COMPETITIVENESS OF ENTERPRISE (ON EXAMPLE OF JOINT-STOCK COMPANY «DNIPROAZOT»)

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The article highlights the issues that lie in the plane of determining the nature and effectiveness of the management system of competitiveness of enterprises and its elements. On results undertaken studies it is set that a management a competitiveness is a permanent, systematic and purposeful process of influence on all levels managements on factors, that provide the production of high-quality and competitive goods. Applying the flow-chart of organizationally-economic mechanism of control system by the competitiveness of enterprise offered by scientists, in the article a study of activity of propulsion JSC «DNIPROAZOT» is undertaken after each of the blocks presented in a chart. Based on the analysis of the competitiveness management system of JSC «DNIPROAZOT» outlined a range of problematic issues for the company, such as insufficient efficiency of personnel management system and motivation of its work, as well as product quality management system. Taking into account the obtained results, the ways of solving the situation at the enterprise are suggested. It is offered: introduction of a line for the production of phosphate-free washing powders, which will conquer new niches in the market of eco-products, create a positive image and, finally, increase the company's revenues; introduction of the position of SMM-manager for advertising in social networks, which will increase the number of sales through effective communication with customers through social networks, the promotion of the brand of JSC «DNIPROAZOT»; the creation of quality circles will have a positive impact on improving product quality through continuous implementation and improvement, saving resources, forming a corporate culture based on respect, democracy, awareness of the value of labor and resources, improving the education of workers, etc.; introduction of a system of depreciation of employees whose actions or omissions affected the emergence of production shortages (at the same time, the data in the technical documentation will be true and, thus, will reduce the time to correct inaccuracies and reduce production stagnation, as well as reduce the number of complaints from customers); introduction of a customs broker in the staff, who will be more interested in fast customs clearance and customs clearance of goods, will timely inform the management about the change of customs legislation and will know for which goods the customs duty has increased or decreased in order to save.

Keywords: system, management, competitiveness, enterprise, elements.

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