

Заключение, анализ динамики показателей, характеризующих весовой рост, позволяет сделать вывод об определённых различиях, обусловленных генотипом животных, полом и физиологическим состоянием.

При этом преимущество во всех случаях было на стороне баранчиков, ярочки характеризовались минимальными показателями. Вместе с тем полученные данные свидетельствуют о достаточно высоком уровне продуктивности молодняка всех генотипов.

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BASIC PRINCIPLES OF MANAGEMENT OF THE INTERNATIONAL COMPETITIVENESS OF THE ENTERPRISE

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The development of modern enterprises is inextricably linked to the increase in the volume of their activities on international markets, as well as qualitative changes in the nature of business. Limited domestic investment demand, market instability

and fierce competition in the domestic market, the orientation of many domestic enterprises to foreign consumers make it necessary to intensify the international activities of Ukrainian enterprises.

The macroeconomic aspect of forming a strategy for increasing the level of international competitiveness of the enterprise is considered in the works of domestic and foreign scientists and practitioners: O. Amoshi, G. Bagiyeva, A. Bazilyuk, I. Buleeva, A. Voronkova, Y. Makogon, V. Pankov, I. Piddubny , F. Kotler, M. Porter, S. Prahalad, V. Skinner, J. Lamben [1, 2].

Among the numerous scientific bibliography related to the problems of developing a strategy for managing the international competitiveness of an enterprise, there is not an adequate number of developments, the purpose and result of which would be to determine the organizational and economic content of the strategy for managing the international competitiveness of enterprises, as well as to develop a methodical approach to choosing the optimal strategy for its management.

The idea of managing the company's competitiveness consists in determining the competitive determinants that determine the goals, objectives, as well as the means of forming and implementing the optimal strategy for its development. In view of this, there is a need to develop methodological foundations for the formation of a strategy for managing the international competitiveness of an enterprise and to determine the tactical means of its implementation.

Since the international competitiveness of the enterprise acts as a function of many components, the content of its strategic management consists in the integrated use of private strategies of market behavior, which as a result leads to the enterprise obtaining competitive advantages. It is appropriate to note that the implementation of the competitiveness strategy should be continuous, changing depending on the change in the state of competitive determinants, that is, the use of strategic management is an immanent form of the organizational and economic mechanism of competitive struggle, which acquires special importance with the growth of dynamism and uncertainty of international markets.

As a result, it is possible to clarify the meaning of the concept of "strategy for managing the international competitiveness of an enterprise" - it is an organizational and economic mechanism of competitive behavior of an enterprise on international markets, aimed at maintaining and developing long-term competitiveness in the course of active adaptation of the internal environment of the enterprise for the purpose of its development and changes in state of external and internal competitive determinants.

As the main problems of strategic management of the international competitiveness of the enterprise, it is possible to single out the formulation of the goals and objectives of the enterprise's international activities, the construction of an organizational management structure that is adequate from the point of view of the efficiency of the execution of tasks or the implementation of business processes, the recruitment and distribution of different levels of personnel resources by tasks or processes, the formation of bases data and knowledge bases for making management decisions, creating a system for their implementation, control and analysis of results.

In addition, the high level of competitiveness of the enterprise in terms of the degree of development of competitive advantages, adaptive activity and the results of economic activity is determined by a high degree of economic and organizational measures regarding the implementation of marketing (or a developed marketing orientation of production) [3]. It is this approach that has become the main one today in determining the key priorities of the enterprise's international competitiveness.

Note that a business process of any level can be called a key competence, therefore an enterprise can have many competences, the identification and classification of which becomes a difficult task.

As a result of the joint sequential-parallel flow of business processes in the internal environment of the enterprise, the production and innovation potential of the enterprise is formed, which is the ability for stable production activity within the framework of the chosen strategy in the conditions of a complex and changing external environment. In combination with the marketing and financial potential of

international activity, the production and innovation potential represents the potential of the enterprise's international competitiveness.

Knowledge of how to organize business processes to achieve the effective potential of an enterprise's international competitiveness constitutes the content of key competencies.

Thus, competence is an enterprise resource containing experience, knowledge and the ability to effectively organize business processes to achieve a certain goal.

The content and variety of strategic management tasks determine the development of a number of functional and sub-functional strategies:

1. Production and innovation strategies (R&D strategy, innovation implementation strategy, supply strategy, quality strategy, production strategy, etc.);
2. Marketing strategies (strategic marketing research, sales strategy, advertising strategy, price strategy, contract strategy, etc.);
3. Financial strategies (production financing strategy, international activity financing strategy, currency strategy, etc.);
4. Organizational and personnel strategists (organizational development strategy, personnel strategy, organizational culture formation strategy).

The main classification feature of the typology of international competitiveness strategies of the enterprise should be, first of all, the type of competitive advantages that the enterprise seeks to create. The possibilities of forming a certain type of competitive advantages of the enterprise, in turn, are determined by the external environment - the industry in which it competes, and the resource potential of enterprises [4].

The process of implementing the strategy should be based on the fact that consumer requests for new products, or for those already produced, lead to the formation of priorities, which then become mandatory for further operations of the enterprise. The following algorithm is proposed to identify priorities:

1. Breakdown of the market into segments.

2. Determination of the requirements of each market segment and the basic conditions of activity on it (exogenous competitive determinants).

3. Evaluation of the importance of competitive determinants.

4. Transformation of the most significant competitive determinants into specific requirements for the characteristics of engineering and production operations, their financial, marketing and organizational support.

The company's priorities can be combined into a kind of complex, since operations cannot satisfy purchasing needs without conducting research and design work, without communication with sales, as well as without direct or indirect support of financial, personnel and information management. Having identified performance requirements, the firm's manufacturing unit uses all of its potential capabilities (as well as those of its suppliers) to meet these requirements [5].

The company's capabilities include its technical and technological potential, management systems, organizational structure, culture and personnel.

Thus, the main tasks of the development of this strategy are, firstly, to correctly define the specific requirements for production, marketing, financial, organizational and personnel operations for each of the business processes, and secondly, to develop plans that guarantee the sufficiency of operational and other capabilities of the enterprise to fulfill these requirements.

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