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NATIONAL AVIATION UNIVERSITY**

Management of Foreign Economic Activity of Enterprises Department

ALLOW TO THE DEFENSE

Head of the Department

_____ *O. Kyrylenko*
“ _____ ” _____ *2021*

QUALIFICATION THESIS
(EXPLANATORY NOTE)

by Specialty 073 “Management”,

Educational Professional Program “Management of Foreign Economic Activity”

Topic: *«Competitive advantages of LLC “Eurostandard Services” and implementing it in external economic activity »*

Performed by: *Kuzmenko Hlib Volodymyrovych*

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Educational Professional Program: "Management of Foreign Economic Activity"

APPROVED

Head of the Department

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" _____ " _____ 2021

TASK

to perform Master Thesis by student

Kuzmenko Hlib Volodymyrovych

(surname, name, patronymic)

1. Topic of thesis: **Competitive advantages of LLC "Eurostandard Services" when implementing external economic activity »**

approved by the Rector order of **12/10/2021, № 2217cm**

2. Deadline of thesis: **from 11/10/2020 to 31/12/2021**

3. Initial data for thesis: **Accounting reports of LLC "Eurostandard Services". Consolidated financial reports for 3 years ,scientific works, Internet resources, library resources.**

4. The content of the explanatory note (list of issues to be developed):

Required: **to examine the essence of competitiveness, methods of competitiveness; to analyze the directions for employees of different positions; to perform the analysis of financial and economic activity of LLC "Eurostandard Services"; to analyze the internal and external environment of the enterprise; to identify competitiveness strategy of organization and its advantages; to give proposals for the improvement of system of competitiveness for employees and managers.**

The list of mandatory graphic material:

Theoretical part: tables –1, figures -1.

Analytical and research part: tables – 10, figures – 10;

Project and advisory part: tables – 5, figures – 4.

SCHEDULE

№	Stages of Master Thesis performing	Deadline of stages	Comment
1.	Collection and analysis of necessary information about LLC “Eurostandart Services” according to the topic of the thesis	03.11.2021- 12.11.2021	done
2.	Determination of peculiarities and directions of including the features special equipment in industry	13.11.2021- 18.11.2021	done
3.	Design the references used for analysis of competitiveness of enterprise and usage of different measures for improving competitiveness in organization	19.11.2021- 28.11.2021	done
4.	Preparation and presentation of the theoretical part	29.11.2021- 02.12.2021	done
5.	Preparation and execution of analytical and research part of the thesis	03.12.2021- 11.12.2021	done
6.	Developing proposals for improving system of work motivation LLC “Eurostandart Services” considering international instruments, taking into account the work specification	12.12.2021- 14.12.2021	done
7.	Design of project and advisory part of the Master Thesis	14.12.2021- 18.12.2021	done
8.	The final design of the Master Thesis (contents, introduction, conclusions, appendices, etc.)	18.12.2021- 22.12.2021	done
9.	Report and presentation preparation	22.12.2021- 25.12.2021	done
10.	The signing of necessary documents in the established order, preparing to defend the thesis and preliminary thesis defense on graduating department meeting	25.12.2021- 31.12.2021	done

Student _____ (Kuzmenko G.V.)

Scientific advisor of Master Thesis _____ (Kyrylenko O.M.)

АНОТАЦІЯ

Дипломна робота присвячена дослідженню проблемних аспектів покращення системи конкурентоспроможності, а також покращення існуючих методів конкурентоспроможності з вивченням зарубіжного досвіду на базі Товариства з обмеженою відповідальністю “Євростандарт Сервісес”.

У вступі визначено актуальність та практичну цінність обраної теми дослідження, основну його мету та завдання, зазначено предмет та об’єкт дослідження.

Перший розділ присвячено теоретичним основам сутності поняття «конкуренція» та «конкурентоспроможність». Також розглянуто поняття «конкурентоспроможність підприємства». У розділі розглянуто її різновиди та останні методи підвищення конкурентоспроможності на підприємствах. Також проаналізовано роль мотивації працівників та постійного покращення інструментів поліпшення конкурентних переваг на підприємствах.

У другому розділі наведена загальна характеристика досліджуваного підприємства, проведено аналіз його фінансово-економічної діяльності, кадрову політику організації і ситуацію з кадрами. Також досліджено сучасний стан системи конкурентних заходів для підприємства.

У третьому розділі вказані основні шляхи покращення системи конкурентних переваг, розроблені рекомендації щодо впровадження найбільш підходящих заходів та використання найбільш ефективних інструментів підвищення конкурентоспроможності, згідно особливостей підприємства та специфіки роботи, проведена оцінка ефективності пропозицій.

У висновках та пропозиціях узагальнено результати дослідження.

Ключові слова: конкуренція, переваги, конкурентні переваги, методи підвищення конкурентоспроможності, покращення переваг, імплементація переваг.

ABSTRACT

The thesis is devoted to the research of problem aspects of competitiveness system improvement as well as improvement of existing methods of competitiveness with the study of foreign experience on the basis of the Limited Liability Company "Eurostandard Services".

The introduction specifies the relevance and practical value of the research topic, its main goal and objectives, and the subject and object of the research.

The first section is devoted to theoretical foundations of the notion of "competition" and "competitiveness". It also considers the concept of "competitiveness of an enterprise". The section reviews its varieties and the latest methods of increasing the competitiveness of enterprises. It also analyzes the role of motivation of employees and continuous improvement of tools for improving competitive advantages in enterprises.

The second section provides a general description of the surveyed company, carried out an analysis of its financial and economic activity, human resources policy of the organization and the situation with the staff. The current state of the system of competitive actions for the company is also investigated.

The third section includes the main ways of improving the system of competitive advantages, developed recommendations on the implementation of the most suitable measures and using the most effective tools for increasing the competitiveness, according to the peculiarities of the company and the specifics of work, the effectiveness of the proposals were evaluated.

The results of the research are summarized in the conclusions and propositions.

Key words: competition, advantages, competitive advantages, methods of increasing competitiveness, improvement of advantages, implementation of advantages.

АННОТАЦИЯ

Дипломная работа посвящена исследованию проблемных аспектов совершенствования системы повышения конкурентоспособности, а также совершенствованию существующих методов повышения конкурентоспособности с изучением зарубежного опыта на базе общества с ограниченной ответственностью "Евростандарт-Сервис".

Во введении указаны актуальность и практическая ценность темы исследования, его основная цель и задачи, предмет и объект исследования.

Первый раздел посвящен теоретическим основам понятия "конкуренция" и "конкурентоспособность". В нем также рассматривается понятие "конкурентоспособность предприятия". В разделе рассматриваются его разновидности и новейшие методы повышения конкурентоспособности предприятий. В нем также анализируется роль мотивации сотрудников и постоянного совершенствования инструментов повышения конкурентных преимуществ предприятий.

Во втором разделе дана общая характеристика исследуемого предприятия, проведен анализ его финансово-хозяйственной деятельности, кадровой политики организации и ситуации с персоналом. Также исследуется текущее состояние системы конкурентных действий компании.

В третьем разделе приведены основные пути совершенствования системы конкурентных преимуществ, разработаны рекомендации по реализации наиболее приемлемых мер и использованию наиболее эффективных инструментов повышения конкурентоспособности в соответствии с особенностями компании и спецификой работы проведена оценка эффективности предложений.

Результаты исследования обобщены в выводах и предложениях.

Ключевые слова: конкуренция, преимущества, конкурентные преимущества, методы повышения конкурентоспособности, улучшение

преимуществ, реализация преимуществ.

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INTRODUCTION

Present conditions of increased integration processes have a significant impact on Ukrainian economic activity in all spheres of management. These processes are closely intertwined with the external economic activity of enterprises. Entering the external markets provides access to new sources of resources and technology and gives the opportunity to expand their activities, which ensures their steel economic development. Rapid expansion of foreign trade relations leads to the need for companies to choose new areas, forms and types of foreign activities, thus there is a need to search for new markets and consumers. Therefore, when entering foreign markets, it is important for any company to create such advantages that would allow it to establish itself in an international competitive environment.

Relevance of the work. Difficulties arising before companies in connection with the transition to the market, in many respects connected with the fact that the management of companies does not know the laws of the market and mechanisms of its action. The situation poses new tasks to management: to plan its activity rationally, to raise quality and competitiveness of goods and the firm, how to ensure effective sales of products.

The term "competition" in economic literature has various interpretations.

A. Smith viewed competition as a behavioral category when individual sellers and buyers compete in the market for more profitable sales and purchases respectively.

F. Knight defined competition as a situation in which there are many competing units and they are immovable. Y. Schumpster argued that, at least in terms of economic growth, competition is a competition between the old and the new.

In terms of market structure, competition is a series of conditions that place a firm in the position of a price-taker. In this sense, competition can be defined as a type of market opposite to the monopolistic structure.

On the other hand, competition can be defined by association with the word "compete" (compete, rival) as a type of behavior of rival firms in a given market.

Pure competition occurs when there are numerous sellers and buyers engaged in buying and selling a homogeneous (identical) product. An example of such a market is the market of finance, agriculture. In this case sellers and buyers alone are not able to influence the price. The price is set through the interaction of supply and demand.

Perfect competition is pure competition with two additional characteristics:

1. perfect mobility of resources within a market and no barriers for resources to enter/exit that market,

2. the possession by both sellers and buyers of perfect knowledge of the market.

There are no examples of perfect competition in the world economy. The concept of perfect competition is used as a certain standard to evaluate other forms of market organization.

Effective (real) competition occurs when buyers and sellers operate independently. To be effective, a competing system must be open and free, and its participants must be comparable, because competition between unequals cannot be called real competition. Competition is also not competition if a minority wins and many lose. In that case, the result is a monopoly that prevents effective competition. Unregulated monopoly is less attractive from the point of view of society than any form of competition, with its social consequences.

In modern conditions it is especially important for every enterprise to evaluate correctly the created market situation in order to offer effective means of competition which, on the one hand, would meet the current market situation in Russia and

tendencies of its development and, on the other hand, the peculiarities of a certain production.

The most difficult stages of this work are the comprehension of the ways to achieve competitive advantages and development on this basis of measures to strengthen the competitive position of the enterprise. All this makes the theme of this thesis topical.

In the process of researching competitiveness as a generalized economic problem, the following factors should be taken into account:

- it is necessary, first of all, a quantitative assessment of economic objects, which are the carriers of the property of competitiveness, without which the maintenance of the level of competitiveness, its increase has a subjective nature;
- a universal generally accepted notion of competitiveness is absent;
- to a number of the basic parameters which define a level of competitiveness, relativity and specificity;
- competitiveness is determined using the results of comparisons of both enterprises and their products;
- comparison of economic objects in the process of comparative analysis of competitiveness should satisfy the requirements of completeness and correctness.

Reducing Competitiveness Management of domestic enterprises leads to an increase in the export potential of the country, which, in turn, makes it possible to ensure its steel development. In connection with Ukraine's potential accession to the European Union, Ukrainian enterprises are facing stiff requirements for operating in the conditions of international competition. Since Ukrainian products have mainly competitiveness, enterprises should look for ways to production modernization, the search for market opportunities, adaptation to the needs of foreign consumers. If earlier the entry of the company into the foreign market was only one step in the strategic plan of development, now the need to ensuring the requirements of international competition is the main task of the for domestic enterprises.

To solve the problem of managing the competitiveness of enterprises and their entry into foreign markets are devoted to a lot of scientific studies. Among them are works of such scientists as G.L. Azoev, I. Ansoff, I. Ansoff, E.A. Beltyukov, J.S. Zavadsky, I.I. Dakhno, Dolzhansky, O. G. Yankovyy and S. Kolesnik, M. Porter, J. Sivachenko, G. Strokovich, G. Filyuk, O.G. Jankowitsch and many others. They significantly broadened their understanding of the peculiarities of management and control of peculiarities of international competitiveness management, but some of their aspects are still not given enough attention. Strengthening violent methods of competition, increasing the number of players. In the conditions of the market economy, there was an active demand for the development and implementation of new approaches to managing the competitiveness of products in Ukrainian enterprises when entering foreign markets.

The *research object* is a competitiveness and advantages of it of the company in the field of external economic activities.

The *research subject* is a set of theoretical, methodical and practical approaches to the evaluation and development the main directions of competitiveness, it's advantages and disadvantages in the company.

Purpose of the scientific work is the a study of problems of development in theory of formation of competitive advantages of the enterprise when performing foreign economic activities..

To achieve the set purpose the following *objectives* were identified:

- to examine of approaches to the definition of the concept of "competitive advantages";
- to make a classification of competitive advantages;
- to examine the main strategies for competitiveness management of the enterprise
- to calculate and evaluate the LLC "Eurostandart Services" financial indicators

- to purpose new measures of raising the competitiveness of LLC “Eurostandart services”

PART 1: THEORETICAL AND METHODOLOGICAL ASPECTS OF COMPETITIVENESS

1.1 Competitiveness of foreign economic activity: concepts, main tasks and organizational forms

Globalization and integration processes of the world economy significantly change the conditions of international economic activity of enterprises: new methods and technologies of formation of international competitive advantages are being introduced, the turbulence is increasing and the range of actually operating subjects of world markets is widening, such requirements to the management of enterprises in making quality managerial decisions are increasing. These changes increase competition in the global market and cause new problems in the external economic activities of domestic enterprises, among which is particularly urgent task is to develop and implement effective competitive strategies for international economic activity and enterprise development.

The basis of market economy is the concept of competition as the main driving force for the evolution of the relationships of the subjects functioning in this environment. The most successful participant of such competition is the one who is able to withstand competition in domestic and foreign markets.

The most important factor in a market economy is the spirit of competition, which largely determines the forms of people's economic activity and is most clearly manifested in such an economic category as competition.

Competition occurs when many goods with similar consumer properties are sold on the same market. The essence of competition is to improve or maintain the

position of the enterprise in the market, which is achieved by differentiating the goods supplied by the enterprise from its competitors both by the degree of compliance with a particular customer need and by the cost of satisfying it.

Competition and competitive struggle is the main point of of the functioning of the economic system, which is based on market mechanisms, the key categories in the general scheme of the categories of the market mechanism" [1].

The notion of competition is ambiguous in modern economics. science. "The word competition "is derived from the Latin "concurrential", which means "rivalry", "rivalry" [2]. For the development of methods and methods of effective strategy of forming competitive advantages as a theoretical basis it is necessary to use the works of of representatives of classical and neoclassical schools of economics, investigating the very notion of competition, market models and the peculiarities of the processes that occur in these markets.

One of the synonyms to the word competition is the word rivalry. As we know from psychology, rivalry is one of the basic instincts of man. Rivalry encourages man to make better use of his abilities and knowledge. Most of the achieved human benefits are obtained precisely by means of rivalry, competition.

The Austrian economist J. Schumpeter defined competition as the competition of the old with the new, with innovation.

F.A. Hayek, an Austrian economist and sociologist, the most prominent representative of neoliberalism, noted that competition is a process by which people acquire and transfer knowledge. In his view, in the marketplace, it is only through competition that the hidden is revealed. Competition leads to a better use of abilities and knowledge. Most of the human goods achieved are obtained precisely through competition, competition.

Some literature mentions that competition can be behavioral, structural and functional.

Behavioral competition refers to the struggle for the buyer's money by satisfying his needs. [3]. A. Smith himself considered competition as a fair competition without competition, which is conducted between buyers and sellers for the most favorable conditions for the sale of goods. The ideas of the behavioral The ideas of the behavioral approach were developed by the representatives of neoclassical theory which included: A. Marx, A. Kolesnikov, A. Isaac Morozov, V. Surkov, V. Surkov and others. Representatives of which are: A. Marshall, P. Heine, G. Moore, U. Jevonson, who viewed competition as a struggle for rare economic benefits. The logic of this approach is that most of the goods (goods, services, resources) are rare because their number is less than the potential consumption of society. In according to their benefit. Therefore, as the American economist P. Heine believes, "competition is the desire to satisfy as much as possible the criteria of access to rare goods" [10].

Structural competition is an analysis of market structure to determine the degree of freedom of seller and buyer in the market (the shape of the market) and the way out of it. The structural approach reveals the importance of competition from the point of view of from the point of view of analyzing the state of the market, its structure and the conditions which are developing on it. The structural approach to the explanation of competition is described in the works of Φ . Edgeworth, A. Cournot, J. Robinson, E. Chamberlain, F. Knight, C.R. McConnell and S.L. Brew and other scientists.

Thus, F. Knight defines competition as ". a situation in which there is competition a lot of units and they are insignificant" [9].

C.R. McConnell and S.L. Bruce define competition as the presence in the market of a large number of independent buyers and The competition is the ability of buyers and sellers to enter the marketplace with ease and to stay in the marketplace to leave the market" [1].

The rivalry of the old with the new, with innovation, when the hidden becomes apparent can be designated as functional competition.

As it was proved by many economists and on practice of both foreign and domestic business, competition is the driving force of society development, the main tool of resources saving, improvement of goods quality and living standards of population.

Competition can be classified by geographical feature. It is possible to distinguish local, regional, national, international and global competition.

Competition is an element of the market mechanism, which is realized in the form of interaction of market subjects and struggle between them for the most favorable conditions of application of capital.

In the market competition can take various forms and be carried out by different methods. It can be divided into intra-industry and inter-industry competition.

Inter-sectoral competition should be understood as competition between entrepreneurs of one branch of economy for more favorable terms of production and sale of goods. This is due to the fact that the enterprises of one and the same industry differ significantly between each other in the quality of used means of production, raw materials, technical equipment and qualified labor, as a result of which there are differences in the cost of products and the amount of profit per unit of production. Despite these differences, inter-sectoral competition leads to an equalization of prices and profits of enterprises.

Intra-industry competition is competition between producers operating in different sectors of the economy. At the heart of this type of competition is the desire of entrepreneurs to maximize profits, to find the most profitable area of capital investment.

Proceeding from economic theory, it is possible to estimate the level of competition in this or that branch of the market according to seven attributes:

- the number of producing firms;

- the differentiation ("differentiation") of goods;
- level of concentration (i.e. the specific weight of each firm in the production and sale of a given commodity);
- the way the price of the commodity is formed;
- opportunities for the emergence of a new firm in a given market;
- the degree to which buyers and sellers are informed about the prices and quality of goods;
- the extent to which purchases are made without compulsion.

In industrialized countries, the efficiency of competition mechanism has existed for a long time and its mechanism is well established. Kyrgyzstan, due to the known political reasons, is still unmanageable in this respect. Therefore, it is important at the initial stage of building the mechanism of competition and ensuring competitiveness to define the terms and concepts.

Let's consider in detail components of the above definition, separately each word.

Processes can be: social and personal; economic, legal, social and natural; administrative and productive; providing, transforming and finishing; material and virtual; objective and subjective; maintaining parity (balance) and reproductive; logical and emotional, etc.

The components of the word "management" in the concept of "competition" are: finding, developing, maintaining, using, developing, dying out competitive advantage.

As "subjects" in the concept of "competition" can be any social, production or biological systems.

Competitive advantages of subjects can be hereditary, structural, technological, informational, qualification, managerial, natural and climatic, etc.

As the goals of the system can be: the fulfillment of the mission of the organization; victory in sports competitions or creative competitions, in a particular

market with a particular product; achievement by external or internal development or absorption of a competitor of a certain state or level; maintenance of the achieved level; survival, etc.

J. Schumpeter defined competition as the intersection of the old with the new, with innovations.

The essence of competition is manifested through the functions it realizes. Therefore, the function of the current form of competition is investing in the regulation of gaining of profit of the participants of the system in the process of production and exchange of commodity assets. In L. Zhigun's opinion, the state of competition is prevented by the establishment of relations between hired labor and investment of capital. This means that the functional essence of competition lies in the elimination of the normal development of the economy.

Thus, the representatives of classical and neoclassical economics A. Smyth, D. Ricardo, J. Schumpeter, E. Chamberlain, J. Robinson, A. Cournot, F. Edgeworth, J. Keynes, P. Heine, A. Marshall, F. Haik, C.

McConnell, S. Brue, M. Edgeworth, K. Wichsell investigated the content of competition, its manifestations in the conditions of different market models and specific features of the relevant economic processes. Depending on the nature of competition markets are sometimes differentiated as follows: the market of thorough competition, monopolistic competition, oligopoly and monopoly.

Modern competition theory developed in the last quarter of the twentieth century due to the works of M. Porter, A. Strickland and A. Thomson, I. Ansoff, are well known in Ukraine. In the recent time in the Ukrainian science have appeared serious and deep research of the competition, carried out by the representatives of by representatives of the Ukrainian economics school: A.P. N.K. Masovko, R.A. Fatkhudinova, A.Y. Yudanova, G.A. Azoev, and A.P. Chelenkov, V. E. Khrutsky and others. An analysis of the scientific works of these authors has shown that at the present time there is an absence of the rhetorical literature on the subject. Analysis of

the research works of these authors showed that there is no universally accepted notion of competition. This can be explained This can be explained by the fact that modern economic science has not yet fully grasped the concepts included in this category of concepts. To date, the scientific literature gives different definitions of the notion of "competition", which are represented below.

A. Smith believes that competition as a super-partnership can increase prices (with A. Competition as a superpower can raise prices (when there is a shortage of supply) and lower them (when there is a surplus of supply).

G.L. Azojev insists, that competition is a superpower between separate legal or physical persons (competitors), interested in achieving the same goal.

A.Yudanov believes that market competition is the struggle of companies for the limited volume of consumers' profitability in accessible segments of the market.

M. Porter says that competition is a dynamic and developing process that continuously changing, producing new products, new marketing.

marketing means, new production processes and new market structures

Haik F.A. definition is next: competition is a process with the help of which people acquire and transfer knowledge.

Zav'yalov P.S. Competition is the most effective and cheapest method of economic control, it costs the society minimum expenses.

Heine P. Competition - the desire to satisfy as best as possible the criteria access to rare goods.

Fatkhutdinov R.A. Competition is the process of the subject's management of its competitive advantages for gaining an advantage or achieving other aims other goals in competing against competitors for the satisfaction of general and specific interests or sub-individual needs under the law or under natural conditions. [5]

Analysis of scientific literature in the field of competitive advantage creation has allowed the existing and newly emerging theories in the field of competitive

advantage creation competitive advantage creation into three basic concepts: the market concept; resource concept; and the institutional concept.

The market concept sees the following as the basis of competitive advantage market power and the strategic position of the sector, the choice of strategy the choice of strategy is made depending on the specifics of the type of market and the available resources. Theoretical considerations of the current market concept are based on Theories of Absolute Advantages by A. Smyth, the theory of comparative advantages by D. Ricardo.

Ricardo, Herscher-Ohlin theories, Leontief theories shows us that the emergence of new tendencies in the development of the economy and society in general have led to the need for a reinterpretation of these theories to form competitive advantage. Within the framework of this approach, in 1980, the competitive advantage theory of M. Porrus was developed competitive advantage by M. Porter that reveals the mechanics of forming competitive advantage in the real world. The resource concept of strategy formation is seen as alternative to the market concept of creating strategies for creating competitive advantage. This concept is the most consistent with the growing trend towards a tendency to prioritize the firm, and not the industry as the main unit of analysis.

The resource concept is revealed in the works of B. Wernerfelt, E. Pentrose, but the basic ideas are more clearly formulated in the works of R. Ramelt, D. Aaker, R. Amit, D. Tice, S. Montogoneri, R.M. Grant, K.K. Prahalad and G. Hamow. Thus, the resource concept is based on the belief that the market structure of the organization is based on the unique combination of materials and services material and non-material resources of the firm and their management, Therefore, as a source of competitive advantage is the combination of its original and highly replicable specific resources.

In the 2000s, the emergence and development of new organizational forms contributed to the appearance of another concept to the creation of competitive

advantages, in which the main role played relationships with customers, partnerships and strategic alliances. The interconnected nature of the organisation of entities in today's economy is causing changes in the foundations of competition through the merging of competitive and cooperative relations between market participants.

From the perspective of the institutional concept, economic choice and economic behavior of the behavior of market participants is determined not only by the goal of achieving the market is not only determined by the objectives of maximizing profits, material and non-material resources, but also by limitations having a social nature, human norms, values, traditions and attitudes. The motives of human behavior go beyond the economic optimization and include social righteousness and responsibility. Compliance with these factors brings benefits in the form of of lightness, volume of resources, capacity for productivity and contribute to the the success of the organization [6]. Research in this area is presented in the works of F. Webster, J. Handelman and S. Arnold [6]. However, due to the fact that research on institutional changes in social norms.

Thus, having investigated and summarized the views of the authors on the meaning of the concept of "competitive advantage", we can make the following generalization: "Competitive advantage is the real ability of the company to take and keep the leading positions position on the market at the level of the development of technology, marketing, finance, management HR, implementation of innovations that allow the company to win in the competition.

This definition:

- reveals the essence of competitive advantage, considers competitive of competitive advantage as the basis of effective activity of the organization;
- reveals the way competitive advantages are formed;
- The organization is committed to innovation and comprehensive use of all capabilities of the of the organization;

- The activities of the organization are focused on gaining a leading position in the competitive environment.

Therefore, studying the essence of competitive advantages allows us to define their role and place in the system of competitive relations. In the system of system of competitive relations, competition is a system-creating category, it is a destructive force for the development and formation of competitive relations.

At the present stage of world development, competition as a driving force for all producers of goods to constantly search for new ways to improve their quality, reduce prices, and improve service quality. Due to the scarcity of resources there is a new problem - saving resources from consumers of goods by simplifying the design and improving the quality of goods the client can consume. We believe that in the 21st century, this problem will be a priority, while at the end of the 20th century, the resource costs of consumers of complex equipment exceeded its lifetime price by up to 5 times more in industrially developed countries, and by up to 20 times in developing countries (the equipment of these countries). By the degree of intensity of the competition can be different and distinguished.

There are:

- attractive, when in a given segment the subject satisfies its needs more qualitatively or receives more profits than in the previous segment;
- moderate, when actions of the subject of competition support the competitive environment in the given segment of the market;
- ferocious for the subject of competition when the subject of the competition absorbs, destroys or displaces the subject of the competition from the given segment;
- fierce for the competitor when the object (rival) absorbs, destroys or ousts the object from the segment.

The modern market is characterized by regulated competition, which is commonly referred to as fair competition. It means that in the market no one, none producer can monopolize the production or sale, the rights of consumers can not be

infringed and the actions of business entities do not contradict the laws. Competition can take different forms. Nevertheless, we should start from the most popular forms. First of all, there are intra- and inter-branch competition. Both of them are different within their objects, subjects, reasons to be implemented and results. This description of this peculiarities is presented in the Table 1 below.

(Table 1).

Inter-branch and intra-branch competitiveness

Features	Inter-branch	Intra-branch
Subjects	Enterprise of one industry	Enterprise of different industries
Objects	Better conditions of production and sales	Spheres of the best capital investments
Reasons	Different individual values of similar products	Different profit margins of different industries
Results	Market price and market value of homogeneous goods	Average profit and production price

Source: made by author

In modern economics, in order to create a competitive enterprise, it is necessary not just to modernize production and management, but also to know clearly what it is done for, what goal should be achieved. The main thing must be one thing: the ability to identify, quickly and effectively use its comparative advantages in a competitive struggle. All efforts should be directed to the development of those sides, which distinguish you from potential or real competitors.

First of all, it is necessary to engage in professional training of your staff. Particular attention should be paid to the study of disciplines on standards, regulations, certificates, etc. Further it is necessary to create at the enterprise a uniform system of management of quality of resources, production or services. And the main emphasis should be made on quality management in order to prevent defects in products or services and attract full human and financial resources. Such quality management systems should cover not only production but also financial activity of an enterprise. Finally, it is necessary to make a transparent system of financial

reporting. This requires training a generation of accountants capable of doing what CFOs currently do, that is, managing assets and their fair market value.

1.2 Managing of competitiveness of enterprise and features

Competitiveness is the ability of the company to supervise in the industry, on the national and world markets. It should be noted that the change in competitiveness is caused by influenced not only by management actions on enterprises, but also be the result of the activity of competitors. Therefore, the competitiveness is characterized by a high level of flexibility, which requires maintaining stability and resilience in uncomfortable environmental conditions. The notion of competitiveness is investigated and interpreted Depending on the economic object, taking into account its characteristics. In various scientific publications also encountered the term "Competitiveness", which, in the opinion of many economists, is a synonym for competitiveness". This diversity of definitions shows that the competitive strength of the company is a complex and multifaceted phenomenon, which requires comprehensive study. The analysis of numerous of the category "competitive capacity" ("competitiveness") allowed to see the following features of this notion:

1. According to the territorial and geographical characteristic, the following are distinguished:

- International .
- Intra-national.
- Regional

2. The following are distinguished by the level of the competing objects:

- Industries.
- Enterprises
- Product

3. For the varieties of the Fixation in time is distinguished:

- On the specified date.
- Current
- Forecasted

Of course, the criteria, characteristics of competitiveness at the level of goods, firms, corporations, industries, have their own specifics, which must be analyzed differently. The competitiveness of the product shows more complete ability to meet the demands of consumers compared to similar products on the market. It is defined by competitive advantages: Quality of products, production costs, prices, technical support, service, advertising, the image of the producer, as well as the situation on the market. High level competitiveness of the product says about the profitability of production and the possibility of obtaining a good profit.

Competitiveness of the industry is determined by the presence in it technical, economic and organizational conditions for the creation, production and sale (at a cost no higher than that of alternative) products of high quality, that meets the requirements of specific groups of consumers.

Competitiveness of the industry is the ability not only to outperform in competitive struggle, but also to take an active part in it.

The competitiveness of an enterprise should be understood as the ability of the company to perceive the consumer (market), its ability to design, produce and implement the product which by its properties is more satisfactory for consumers than competitors. Thus, the Competitiveness of the company is characterized by the ability to adapt to the conditions of the environment.

The notion of competitiveness is a very important indicator, which is determined by the stability of the enterprise and the product, which is released on the market, as well as by the stability of the company and the product, which is released on the market, as well as the level of sales of the company's products on the market.

Some experts reduce the competitive capacity and competitiveness into synonymous terms, but there is little difference. Competitiveness shows the future capabilities of the company to competitiveness and competitiveness is the current situation. One of the criteria that determine the success of the company on the world market is the level of its international competitiveness. International competitiveness should be understood as the attainment of enterprises competitive advantage in the competition on the international market.

One of the most widespread is the definition of competitive advantage as a set of certain characteristics of the product or brand that have a certain advantage over competitors, which are defined according to the most valuable characteristics. Competitive advantages show in which areas the firm reached the best results for the competition. Competitive advantages give to be able to turn correctly the strategy of positioning of products on the market, turning target segments on the market and concentrate there their financial resources.

The source of the emergence of competitive advantages can be divided into internal and external. The internal ones are those characteristics of the internal activities of the company, which exceed the characteristics of the main competitors. External competitive advantages are those based on ability to offer the best value for customers, which enables them to more fully satisfy their needs, reduce costs or increasing the efficiency of the activity.

An important place in the competitiveness management is taken by the assessment of of the level of competitiveness of the enterprise. This will make it possible to assess the competitiveness of the company competitive position, to develop a management strategy and mechanism of of increasing the competitiveness of the enterprise. The overall process of the assessment of the competitive capacity of the enterprise consists of the following stages:

- 1) determination of the goal of the competitiveness evaluation. At this stage it is necessary to establish claims to external investment resources and reserves for economic growth and objectives of current management;
- 2) selection of the group of main competitors with the necessary information for to assess the competitiveness;
- 3) determination of main groups of indicators of competitive capacity (production, financial, innovation, human resources, indicators of marketing potential, organizational structure of management);
- 4) calculation of individual, group, integral indicators for all companies;
- 5) making a conclusion about the level of competitive ability of the of the enterprise and development of measures for improvement or retention of competitive positions.

In the scientific literature there is the following process of evaluation of the competitive capacity of the company, which in our opinion is more complete:

- 1) determination of conformity of products to the standards;
- 2) definition of the set of indicators for assessing products competitive ability;
- 3) selection of a standard for the comparison;
- 4) comparison of quality, economic and marketing indicators for assessment of the competitiveness of products;
- 5) analysis of the company's capabilities to improve these indicators;
- 6) calculation of the integral level of competitiveness of products;
- 7) analysis of competitive advantages and disadvantages compared to competitors.

Today the enterprise is one of the main lanes of the economy of the country, the basis for satisfying the needs of the state. But with the development of market relations there is a problem in maintaining the stability and growth of the business for each enterprise. That is why it is important to develop a system of management competitiveness of the enterprise through continuous monitoring of the market situation and main performance indicators of the competitors, improvement of production, marketing and management processes. It is important to carry out such a management at the enterprise, which would to avoid unprecedented situations in the future. Entering the The market with a competitive product is only the first step in the work of the of the company on the market, but it will take a long and systematic work to managing the competitiveness of the company.

Managing the competitiveness of the enterprise a set of of measures which are focused on systematic improvement of the product, constant search for new sales channels and new customer groups, improvement of service, advertising [22].

The management of the competitiveness of the enterprise is a partial It is a particular function of general management that is directed at the formation and implementation of the competitive position of the enterprise implementation of competitive advantages and ensuring the livelihood the company. Competitiveness is an open system that has an input and output, can be both managed, and not managed. The goal of competitiveness management is to ensure vitality and stable functioning of the enterprise for any economic, political, social and other changes in its environment.

The object of the competitiveness management is the level of required and sufficient for ensuring competitiveness is the level of competitiveness which is necessary and sufficient to ensure the viability of the company as a subject of economic competition.

The subjects of the management of the competitiveness of the company are certain of people who belong to the coordinated system of management enterprise and take part in the development and implementation of management solutions in the sphere of managing the competitiveness of the enterprise [30].

We distinguish between external and internal factors of influence on the process of competitiveness management competitiveness. The internal factors include: organization and legal form and structure of the company; level of scientific and technological development of production; qualification of the staff; business image of the enterprise. External factors are equally important, which, unlike internal factors, are the following internal, are not under the control of the enterprise. These include: the state of the market of goods, technology, manpower, scientific and technological development and influence of state.

During the process of forming the policy of competitiveness at the same time it is necessary to be guided by the following conditions. The scientific and technological level and the level of use of innovations; competitiveness of products according to the "price-performance" principle and the degree of customer satisfaction; efficiency of resource utilization; the level of financial stability.

To ensure the gradual and balanced development of the enterprise, the stages of the management process are formed competitiveness of the enterprise:

- 1) implementation of management functions: process planning; management technology implementation; product improvement;

- 2) shaping the methods of management or the means of influence of the managerial system on its employees by using a combination of material and moral incentives;

- 3) formalization of management methods, which means their conversion into into concrete orders, instructions, and decrees;

4) provision of managerial influence on the managerial basis [17].

This is an equally important stage in the managerial process of competitiveness management is the estimation of the competitive advantages of the company is implemented on the basis of the analysis of strengths and weaknesses the following indicators:

- 1) the need for capital investments;
- 2) a wide assortment of competitive products of high quality and affordable price;
- 3) the need for means of shaping consumer demand and sales stimulation;
- 4) a set of measures which provide for advantage over competitors on the market; a set of measures which provide for advantage over rivals on the market;
- 5) shaping of a positive image of the company in the opinion of clients;
- 6) constant renewal of products through implementation of new marketing developments [17].

The basic principles of competitiveness management include of the company are:

- principle of integrity of the theory and practice of management; the principle of unity of theory and practice of competitiveness management - this principle means that any managerial decision must be in line with the logics, principles and methods of competitiveness management;
- the principles and methods of competitiveness management and define its practical tasks; the principle of systemic management, which means considering each object as a system. The system approach allows taking into account all the necessary interconnections in the management system and

makes it possible to recognize the factors and conjugate the mechanism of making managerial decisions and achieving goals set;

- the principle of scientific environment-oriented management. It stipulates The economic laws must be taken into account when shaping the management system competitiveness and methods of modeling, which help to increase the of the stability of the management system operation;
- the principle of ranking the objects of management for their importance. It requires determining the importance, value, and rank of the objects for their effectiveness, relevance, scale, risk level. Since the resources of the company are limited, that is why at first they must be hidden in the connection of the most important problems of increasing the competitiveness; the principle of rich variability, which calls for the generation of alternative variants of development of events; the principle of consistency of managerial decisions when analyzing their variants. This principle implies that alternative variants of management decisions other variants of their acceptance must be reduced to a comparable.

The decision on their adoption should be based on the parameters of time, quality, quantity, scale, risk, value/non-value, feasibility, etc. Choosing the most of the most effective management decision variant must be taking into account the specifics of the activity of the company; principle of preserving and developing competitive advantages the principle of preserving and developing competitive advantages. It includes identification of strengths and weaknesses of the object of the management object, as a result of which it is possible to form an effective competitive strategy and attain the company's advantages in that or other areas of activity in comparison with its competitors;

- the principle of market orientation - this principle implies that the development of the of the enterprise depends on the capabilities initiated by

changes in the external environment and the market environment, in particular - the development of demand and market demands; the principle of goal orientation - this principle implies that programs of increasing the competitive capacity of the enterprise must to the goals of its competitive strategy;

- the principle of comprehensiveness requires the optimization and integration into a single potential for increasing the competitive capacity, which is contained in all functional basis of the activity of the company;
- the principle of flexibility this principle provides for the possibility of strategic maneuvering in case of changes in market parameters and the appearance of potentially possible threats;
- the principle of timing implies that the process of developing and implementing competitive strategies of the company must be regulated procedurally and in time.

They distinguish the following basic approaches that are used in the management of competitiveness of the enterprise: systemic, as a logical way of thinking, according to which the management of competitiveness of the enterprise is based on a clearly defined goals and ensures that all subsystems are coordinated to achieve the goal; process, which involves structuring and differentiating business processes of the enterprise into several components that help to to achieve the set goal; functional which considers the system of interconnected functions, which includes the process of planning, organizing, motivating and controlling all of all the resources that are connected with the competitiveness management; situational, which means using modern management technologies, methods and techniques.

The basis of building a system of competitiveness of the company is based on an integrated approach to the main functions of management analysis, planning, organization, motivation, control, regulation [12].

The main functions of competitiveness management of the company are:

- analysis of indicators that characterize the competitiveness of products, potential and market activity of the enterprise;
- planning the development of a strategy for improving the competitive position of the company;
- planning the development of a strategy for improving the competitive position of the company;
- planning the development of a strategy for improving the competitive position of the company and market;
- organization of measures for implementation of the developed competitive strategy.

Motivation of the company's personnel by means of material and moral stimulation of employees to achieve competitive advantages; motivation of the company's personnel by means of material and moral stimulation of employees to achieve competitive advantages control over implementation of the developed competitive strategy of the company, the regulation of activity in the sense that through it coordination of various activities of different divisions of the companies and coordination of different areas of activity to ensure high efficiency and competitive advantages.

The system of competitiveness management of an enterprise is a lagoon-component and lagoon-functional system, which is composed of a complex of mutually complex of interrelated blocks, which feel the influence of external and internal factors and create a certain integrity.

The structure of the management system is made up of a number of complex blocks that reflect the way the system works.

The structure of the management system is formed by the complex blocks which reflect certain actions and concrete actions in their interconnection will contribute to the effective implementation of managerial decisions in a certain sphere.

All the blocks of the system are united by the basic principle that ensures the solution of the problem of increasing the competitiveness of the enterprise, enhances its position on the market and ensures its stable growth by means of creation and maintenance of competitive advantages. For its part, each of the blocks can also be considered as a system that also includes system operating components.

Thus, the general block system of organizational and economic system of organizational and economic management system of the competitiveness of the company is a set of subsystems that reflect a set of actions of the company is a subset of subsystems that reflect a set of actions to improve competitive position of the enterprise. Due to the complexity of the factor of competitiveness, the overall block system does not reflect all the details, such as organizational, economic and technical methods and techniques to increasing the competitiveness of the enterprise. However, through this system it is possible to carry out a systematic search for ways to combine all components in order to concentrate forces on the factors that determine internal potential of the enterprise, which makes it possible to increase its competitive capabilities.

Taking into account the European experience to the complex management of competitiveness of the company, it must be noted that at the moment.

Today, the European countries ensure the management of competitiveness management already at the stage of the design of the product, creating methods that minimize the possibility of deviations in the production phase.

Therefore, the management of competitiveness of enterprises with each year it becomes more and more important in the market relations and today is the key to the success of the activity. Under such conditions, it is necessary for Ukrainian enterprises to accelerate the process of creating a management system competitiveness management system, to adapt them to market relations and to strengthen their strategically oriented.

1.3 Classification of competitive advantages

An analysis of scientific literature, which concerns the classification of competitive advantages, showed that there is a developed classification of competitive advantages, but each author in the given introduces its own view, depending on the objectives of the research. Domestic and foreign authors consider competitive advantages from the point of view of formation of their sources, determination of their qualitative and quantitative characteristics and propositions of the mechanism with the aim of formation and retention of competitive advantages.

B. Karloff asserts that "strategy tells us what the company should concentrate its efforts on and what actions need to be taken in order to achieve significant competitive advantages". In conditions of increasing competition practical interest in competitive strategies increases, so we should admit that at this time the problems associated with the development and implementation of competitive strategies, is relevant. Competitive strategy - a concept of management, associated with the creation and implementation of competitive advantage, which ensures a strong position in the market and in competition. The very competitive strategy determines the actions directed against rival firms.

Today there are various classifications of competitive strategies. The systematization of scientific views allowed to distinguish the following features of competitive strategies classification: depending on the intensity of action, basic strategies of creation of competitive advantages, market segment, the size of the enterprise. Depending on the focus of action in the competition there are three types of competitive strategies: offensive, defensive offensive (stabilization strategies) and defense (survival). The widest model for the classification of basic (generic) competitive strategies is the theory of M. Porter. Porter's theory. M. Porter proposed to typologize competitive strategies based on the scale of the market (wide, small) and the type of competitive advantage (delay or differentiation). As a result of this

approach, the American researcher M. Porter distinguishes basic strategies for creating competitive advantage: cost leadership strategy; differentiation strategy and focus strategy (two types). Each strategy of the group of basic strategies discloses an approach to obtaining competitive advantage and focuses on how to preserve these benefits over a long period of time. Each strategy takes into account the type of competitive advantage and the scope of the strategic goal. To ensure competitive advantage the organization must focus only on one basic competitive strategy.

M. Porter in the book "Competition" points out that the biggest strategic mistake is to try to use all the basic strategies at the same time. The concept of basic (generic) strategies has a number of flaws. First, the controversy arises even from the fact that M. Porter pays attention to the fact that the organization must follow one strategy, but the strategies of differentiation and cost leadership are of a dual nature: both strategies are based on quality and cost control, so the best option for development - the combination of strategies. Secondly, each strategy has special conditions for implementation, which must be taken into account when selecting a specific strategy. This classification is based on two types of competitive advantages. A decade later, A. Thomson and A. Strickland proposed their own classification of strategies for creating competitive advantages, based on the basic strategies of competition by M. Porter.

According to this classification there are nine competitive strategies: strategy of leadership on the basis of low costs based on the reduction of costs; strategy of differentiation, or individuation; strategy of optimal costs (the strategy of the highest cost; the focused strategy or the market niche strategy, based on low costs, focused on a high segment of customers at the expense of low production costs; the focused strategy or the market niche strategy, based on the differentiation of products, is focused on the high segment of buyers due to certain tastes and demands, full satisfaction of the demands of buyers of the particular segment). The analysis of these strategies has allowed to reveal a number of shortcomings: - the choice of competitive

strategy can be based on several competitive advantages, instead of two types of competitive advantages offered by authorities; - nine strategies do not cover all the possibilities; - the choice of strategy cannot be limited by only one strategy. G.L. Azoev, A.P. Chelenkov in his book "Competitive Advantages of the Company" distinguishes nine basic strategies of formation of competitive strategies: strategy of reduction of costs of products, differentiation, strategy of market segmentation, strategy of implementation of innovations, strategy of negative response to market consumers. The strategies of creating competitive advantages, suggested by G.L. Azoevich, have significant differences in the nature of achieving competitive advantages. According to the classification proposed by A.Y. Yudanov, four strategies of competition in the commodity market are distinguished: volitional (power), patent (niche), commutative (applicable), optional (pioneer). The above classification of competitive strategies has the following advantages: - expands the number of competitive advantages that underlie competitive strategies; - expands the number of competitive strategies that can be used by the organization. Thus, all of the above classifications of strategies for creating competitive advantages are internal strategies focused on internal growth. Another important criterion, on the basis of which competitive strategies can be classified, is the part of the market belonging to the organization.

Thus, F. Kotler distinguishes four types of competitive strategy: the strategy of the market leader, the strategy of "giving the lead", the strategy of "following the leader", the strategy of a specialist (outsider, "nisher") [5]. One of the important signs of the classification of competitive strategies is the size of the company. Large firms, unlike small firms, have the ability to carry out mass standardized production, as well as expanding the scope of their activities, but as the size of the company grows, their flexibility falls. Thus, the dominant strategy of large firms is the strategy of serving mass consumption. Medium-sized companies can function successfully if they adhere to their core values, and they can choose one of four types of growth strategies: The

strategy of preservation, the strategy of searching for a "headhunter", the strategy of leadership in the niche, the strategy of moving beyond the niche. In the competition with the big firms these enterprises use their main advantages: flexibility, mobility, territorial maneuverability. M.I. Knish in his book "Competitive Strategies" distinguishes the following strategies of small firms, the main goal of which is to use their advantages more effectively: - strategy of duplication; - strategy of optimal size - this strategy is based on the positioning of small and specialized markets, i.e. those areas of activity, in which large production is not effective, and the optimal is a small company; - strategy of participation in the product of a large company, or the strategy of integration, which is characterized by the fact that the organization performs the function of the sub-supplier of minor parts or filling materials for a large company; - the strategy of using the advantages of a large company is characterized by the fact that the other company cooperates with the large one on the terms of commodity or business franchising.

Thus, the classification of competitive strategies reveals the theoretical positions that underlie the formation of strategies for creating competitive advantages. Thus, the competitive strategy must determine the following: how the management of the organization will respond to changes in conditions of any type, how it will try to solve the strategic problems facing the organization. Competitive strategy has a very narrow framework, it is focused on ensuring the successful competition and providing consumers with the highest value. According to the classification developed by R.A. Fathutdinov, it is advisable to group competitive advantages according to their relation to the research system (organization, country, etc.), sphere of origin, The value of the benefit factor, the method or means of its obtaining, the place of implementation, the time (duration) of implementation, the type of the obtained final result [53]. S.Y. Bezsmertnyy. believes that this classification has certain drawbacks: First, it classifies competitive advantages by a very limited number of characteristics that does not create a complete picture of their diversity; on the other hand, its

nonversalization (applies to different objects, including countries, organizations, goods, etc.) does not make it possible to create the conditions for the development of a specific and complete system of competitive advantages in relation to each of the above listed objects (in this case, enterprises). In his opinion, the classification of competitive advantages of an enterprise, developed by S.Y. Bezsmertny [7], will eliminate the mentioned disadvantages and will contribute to a better understanding of them, the correct orientation of the enterprise during their creation and achievement of appropriate results.

To be a successful enterprise, it is necessary to masterfully manage all competitive advantages. In summary, they can be classified according to the following characteristic features:

- their sources of origin (internal and external);
- strategically oriented (operate in the same sphere as the general competitors or completely different);
- nature (created independently by the company or dictated by changes in the surrounding marketing environment);
- duration of action (simultaneous or continuous);
- impact on potential (new or existing ones);
- nature of the impact on customers (forming customers or being formed by customers);
- level of implementation.

The approach suggested by the author involves the fact that each of the competitive advantages of the company, identified by S. Bezsmertnyy, can be classified according to one of the signs as: low, medium or high level. Analyzing the above interpretations of the category of "competitive advantage", we can conclude that the competitive advantage in any given period of time, in particular the ability of the company for better use their limited resources, reaching more stable and durable position in the market than competitors. Therefore, it is necessary to determine where

it is more advantageous to conjugate resources, which capabilities of the enterprise should be developed to ensure a high level of its competitiveness.

1.4 Differences in Ukrainian and foreign types of competitiveness

The experience of studying the problems of competitiveness as a non-substantial part of competition and development of a business entity inseparable part of the competition and development of the dominant subject on the market in the conditions of competition with other market participants has a rich history.

The work of the classical economist Adam Smyth, "Investigations on the Nature and Causes of the Wealth of Nations" (1768), revealed the factors that determine absolute advantage of states in international trade (land, natural resources, labor and capital), as well as the proof of the advantages of openness of national economies recognize it as the first attempt to study the phenomenon of competitiveness [26].

An indirect study of the problem is marked by an assessment of competitive advantages since the middle of the 19th century values of competitive advantages from the middle of the XIX century from the cost economics point of view, in the XX century and at the beginning of the XXI century from the cost economics point of view beginning of the XXI century from the point of view of knowledge and intellectual potential. In Ukraine beginning of the active studying of the problem of competition and accordingly the development of competitive advantages

The competitive advantages of the research workers were caused by the changes in the political system, changes of the state scale such as transition from the directive to the market economy in the 90s of the last century [23].

In the last years of the twentieth century, when the conditions of competition conditions and intensive searches for new ways of effectiveness began, Business and management theorists (mostly American) have suggested a number of concepts as

universal recipes for company activities in order to retention of market power. One of them tried to create new companies on the basis of the traditional corporate experience, others tried to create a breakthrough in the future.

The most challenging thing for the world economy at the end of the first decade of the twenty-first century was the global financial crisis. It has shaped difficult conditions for market for companies around the world. And the problem of competitiveness in an unstable environment has reached a new level of relevance. The search for ways of competitive advantages in a dynamically changing economy is still going on today. Current market conditions are characterized by instability, The environment in which the competitiveness of the company is shaped and the environment in which it is able to compete, is a constant crisis, which results in new risks and peculiarities of the environment in which the competitiveness of the enterprise is shaped.

The question of formation of competitive advantages of the enterprise in Ukraine has been discussed since 1991 when the market was freed and foreign brands gained access to it. of foreign brands. The steps taken by the state authorities to improve competitiveness of enterprises in various spheres of activity are legal and normative active measures are based on the Constitution of Ukraine, and at the same time Legal and regulatory assets that have a bearing on the state regulation of various regulation of various sectors of the economy must be in line with the principles and principles and constitutional principles.

The model is based on the main components of the whole system of state management (infrastructure, objects, subjects) and an analysis of the functions. The system is based on the analysis of functions and relations between them and is suitable for different types of enterprises. Intrusion of the state in the processes of development of organizations is advisable to carry out in the following tensions: acting on the relations on the market through legislation, taxation, Investment and tariff policies, and by regulating relations between employees and employers [26].

Efficient management of the interaction between the state and business in today's economic realities economic realities, is directly correlated with the success functioning of the commercial sector and improvement of state regulation of regulation of the development of social and economic systems [20].

Despite the integrative approaches of the state and business to ensuring the Competitiveness of Domestic Enterprises, the competitiveness of Ukrainian organizations is very low. The main of the formed situation on the Ukrainian market, to a certain extent the main reason for the situation on the Ukrainian market is inefficiency of tactical management. In the countries of Western Europe, North America and North Asia, TQM has become widespread. The concept of total quality management. The TQM concept includes A documented quality system which regulates the responsibility and responsibilities of all employees of the company from top management to the managers, as well as their interaction in the quality of products and services rendered [24].

In Japan and the USA such methods of development of competitive advantages as benchmarks have developed advantages as benchmarking and reengineering. The term "benchmarking" is derived from English benchmark ("notch", "beginning of the lead") something that is overpowering quantitative and qualitative characteristics taken as a benchmark in compared to others. Among the traditional marketing research

is distinguished by the focus on studying best technologies, production processes, methods of organizing and selling the products [21].

Reengineering is a fundamental re-engineering and radical re-built business processes with the aim of improving such key indicators, such as cost, quality, level of service, speed functioning, finances, marketing, construction of information systems to achievement of a radical, streamlined improvement of the activity of the company. The radicality of redesign means changing the entire system, not only in the surface transformations [14].

Studying foreign experience is important and significant for the development of competitive advantages of Ukrainian enterprises in the sphere of services is important and significant of the full range of methods of analysis and formation of competitive advantages.

The proper tactics of the formation of competitive capacity of the organization.

Experience of state regulation with a centralized approach to modeling of the conditions of functioning of the internal market of agro-industrial products is characteristic of the EU countries. For example, in 1957, the European

European Economic Partnership (with the participation of FRN, France, Italy, Belgium, Netherlands, Belgium and Luxembourg), the main goal of which is the formulation and implementation of a unified agri-food policy aimed at improving the productivity of agricultural production.

In New Zealand, the active instrument of the policy of agricultural production development is the of agricultural production and improvement of market characteristics.

The introduction of "partnerships" has become a policy tool for the development of production and improvement of market characteristics, which even replaced the instrument of direct budget subsidies, ensuring the saving of large amounts of budgetary funds and confirming the feasibility of establishing a competitive and sustainable agro-food sector without a tight state financial support.

The essence of partnership is the search for a joint economic interest and consolidation of producers to increase production volumes and export of agricultural products. Production and export of agricultural products under conditions of decreasing domestic state support of the agricultural sector [12].

The peculiarity of the state regulation of the domestic market of agricultural products in Japan is the fact that there is a large number of Japan's market for agricultural products in Japan is because there are a large number of state and quasi-state agencies, agricultural cooperatives [13].

Thus, the subjects of this market with a state form of ownership, taking part in market processes, contribute to better conditions of competition.

B. Vlasov adds to the above-mentioned measures that are implemented by the state implements these measures in its general practice in order to regulate the internal market of production, such as: strengthening the regulatory role of the state, the differentiation of production subsidies (depending on the state market development and social and economic conditions in the territories), replacement of subsidies to direct support of agricultural enterprises, favoring the concentration of production and capital in the agricultural sector, strengthening protection of the domestic market and the local commodity grower, and opposition to import dependence [14].

State support for the development of the domestic market production is also carried out in the context of the development of purchasing power of the population, which is a direct way to increase the market strength and, thus, to support the growth of the production scale. For this purpose, in countries with a developed economies function in this way a specialized system of crediting, lending. For example, in the U.S. there are over 4 thousand commercial lender commercial banks [15]; in Germany, there are functioning; in Canada - specialized leasing and credit agencies supporting small farms; in Poland - the State Agrarian Agency of the Republic of Poland. State Agrarian Market Agency which gives loans and subsidies for The Polish Agency for the Agricultural Market provides loans and subsidies for grain exports, dairy and milk products, cereals, hops, products products of the potato processing [16].

In world practice, the instrument of insurance also became widespread insurance. M. Aleksandrova notes that the appropriate insurance coverage functioning of agricultural enterprises is characteristic practically for all economic sectors for all economically developed countries of the world. However, there are also certain peculiarities. For example, the U.S. has the greatest use of protection programs of catastrophic risks, insurance against weather risks, non-insurance assistance; in

Canada, crop insurance, establishment of their own stabilization funds, aid programs in case of In Greece, a single insurance program is in operation.

In Spain, one type of risk is covered or several kinds of risks are covered or a comprehensive insurance coverage is provided. Comprehensive protection against all risks [17].

Partly, such programs are also implemented in Ukraine, but the principal characteristic of foreign countries is the following peculiarity of foreign experience is the complex and balanced approach when their implementation also involves agricultural producers, insurance organizations and the state.

At the cost of the state covers the administrative costs of the insurer, part of the insurance premiums, losses from natural risks, part of funds in the deposit accounts of farmers, through insurance companies of the state-owned insurance companies insurance premiums are accumulated and administration of the programs, guaranteeing the coverage of losses, etc.

Moreover, as evidenced by international practice, agricultural producers are able to insure not only the risks associated with the unpredictability of natural and climatic conditions or future market fluctuations.

The insurance covers risks related to the unpredictability of natural and climatic conditions or future market conditions and fluctuations in the agricultural production market such insurance offers as income protection (reduction of income below average and falling prices), combined insurance (loss of 50%, 65% and 75% of farm income less than average and a drop in prices) of farmers' income over the past years), protection of profits from a group of risks, etc. Different approaches to the formation and development of the insurance infrastructure of the agricultural commodity production - from the state mainly by the state, where underwriting companies are fully or partially.

The insurance market is a very private one (the USA, Canada, Spain), to a completely private one, in which the state only determines the "rules of the game in the insurance market (most of the countries in the world), to a completely private one.

The state only determines the "rules" of the game in the insurance market (most EU countries). This being the case, world experience is characterized by mixed practices (their characterized by the combination of the American and European approaches.) In the process of analysis of world experience in the policy of competitiveness reduction

of agricultural enterprises cannot ignore the results of low research, where the basis of competitive positions is the innovative activity of the enterprises of the industry.

According to O. Shubrawska, for any strategy of development production realization of its potential is impossible without innovations that have recently been associated with the implementation of technologies and ecologically-oriented management systems;

Accordingly, the objectives of the state are becoming more and more relevant and are focused on the implementation of agricultural technology and environmentally friendly management systems.

Implementation of a competitive system of information, material and technical and financial support of innovative development of agricultural enterprises [18].

The scientist also summarizes the world's best practices concerning of innovations in the agricultural enterprises, acknowledging consistency of development and implementation of innovations of all kinds and types - from product to legal, economical, managerial, etc.

However, the special importance is assigned to precision farming (with use of a global monitoring system for monitoring yields and linking them to resources, in particular fertilizers and herbicides required for use in the present situation, which reduces the level of cost-effectiveness of economic activity and a negative impact on

it), and IT systems that can model various parameters and strains of situation, as well as accurately estimate the inputs and outputs "in result obtained "at the output". Implementation of innovations in the private sector today in economically developed countries can grow crops that are resistant to chemical pests, diseases and pesticides, to produce a high quality of product-stuffs.

Production of highly effective vaccines and food additives for animals, biologically renewal of soil, breeding of new breeds of animals, etc.

As evidenced by world experience, isn't the most promising area strengthening of competitive positions and consolidation of competitive advantages of agricultural enterprises is the formation of cooperative and integrative structures and local integrated systems or clusters.

I. Paska, studying such practices, reaches the conclusion that in economically developed countries integration is largely happening on a voluntary basis and is a factor in improving the management of the processes agricultural production and further processing and further processing of agricultural products, strengthening of competitive positions on the markets, increasing the potential for the implementation of new techniques and technologies, minimization of commercial and financial risks [10].

According to the U.S. experience, the most promising forms of integration are partnerships, corporations and cooperatives, and local integrated systems of the new generation are created on the basis of integration of all production lines and further processing of products in order to improve the production and sale of food directly to the final consumers of food products.

Accordingly, the advantages of these forms of integration are:

- Firstly, the ability to control processes that take place at all stages of the production process from planting crops to manufacturing of final products;

- Secondly, significantly higher profitability, because in the process of such as this closed cycle of production ensures that more surplus value is received in the structure of the value in the structure of the end products

- Thirdly, the optimization of production costs, because all logistical, warehousing, transport and other procedures are strictly regulated, and the costs of their maintenance is divided equally among all the participants integer structure;

- Fourthly, obtaining general as well as partial effects of synergy, which are manifested in the areas of scientific research, development and innovations, market research and marketing, consumer demand and loyalty loyalty of the consumer, obtaining resources, finances and investments.

Analysis of the practice of formation of integration structures in such countries, France, Great Britain, Denmark, Sweden, Norway and others, give grounds to assert that the competitive advantage of enterprises grow significantly due to the development of integration models such as the contractual system of relations between all subjects within the framework of vertical integration, consolidation of capital and labor of legal and physical entities. Creation of enterprises with a complete and closed technological cycle production and marketing of finished products, creation of holding companies [20].

Ensuring competitiveness, serve as a significant supplement to the theoretical and methodological principles of its management. Although it seems also appropriate to complete them with the experience of state support for the development and maintenance of competitiveness enterprises in conditions of participation of the state in various kinds of mega-regional territorial and sectoral global associations, which are, let us say, for Ukraine in the conditions of the agreement on cooperation in the framework of the WTO, as well as in the zones of normal trade with the EU, Canada, etc. Further, as noted by A. O. Oleksiyenko, in Australia for the exporters are subsidized by the state to spend money on research and marketing of foreign markets,

environmental programs and payments to address natural and natural disasters, grants for the development and implementation of

grants are awarded for grants for development and implementation of innovations in agriculture and the food industry; in Canada organization and economic support for business risk management, food security, environmental protection, science and innovative activities; the EU countries have many times more programs of financing rural development in the framework of the SOT are growing (payments from subsidies for farmers, maintenance of plantations, support in intense investment, especially in the part of diversification of production agricultural production).

In world practice, in order to support the export potential of agricultural enterprises, the whole purpose of the development and improvement of the efficiency or non-functionality of agricultural production, efficacy or not, the most widespread was the financial support of the industry's entities. Also, despite the variability of budgetary and financial state-public funds of financial support of the rural economy, insurance of risks and development of export potential, in the EU countries.

The creation of specialized institutions that provide debt crediting of agricultural enterprises and sporadic kinds of economic activities. For example, in the Netherlands, over 90% of the financial support of the agricultural sector bank in the form of a cooperative servicing the cooperative system of agriculture; cooperative system of agribusiness;

In Great Britain, the banks that serve the agricultural sector, have the right to establish, together with the client set the lending rates and choose the type of the U.S., they have a number of different charges depending on the economic status of the household. There are many banks and credit unions and cooperatives that operate in the United States, creating great competition among themselves, lending to farmers on on very favorable terms and conditions.

Competitiveness is the ability of the company to conduct of competition in the industry, on the national and world markets. The concept of competitiveness is a very important indicator, which is determined by the stability of the enterprise and the product that is released on the market, as well as the level of sales of products on the market.

International competitiveness is the achievement by the enterprise competitive advantage in the competition on the international market.

The study of competitiveness has allowed to identify its factors, which are divided into internal and external. Intrinsic factors depend on the the nature of activity of the enterprise, while the external factors depend on the state of the environment.

The management of the competitiveness of the enterprise is partly a function of the general management. It is a function of general management, the purpose of which is to ensure the productivity and stable functioning of the enterprise for any changes in the external environment. The following factors influence the process of competitiveness management influence the following factors: organization-legal form of the company, the level qualification of the staff, the business image of the company, the scientific and technological level of state influence; labor market conditions; market con the market; the level of manufacturing technology and others.

The management of the competitive capacity of the company is based on such principles as principles, such as: the principle of unity of theory and practice of management competitiveness; the principle of systemic management; the principle of the principle of scientific support of management; the principle of ranking the objects of management by their importance; the principle of "richness and diversity"; the principle of compatibility of managerial decisions when analyzing their options; the principle of the principle of preserving and developing competitive advantages of the company; the principle of the market orientation principle; the purpose orientation principle; the principle of complexity; the principle of continuity, etc.

Any company must quickly respond to modern mechanisms of increasing the competitiveness, to detect them and use them in effective activities. Thus, the main difficulty of using internal benefits is related to the quick acquisition of new mechanisms of raising the competitiveness, effective use of advances in science and technology, practical experience of competitive enterprises enterprises of different spheres of activity.

Comparison of domestic and foreign experience in the formation and development competitive advantages has allowed us to make the conclusion that regardless of the integration approaches of the state and business to ensure competitiveness of domestic enterprises, the competitiveness of Ukrainian organizations is very low. Studying foreign experience is important and significant for the development of competitive advantages of Ukrainian enterprises.

However, the state management organizations in countries with a low level of understanding the real need, sooner or later the state will have to take an active part in the development of land relations.

For this reason, it is advisable for business enterprises to work on the best possible practices and to integrate into international information networks as soon as possible. International information on the development of land relations, which will become information base for the formation of their own competitive strategy in terms of acquiring and using land, including programmatic tools for the development of their abilities. Through pilot projects, individual zones and territories.

As a result, the following tools must be actively used ensuring the competitiveness of enterprises taking into account the current world experience. It is also accurate to state that world practice has developed a lot of effective tools. Ensuring the development and increasing the competitiveness of the enterprises, the rational combination of which will be able to produce immediate positive results concerning the formation of strong competitive advantages of the companies in the

sector, which, in turn, will result in a productive and institutional and economical mechanism of policy in this sphere.

**PART 2. ANALYSIS OF SYSTEM COMPETITIVENESS WITH FINANCIAL
AND ECONOMIC STATUS
OF LLC “EUROSTANDART SERVICES”
2.1 CHARACTERISTICS OF OPERATIONAL ACTIVITY OF
LLC “EUROSTANDART SERVICES”**

LLC “Eurostandart Services” was created on 11 October 2013. The company is established and works according to the statute.

This company was created with next aims:

- Making economic activity with the aim to get some profit;
- Buying and selling technological lines, equipment, necessary furniture to construct catering establishments for trade enterprises and hotel complexes;
- wholesale of tableware, glassware, porcelain, ceramics and textiles;
- Doing all kinds of external trade relations, including export and import;
- trade activities in the field of wholesale and retail trade in the field of catering;
- installation, repair and maintenance of technological lines and equipment.
- industrial production and sale of products for industrial and technical purposes.

This company is a legal entity from the moment of its state registration, has a separate property, which rents from the municipality (the contract with the Property Management Committee of Kiev), has an independent balance, bank account, round seal, trademark and other details.

LLC is an owner of:

1. Property, transferred to it by participants in ownership as an introduction to statute capital;
2. Products, issued by LLC as a result of economic activity;
3. Getting income;

Other property, got through ways, not prohibited by law.

The LLC funds are by:

1. Profit from economic activity, from issued products;
2. Bank and other credits;
3. Inputs of LLC participants;
4. Securities;

5. Other sources, not prohibited by law.

Statute capital of the organization has 10,000 UAH. Moreover, there is a reserve (insurance) fund of company that provides 25% of statute capital. This fund is made by annual deductions of 5% from net profit of the organization until achieving the established amount of reserve (insurance) fund.

According to statute, the financial year starts from 1 January and is finished in 31 December.

Organizational Foreign Economic Activity is grounded on the current legislation of Ukraine and made on the principles of full currency self-sufficiency and self-financing. Currency funds earned by LLC “Eurostandart Services”, after some deductions to the budget, are coming into the ownership of LLC and cannot be excluded.

The activity of “Eurostandart Services” company is concerned in the industry of selling and buying technological lines, equipment and construction catering establishments. That company is not long existing, but it has good reputational balance on Ukrainian and foreign market too. That company has great level of image and reliability. It sets the full process of constructing and suppling of equipment for technological equipment in the field of catering and entertainment.

“Eurostandart Services” was established in 2018. From the beginning of it activity, company was selling equipment for their partners and clients.

Then, step by step they changed their orientation and decided to produce and making their own technological lines and equipment. As an enterprise grew, company provided some extra services, like installation, assistance and maintaining catering establishments and necessary equipment.

For today, company has 12 foreign partners, which are related to the high classed coffee machine equipment, baking equipment, canteens and commercial systems. The responsibility and reliability of company brought to the Eurostandart

Services their clients and partners. This allowed company to orientation on customers bring to the Eurostandart Services great level of image and popularity.

The “Eurostandart” LLC specializes in restaurant and hotel business development, from conception up to launching with additional consulting support for operations. Eurostandart LLC is a supplier of premium-class professional equipment from Germany for restaurant and hotels. The scope of work that is performed by Eurostandart LLC comprises, complete design planning, field supervision, placing of equipment, furniture, accessories, deliveries directly from the manufacturers, installation and commissioning, warranty and post-warranty services, staff training, development of management system and its implementation, opening of an outlet, consulting throughout its operations.

In contrast, the products of company Eurostandart LLC is meeting the requirements and international standards thus, they are permanently imported to EU countries and CIS countries and exclusive contracts with their partners.

Eurostandart Services has wide range of equipment like heating equipment, dishwashing equipment, refrigerating equipment, refrigerating boxes, mechanical equipment, neutral equipment, catering equipment so on. These is high-quality equipment from different German manufacturers with wide range of models recycling on the cutting-edge German technologies and meeting modern energy-saving technologies. This equipment can be used in any type of public catering facilities. Those machines machines are used in a wide range of functions for any types of enterprises or outlets.

There are some popular trademarks that are Eurostandart LLC partners – MEIKO maschinenbau GmbH & Co® BLANCO CS GmbH + Co KG® Viessmann Katltetechnik AG ® that provides German professional dishwasher, equipment, washing fruits and vegetables banquet systems banquet equipment and others.

There are some not so popular partners of this enterprise, that also should be mentioned: MKN Maschinenfabrik Kurt Neubarer GmbH & Co®, G. S. Stolpen

GmbH & Co. KG®, CoolCompact Kuhlgerate GmbH®, BLANCO CS GmbH + Co KG® and WMF AG®. Those companies provide Eurostandart Services professional heating equipment, steam convectors, tray rails, neutral elements, exhaust hoods, refrigerating combined boxes, automated coffee machines and accessories. The company also cares about health of consumer, that's why they provide all equipment in top-quality.

In addition, Eurostandart LLC possesses the license of the State Committee for Construction, Architecture and Housing Policies of Ukraine that allows the company to perform complex project design planning. There are some types of project design planning, that are performed by enterprise:

- Technological stages of the project
- Project in stages:
 1. Architecture stage (installation, dissembling plans)
 2. Technological stage (planning and placing of technological equipment)
 3. Engineering stage (electric power supply, lightning, water supply and drain, ventilation and air conditioning)
 4. Project designing.

On the basis of the technical specification provided by the client the project planning department develops several solutions and selects the optimal set of the technological equipment. As soon as the project planning solutions and the equipment configuration are approved by the client, the engineering stage begins. The project is due to be approved by sanitary-and-epidemiological institution. Then the project documentation is submitted to the client by Eurostandart Services.

LLC also perform field supervision on the project and makes sure that premises are ready for the installation of works. This guarantees top quality of works that are done, smooth implementation of the project and flawless operations.

EuroStandart LLC possesses the License for performing installation works and commissioning. Service technicians that have the technological project of the equipment placing conduct installation works using top quality installation materials and expendables, perform commissioning, staff training. Throughout the equipment service life the technicians perform warranty and post-warranty service using only original parts provided by the manufacturer. As soon as the equipment is commissioned the client obtains all the technical manuals and other documents in Russian, compliance

certificates, sanitary-and-epidemiological authorizing documents, warranty with the serial numbers, year of manufacturing, cooker's books in Russian. Master classes and workshops are held by German chefs.

Generally, the finished products are distributed to the consumers by:

1. Wholesale distributors;
2. Direct supply to consumers from EU;
3. Regional distributors.

The company doesn't use different ways of product supply for fulfilling all markets and stores over the regions and country because their products are very specified and not all enterprises need them. Nevertheless, it doesn't mean, that they don't have to widen their quantity of costumers. It depends on specificity and other peculiarities.

The main governing people in organization are Director and General Meeting of Participants. There is an Audit Commission for performing control function in organization.

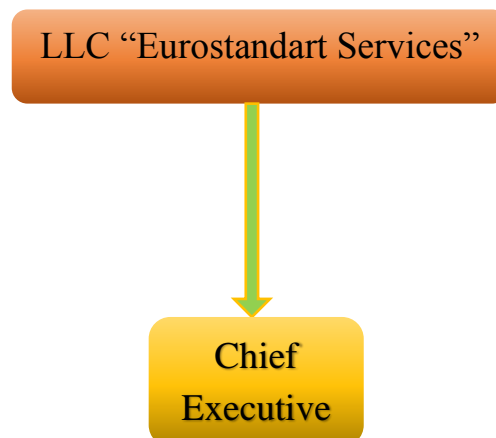
General Meeting of Participants is the highest body of management in enterprise. Participants of LLC and their representative people are main members of it. The representatives can be chosen for permanent representing or for fixed period of time. Representatives can be changed during General Meeting of Participants, but other participants should be notified.

The Head of General Meeting is the main governing person during such meetings. The Head can be chosen only from the participants of organization by making election among candidates.

There are some exclusive rights that belongs only to General Meeting of Participants such as:

- Pointing main directions of LLC and their confirmation;
- Making changes in Statute of LLC “Eurostandart Services”, even changes in amount of statute capital;
- Assignation of Statute of Organization, making changes in it or editing some extra points;
- Creating or making changes in composition of members from Audit Commission, and the same abilities from the Head or Body of organization.

Company contains of next departments: Planning department, Sales department, Warehouse and Installation department and Transportation department. The organizational structure of “Eurostandart Services” presented below.



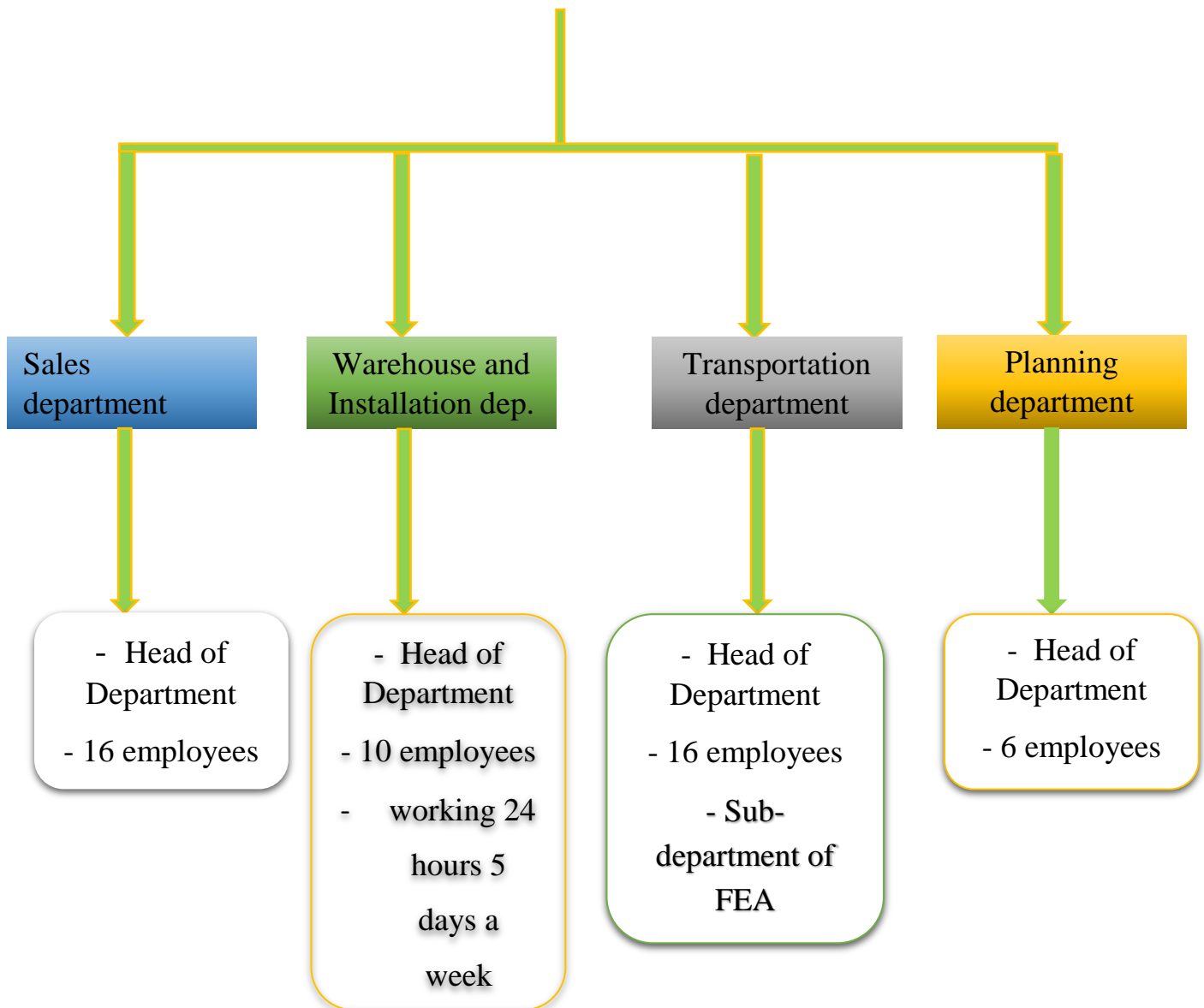


Fig. 2.1 Organizational structure of LLC "Eurostandart Services". source: made by author

2.2 Financial and economic activity of LLC "Eurostandart Services"

The main indicators of the efficiency of enterprise are shown by such indicators as profitability and efficient work. That means that the main point of each enterprise is to reach maximum profit and make minimal expenses in a process of getting that profit. "Eurostandart Services" LLC is not an exception.

In an order to understand financial performance status in the company, including the losses of this enterprise, we use the net income of the enterprise. It helps us to understand the main financial stability of company during some period of time. In case net profit is positively stable, it helps enterprise to sustain and fund all necessary activities of it. The study of financial results and income of enterprise “Eurostandart Services” LLC is presented in the table 2.1 and table 2.2. It is based on the provided materials during the period of 2018-2020

To understand the income and the impact of the profit, conducted on enterprise, we use such a factor as sales of goods. The sales of goods help enterprise understand whether their product is popular among their clients. The size of net profit strictly depends on the amount of spend costs on the operational activity of enterprise.

According to statistics during several years the income of LLC “Eurostandart Services” had some strong growth but only in different rates. The highest point of increase is seen in 2019 year with more than 5 percent if we compare with previous years and net profit of organization reached the percent. The decreasing prize was the main factor of such decrease of primal cost that was near 6,5 %.

The Statistics of 2018, 2019 can show us strange but interesting results. General income and net profit shows not big dynamics. This might be not so significant dynamics. The reasons of this is that the capacity of the market reached it’s lower positions and the ability of a customer ability to buy also came on the lower level.

The year 2020 made a great surprise and critical economic situation, which caused by Pandemic situation, connected with Covid-19, that’s why the “Eurostandart Services” LLC had to resort to measures in an order to maintain their capabilities, save their competitiveness abilities, which increased another expenses of the enterprise connected with their main activities. However, we can state, that despite the fact, that the income this year was much bigger, the net profit is having a great decrease, if we compare the results of the year before.

Financial results and it's indicators of LLC "Eurostandart Services" in a period of 3 years (2018-2020) UAH (thous).

Indicators	2018	2019	2020	Deviation 2018-2019		Deviation 2019-2020	
				Absolute, ths. uah.	Relative, %	Absolute, ths. uah.	Relative, %
General income from the sales of goods	49 073,6	62 457,3	140 412,0	13 383,7	27,3	77 954,7	124,8
An income from other operating sources	2847,6	5987,5	4257,5	3139,9	110,3	-1730,0	-28,89
The realization's prime costs	34158,0	48815,8	103 244,2	14657,8	42,9	54428,4	111,49
Expenses on other operating sources	17391,6	15 754,9	38005,3	-1636,7	-9,4	22250,4	141,2
Profitability before taxation	1641,2	118,1	3 4719,8	-1523,1	-92,8	3353,8	2839,7
A tax on an Income	295,4	387,9	624,9	92,5	31,3	237,0	61,09
Net profit	1345,8	269,8	2846,9	-1076,0	-79,9	2577,1	955,2

source: made by the author.

There are some expenses on other operating sources that made this indicator raise from 12 835,1 thousand to 22 301,4 thousand UAH, which is approximately 74% raise. The main expenses on other operating sources are: corporate

transportation of employees from work to nearest to home locations in an order to provide a safety measures for each employee and provide dividing employees not to cross the house of shifts and hours of work. This reason is one of the mains.

However, the enterprise was very successful and profitable during 2020 without losing their production levels and still is working on an enterprise development.

Table 2.2

Financial results and indicators of it of LLC “Eurostandart Services” in a period of 2 years (2019-2020) UAH (thous).

Indicators	2019	2020	Deviation 2019-2020	
			Absolute, ths. uah.	Relative, %
General income from the sales of goods	62 457,3	140 412,0	77 954,7	124,8
An income from other operating sources	5 987,5	4 257,5	-1 730	-28,89
The realization’s prime costs	48 815,8	103 244,2	54 428,8	111,49
Expenses on other operating sources	15	38 005,3	37 990,3	141,2
Profitability before taxation	118	3471,8	3353,8	2842,2
A tax on an Income	387,9	624,9	237	61,09
Net profit	269,8	2 846,9	2 577,1	955,2

source: made by the author

A difference in net profit, and total income and expenses is graphically is showed to us in the next figures below (figure 2.1, figure 2.2).

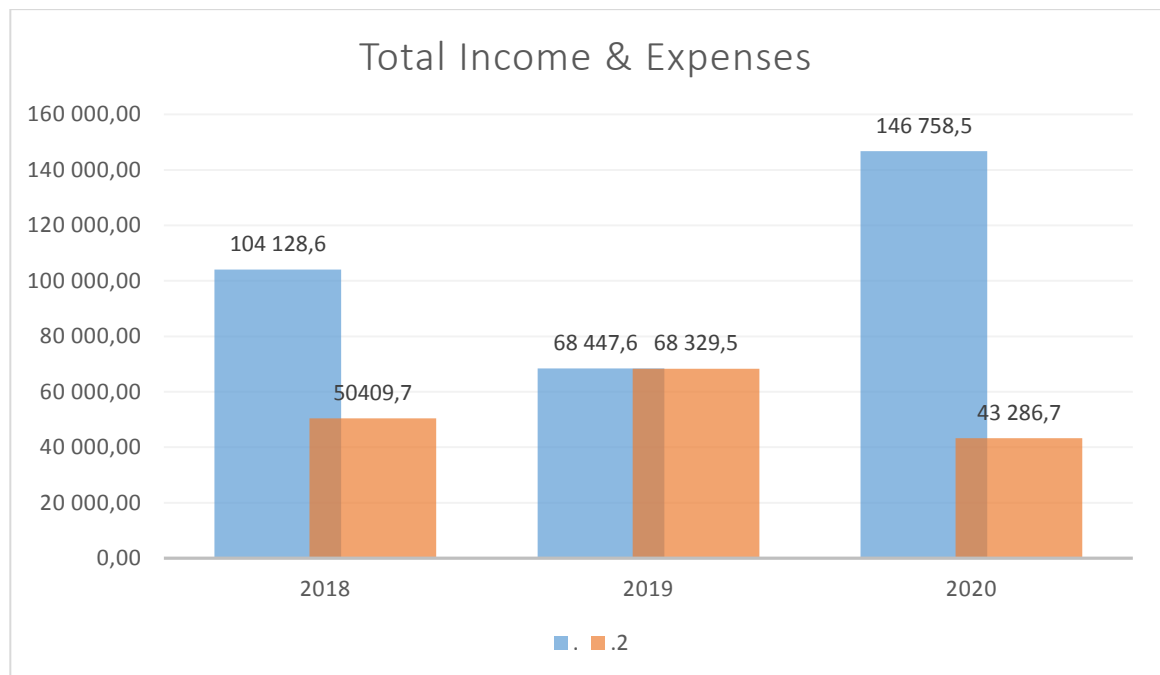


Fig. 2.2. The income & total expenses comparing and dynamics of LLC “Eurostandart Services” for the period of 3 years. Source: made by author.

We want to receive an assessment of financial actual state connected with economy activity of the company, there should be analyzed the dynamics of the main indicators groups of LLC “Eurostandart Services” for the 3 years period of time, namely for 2018-2020:

- The assessment of enterprise’s property;
- The assessment of liquidity of enterprise;
- The assessment of solvency and financial stability;
- The assessment of activity connected with business;
- The assessment of showing how profitable enterprise is.

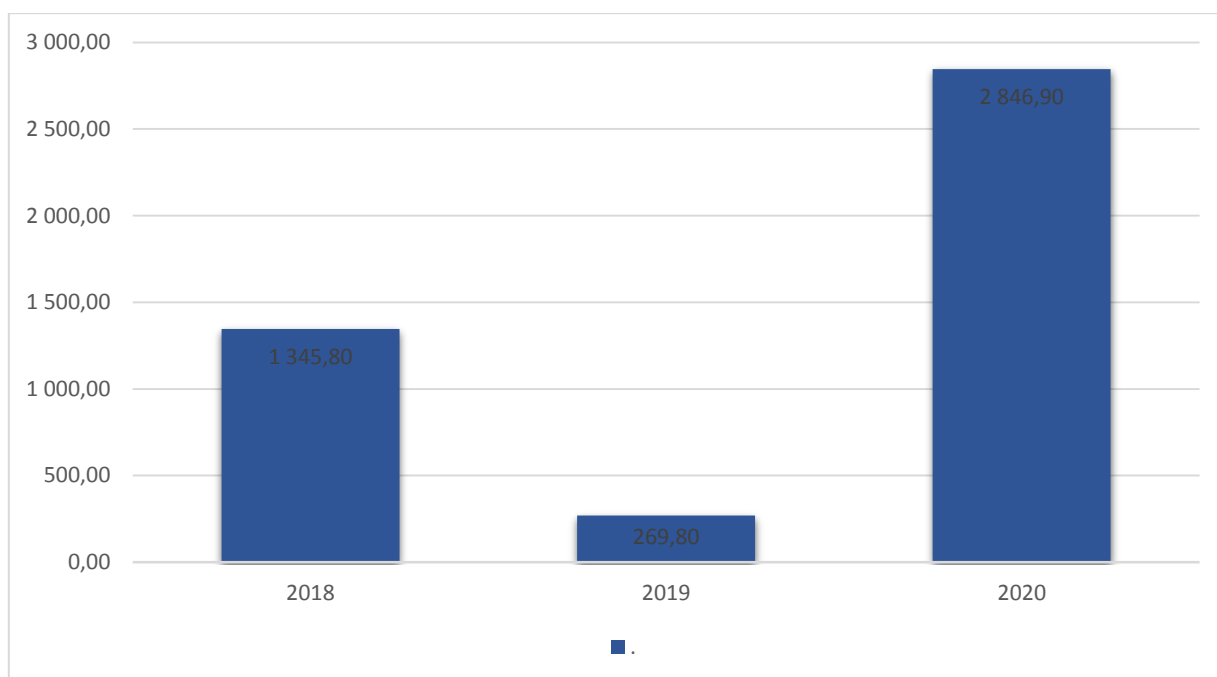


Fig. 2.3. Dynamic of net profit of LLC “Eurostandart Servicees”

Source: made by author.

There is a factor that help us to understand and characteristically describe, how assets are converted into sums of money in a quick way. It is called Liquidity. The understanding of the liquidity of the enterprise, helps us to receive an adequate relation to asset and repay current liabilities - short-term payable accounts.

An ability to meet its short-term liabilities is the main factor of the enterprises liability. This is how liquidity is determined. The short-term period is a period of time that is characterized by one year. Nevertheless, it can be determined as operating cycle.

There are several degrees of liquidity. The indicator of Insufficient liquidity generally shows us that the company cannot take advantage of profitable commercial opportunities they try to. Enterprise don't poses the freedom of choice, and it's accordingly deprives an ability to choose the actions of management.

In a case of lack of liquidity, it means that enterprise don't possess enough sum of money to pay their loans, debts and other financial transactions, they are liable for. Such positions may bring an enterprise to the only way out: selling their invested

long-terms and assets, and the worst scenario of actions, it leads to bankruptcy and insolvency.

For all business owners, insufficient liquidity is a synonym to a decrease in profitability, loss of control or only partially of capital investment. If the owners have unlimited liability, their losses can reach even more than the prime investment.

For the creditors of enterprise, insufficient liquidity can show to creditors a sign, that their payment may be delayed of their main principle of interest. The relations between producers and suppliers, producers and customers may be deteriorated also because of the bad scores of liquidity. This reorientation can significant appear as the loss of ties with suppliers and inability to meet the terms.

Liquidity is very important factor. If an enterprise can't repay its debts their further existence is a instable. The Liquidity takes all other indicators of the enterprise fall down.

Table 2.3.

Dynamics of liquidity indicators of LLC “Eurostandart Services” for the period of 3 years, namely from 2018 to 2019

Indicators	2018	2019	2020	Change during 2018-2019		Change during 2019-2020	
				Absolute Deviation	Relative Deviation	Absolute Deviation	Relative Deviation
Current Liquidity Ratio	1,25	1,46	1,11	0,21	16,8	-0,35	-24
Quick Liquidity Ratio	1,13	1,38	1,03	0,25	22,1	-0,35	-25,4
Absolute Liquidity Ratio	0,02	0,03	0,01	0,01	50	-0,02	-66,7
Working Capital	2 643	1 333	995,4	-1 310	-49,6	-337,6	-25,3

Source: Made by the author.

Current assets is a thing that helps to understand us the capabilities of company, namely their opportunity of enterprise to face their short-term obligations, that company gave, with the easiest assets, that can be realized with the indicator, called the current liquidity ratio. This is the general and main way to figure out the assessment of such kind of liquidity. Restrained dynamics is the what this score indicates. The coverage ratio, showed by enterprise in 2017 was approximately 1,25. That indicator is much higher but has much lower value that was showed by this enterprise before – 1. In a year after that, this score, namely that ratio, was significantly and decently higher, and consisted even more than 16%, if we compare it to the year before.

In last two years, namely in 2020 and 2019 the recession of the rendency had been and the indicator of current liquidity ratio went down to 24 and 5 %. Nevertheless, this ratio remains in a normal level, even more than normal.

Table 2.4.

**Dynamics of indicators of liquidity of “Eurostandart Servieces for last two years:
2019 and 2020**

Indicators	2019	2020	Change during 2019-2020	
			Absolute Deviation	Relative Deviation
Current Liquidity Ratio	1,11	1,05	-0,06	-5,4
Quick Liquidity Ratio	1,03	1,00	-0,03	-2,9
Absolute Liquidity Ratio	0,01	0,03	0,02	200
Working Capital	995,4	-2420,5	-1425,1	-143,2

Source: Made by the author.

In definition of absolute liquidity ratio we can easily understand, what liable actions it can repay in the nearest future. The calculation of this indicator has showed us that the absolute liquidity ratio value will stay calm in the measures between 0,01

and 0,03. Nevertheless, the measures are not in the normal state at all. The normal ratio will be gained, when it will be between or closer to such scores as 0.2-0.3.

We can underline and made some small conclusion about it. It means, our LLC “Eurostandart Servieces” won’t be capable to pay off the most part of debts and liabilities they took on themselves in a fixated nearest future (short-terms). When such situation appears, the highest manager composition visits their bank establishment and enlarge their sums of cash or they increase bank accounts status in an order to stay dodgy in a questions about repayment.

There is a positive tendency of a special score called quick ratio, that is not raises to a standarted value. There is a low level that of this special indicator, that shows us the results of 1,00 in the year before. The stability of this measures can be seen in a results of 2019. For comparing, in 2018 there was the highest result of it, among the years we evaluate and calculate – 1.38. There is a recommendation of a recommended value in such an index, as more than 1. We can easily see the same tendency, as appeared in current liquidity calculation, because the indexes stay in a normal measure.

Thus, we can find out that there are more stable during the changes in the enterprises, nevertheless it underlines that enterprise is struggling on saving the same scores of activity, connected with their operations. Nevertheless the quantity of cash on a bank account have to be enlarged in an order to avoid any struggles and misunderstandings with payment of the depts. The dynamical activity of this indicator is showed on a figure below.

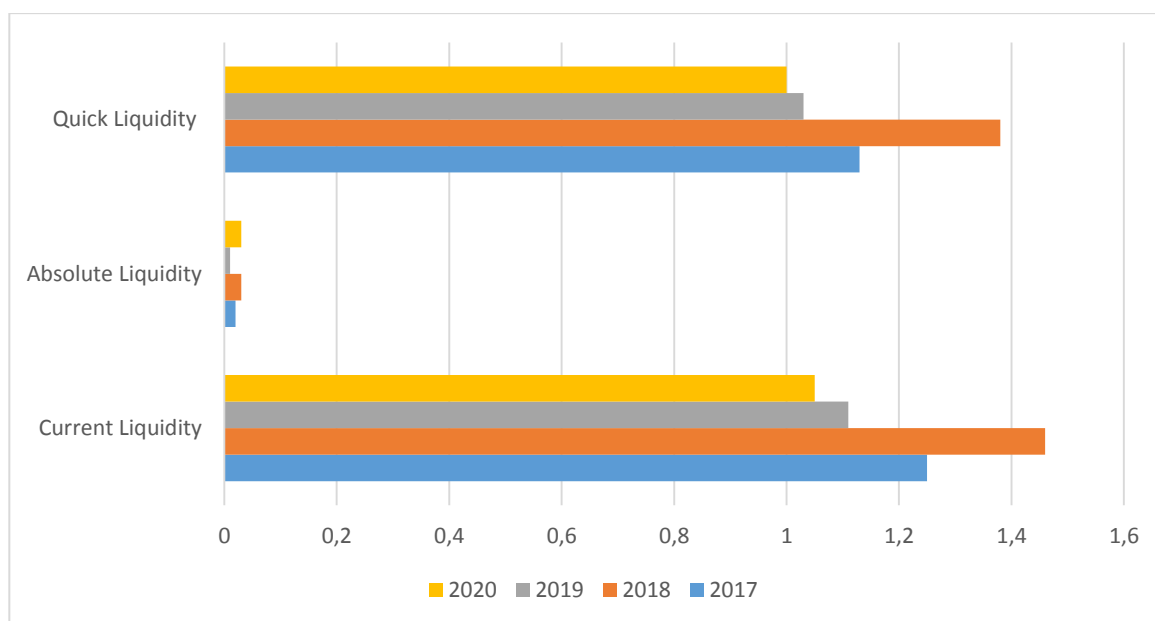


Fig. 2.4 Dynamics of indicators of liquidity of LLC “Eurostandart Services” for 2 years: from 2017 till 2020. Source: Made by the author

The main thing that can guarantee solvency of financial stability is an enterprise's state of enterprise property. According to this, the invested in enterprise sums should be recouped in a form of cash receipts and the profit, that will be received, will take on him self-financing and the company's independence from any external forces.

Financial stability is a way of guaranteeing to enterprise that problems, connected with enterprises accounts, will be solved. There is no one unified definition of this indicator. If you know your limit of how can be limits of change of funding sources be changed, gives an enterprise an ability to cover all of the necessary invested sums and it will definitely improve the financial situation inside the company

Financial stability is an opportunity purposed in an order check the amount of not company's capital and capability, in a case of a need, pay off the debts. It helps to guarantee a balance between borrowed sums in case of strange market conditions and the partners, who are having the specific sum of profit as a result of a specific managing.

It will give an ability to company to sustain chosen mode of operations for all necessary economic indicators. It also helps to characterize the company in a stable

position, stability of performance connected with technics and economics. It helps enterprise with adaptation process to all changes in internal and external world's environment.

There is a connection between financial stability of company and it's level and opportunities for further development of it. In a chosen limits of financial stability is the main problem of any enterprise, in a field of economy, that can consider problems, insolvency, lack of sums for the further development and so on. There are some requirements that faces financial stability by specifics of state or a specifics of market.

Stability is very important. It is because of systematic assesments of enterprise. There is a possibility of a bankruptcy because of connection with the specifics of conditions. There are special characteristics, which helps us understand and superraise such as: financial security, independence, in a field of finances, from any external sourcing of funding, renewing production using this, overcoming revenues over expenditures and etc.

Table 2.5.

**The dynamics of the financial solvency ratios
of LLC "Eurostandart Servieces for 2017 – 2019**

Indicators	2017	2018	2019	Change during 2017-2018		Change during 2018-2019	
				Absolute deviations	Relative deviation	Absolute deviations	Relative deviation
Financial Independence Ratio	0,20	0,32	0,01	0,12	60	-0,31	-96,9
Debt Ratio	0,8	0,68	0,9	-0,12	-15	0,22	24,4
Financial Leverage Ratio	4,1	2,18	9,43	-1,92	-46,8	7,25	332,6

Source: Made by the author.

Ratio of financial independence shows itself even in the name. It helps to show us independence. This ratio score should be high in an order to recommendations. The interest of creditors and investors is very high, that the reason enterprise should sustain this ratio. It describes why they should give the enterprise funding, investments or sourcing. In last 3 years this indicator is lower and not in accordance with the normal level, which is more than 0.6.

Table 2.6.

**The dynamics of the financial solvency ratios
of LLC “Eurostandart Services for 2019 – 2020**

Indicators	2019	2020	Change during 2019-2020	
			Absolute deviations	Relative deviation
Financial Independence Ratio	0,96	0,98	0,02	2,08
Debt Ratio	0,3	0,2	0,1	-66,6
Financial Leverage Ratio	66,3	30,5	33	184,5

source: Made by the author.

The calculation of debt ratio is calculated in a way of division total liabilities and absolutely assets. If the result is higher than the 0.4 point, an enterprise will face some difficulties in the financial field for sure in the nearest future. LLC “Eurostandart Services” don’t have any problems with it, according to calculated result to the purposed ratio.

Solvency of financing helps us understand the exact amount of money borrowed per 1 unit of own funding. Company has some financial problems, but don’t have any debts. Company struggling to get the profit and increase of it. There is a calculation of it provided in table 2.5., and table 2.6.

The funds of company’s use is used in a defining a business indicators of activity.. There are some various indicators in such group. They remain a significant

importance to assessing the condition of financing in the company. It happens because the turnover is still an advantage in financial world. The speed of changing sums into cash has a correlation with the ability of company to pay.

Those scores shows and explains how optimal and rational are used in production process engagement. Creditors are doing some conclusion on this basis and make sure about its structures. The direction of company and shareholders watch how the estimation works, is it correct or not and efficient of assets in an addition to the business.

Table 2.7.

**The dynamics of the business activity indicators
of LLC “Eurostandart Serviceces for 2017– 2019**

Indicators	2017	2018	2019	Change during 2017-2018		Change during 2018-2019	
				Absolute deviation	Relative deviation	Absolute deviation	Relative deviation
Inventory Turnover Ratio	36,4	40,2	43,3	3,8	10,4	3,1	7,7
Period of Inventory Turnover, days	10	9,1	8,43	-0,9	9	-0,67	7,4
Accounts Receivable Turnover Ratio	5	5,44	4,23	0,44	8,8	-1,21	-22,2
Repayment period of accounts receivable, days	73	67,1	86,3	-5,9	-8,1	19,2	28,6
Accounts Payable Turnover Ratio	3,86	3,96	3,23	0,1	2,6	-0,73	-18,4
Repayment period of accounts payable, days	94,6	92,2	113	2,4	2,54	20,8	22,6
Current Assets Turnover Ratio	4,1	4,5	3,7	0,4	24,4	-0,8	-17,8

Duration of current assets turnover, days	89	81,1	98,7	-7,9	-8,88	17,6	21,7
Fixed Assets Turnover Ratio	40,65	18,3	22,2	-22,4	-55	3,9	21,3
Duration of fixed assets turnover, days	9	19,95	16,44	10,95	121,7	-3,51	-17,6
Total Assets Turnover Ratio	3,7	3,6	3,2	-0,1	-2,7	-0,4	-11,1
Duration of total assets turnover, days	98,7	101,4	114,1	2,7	2,74	12,7	12,5

Source: Made by the author

According to all estimations of business activity ratios, which are described in table 2.7 and table 2.8, all indicators have approximately the same stable dynamic.

Simultaneously, the Director of company should pay attention to that results, because the duration ratios are growing, in contrast of rule for keeping them in opposite direction. The situation with other ratios is not an exception. Such ratios as fixed and current assets turnover, total assets turnover and accounts payable are decreasing, in contrast to the rule of keeping them growing.

The highest change we can see in the duration of fixed assets turnover. The value of 9 days in 2017 increase significantly to 19,95 days according to the 2018, which is for 121,7% of difference. Other ratios do not have such a high changes.

In a market economy, the viability of the enterprise, its ability to ensure the interests of investors, to compete with other entities depends on profitable work. The profitability of the enterprise involves making a profit and ensuring a certain level of it in relation to invested capital, income or expenses.

Table 2.8.

**The dynamics of the business activity ratios
of LLC “Eurostandart Servicecs for 2019– 2020**

Indicators	2019	2020	Change during 2019-2020
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			Absolute deviation	Relative deviation
Inventory Turnover Ratio	43,3	43,2	-0,1	-0,23
Period of Inventory Turnover, days	8,43	8,45	0,02	0,24
Accounts Receivable Turnover Ratio	4,23	4,1	0,13	3,1
Repayment period of accounts receivable, days	86,3	89	2,7	3,13
Accounts Payable Turnover Ratio	3,23	2,95	-0,28	-8,67
Repayment period of accounts payable, days	113	123,7	10,7	9,5
Current Assets Turnover Ratio	3,7	3,53	-0,17	-4,6
Duration of current assets turnover, days	98,7	103,4	4,7	4,76
Fixed Assets Turnover Ratio	22,2	36,5	14,3	64,4
Duration of fixed assets turnover, days	16,44	10	-6,44	-39,2
Total Assets Turnover Ratio	3,2	3,1	-0,1	-3,1
Duration of total assets turnover, days	114,1	117,7	3,6	3,2

Source: Made by the author.

In a market economy, the viability of the enterprise, its ability to ensure the interests of investors, to compete with other entities depends on profitable work. The profitability of the enterprise involves making a profit and ensuring a certain level of it in relation to invested capital, income or expenses.

The ratio of enterprise profits and factors that are, in fact, the prerequisites for its emergence, reflect profitability. They are calculated as a percentage of the amount

of profit received for a certain period (year, quarter), to the amount of invested capital, costs incurred, income and other absolute indicators.

Profitability indicators characterize the relative profitability of the enterprise from different positions and are grouped according to the interests of participants in the economic process. Possible comparisons of profit with the factors that affect it, form a set of profitability indicators. They differ in content and purpose of calculation.

Table 2.9.

**The dynamics of the profitability
of LLC “Eurostandart Services for 2018– 2020**

Indicators	2018	2019	2020	Change during 2018-2019		Change during 2019-2020	
				Absolute deviation	Relative deviation	Absolute deviation	Relative deviation
Production profitability	34,2	48,8	103,3	14,6	42,6	54,5	111,7
Trading profitability	56 798,1	62 457,3	140,412	11,7	0,002	77,9	124,64
Profitability of operating activity	1,71	0,8	2,6	-0,91	-53,2	1,8	225
Gross margin profitability	13,4	17,2	15,6	3,8	28,4	-1,6	-9,3
Profitability of assets	6,3	67 595,6	8,26	-3,42	-54,3	5,38	186,8

Equity profitability	994,6	724,8	3571,7	- 264,8	-27,16	72,1	- 99,6
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Source: Made by the author

Return on assets (profitability of assets) is a profitability ratio that provides how much profit a company is able to generate from its assets. In other words, return on assets (ROA) measures how efficient a company's management is in generating earnings from their economic resources or assets on their balance sheet. ROA is shown as a percentage, and the higher the number, the more efficient a company's management is at managing its balance sheet to generate profits. As we can define, the lowest value of that indicator was in 2018 year, and reached 2,88, in contrast to the value of 2020 year, which is around 14.

Table 2.10.

**The dynamics of the profitability
of LLC “Eurostandart Servicees for 2019– 2020**

Indicators	2019	2020	Change during 2019-2020	
			Absolute deviation	Relative deviation
Production profitability	18,5	20,8	2,3	12,4
Trading profitability	2,1	3,6	1,5	71,4
Profitability of operating activity	2,6	4,5	1,9	73,1
Gross margin profitability	15,6	10,8	-4,8	30,8
Profitability of assets	8,26	13,84	5,58	67,6

Equity profitability	47,7	99,97	52,27	109,6
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Source: Made by the author.

Production profitability- the indicator, which shows how efficient the production of goods is. As we can see, that index has small fluctuations in 2018 for 22% of decrease, however the next 2 years shows the growth of that indicator by 6 and 2,3% accordingly.

Equity profitability has a positive upward trend, except 2018 year, that means its efficient use. Compared with the 2017 year this figure increased by 36.6% from 36,6 to 99,97. Return on sales (profit margin) is a ratio used to evaluate a company's operational efficiency. This measure provides insight into how much profit is being produced per dollar of sales. An increasing ROS indicates that a company is improving efficiency, while a decreasing ROS could signal impending financial troubles. ROS is closely related to a firm's operating profit margin. The optimal value of this indicator - 0,1, which mean the profitability of sales must be at least 10%. During analyzed period, return on sales of LLC "Eurostandart Servieces" shows stable dynamics on the level 16%, and the ratio differs from 13 till 17%. Only 2020 year shows the decrease till 10,8% which is the lowest value for 4 years.

In addition, for getting better view of the full status of LLC "Eurostandart Servieces from the financial side, there is a need to define the info about revenues and expenditures. The analysis of that data for the period from 2017 until 2020 is presented graphically on the next figures.

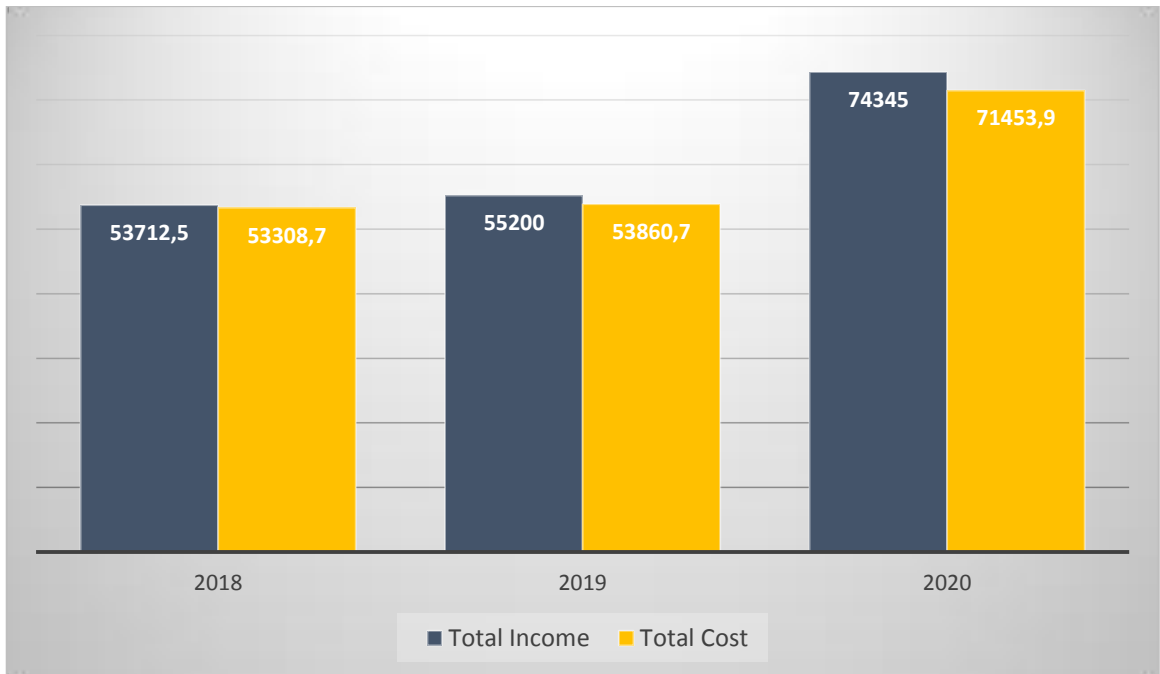


Fig. 2.5. The total income and costs deviations for 3 years, ths. UAH.

source: made by the author

From the graphical view, we can state that the lowest year of operational activity for the company was 2018, which brought only a little but more than 300 ths. UAH.

The dynamics show great increase of market capacities and demand on products for 2019 and 2020. The income for the period of 2019 brought more than 1 million of UAH as a net profit for the company. And accordingly to the rate of untaxed profit for the company, the level of Income tax, which company should pay annually also got the higher rates. Thus, in 2020 the level of income tax, corresponding to the untaxed profit of 2,891 million of UAH, reached the point of more than 500 ths. UAH. for that year.

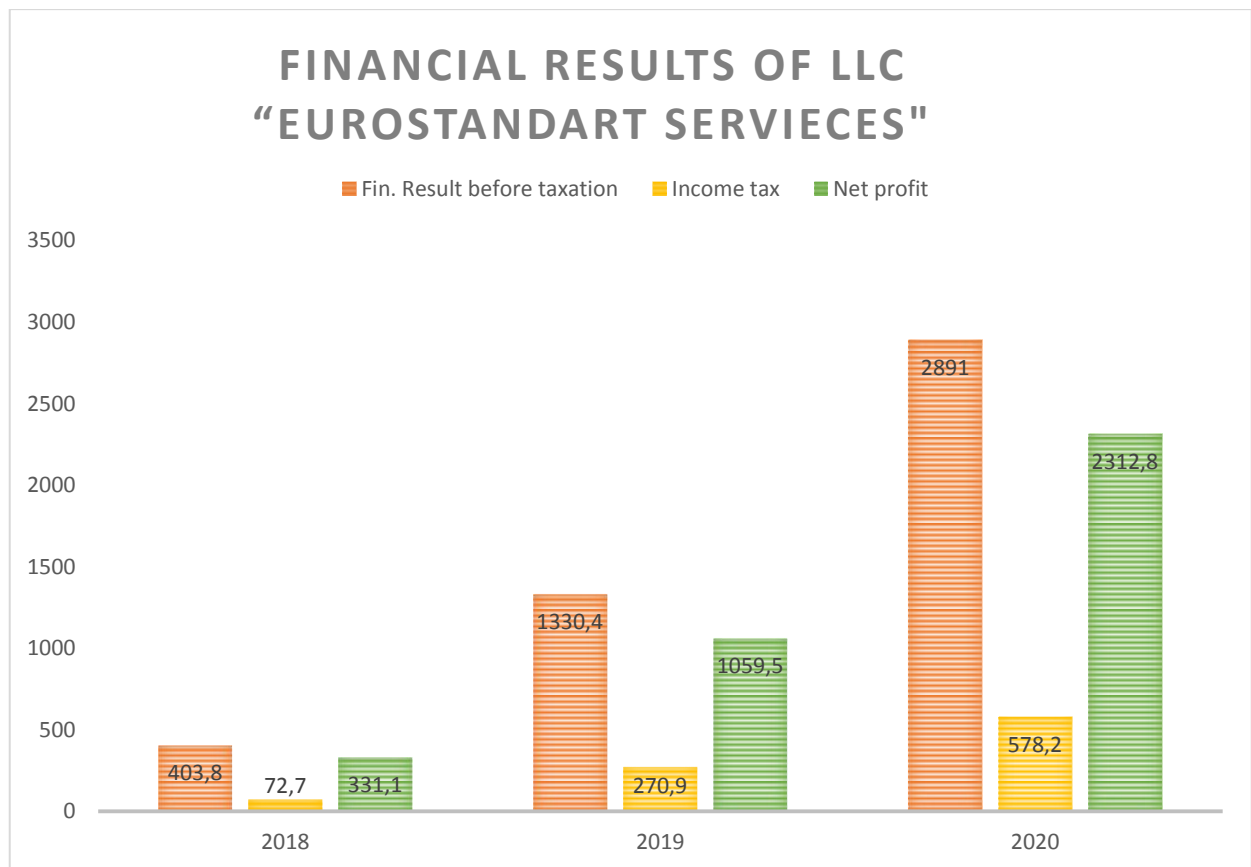


Fig.2.6. Financial Results of LLC “Eurostandart Services for the period 2017-2020, ths.UAH.

Source: Made by the author.

2.3 Analysis of advantages and competitiveness system in LLC “Eurostandart Services”

An analysis of the company, including financial indicators, showed that the company is experiencing a decline in the company is experiencing a decline in the indicator of net income, the coefficients of profitability are stable. The enterprises mainly focuses on sales of the main product of the product – equipment. Marketing in the enterprises is practically absent, so it is necessary to report on the forces to gather information.

To assess the competitiveness, it is necessary to identify the strengths and weaknesses of the enterprise, its threats and opportunities. For this purpose we use the SWOT-analysis.

Table 2.1

SWOT-analysis of the company LLC “Eurostandart Services”.

Strengths:	Weaknesses:
High qualified employees High quality of products Modernization of production Developed transport basis	Poor quality of roads Long distance between consumer and the equipment Lack of vacancies No advertisements
Opportunities:	Threats:
Modernization and technical re-equipment Acquisition of investments	Significant fluctuation of the currency rate Increase in prices because of pandemics Change in macroeconomic situations Political instability Unfavorable investment climate

Source: made by author

As a result we can see that the enterprise provides all necessary strengths to a leader on the market, but, nevertheless threats and weaknesses also should be taken into consideration and developed them to enterprises' strengths or opportunities.

Also we can make a Porter's analysis of competitiveness to better understand advantages of LLC “Eurostandart Services”

Analysis of the 5 Forces of Competition environment by M. Porter

Power	Marks	Description
The threat of new	2	The threat of new companies on the competitive

companies		<p>market environment is high. The industry around the world is growing. But today there are not so many enterprises in Ukraine that works in that niche.</p> <p>This allows to protect the current market from potential competitors. But we can't take into consideration that competitors may appear in nearest future.</p>
Influence of suppliers	4	<p>The influence of the suppliers is because company works with producing companies directly.</p> <p>Sales of finished products is performed in accordance with the contract. When the company takes on itself the responsibility for the delivery, there is a wide choice suppliers.</p>
Competitiveness among existing companies	1	<p>Among the existing companies is insignificant. Of course, there are some competitors, that provides same equipment but, those are not the only one of the products they sell. LLC is specialized on such equipment of caterin, dishwasher machines, bakeries etc.</p>
Influence of Buyers	3	<p>There is a significant influence of the buyers, because tells his orders and preferences about the look of finished organized space. Contracts with producers are exclusive, that's why the product among sellers is unique.</p>
The threat of	2.	<p>As we have stated, there are some companies that</p>

production.		provides similar equipment as Eurostandart Services does, but LLC contracts with producers are exclusive and all client come to LLC with understanding what exactly they need.
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Source: made by author

Here we can see that enterprise we discover work in a niche, exclusively with producers of equipment. LLC obtain some competitors but they are not selling only special kind of equipment as a Eurostandart Services does. And those are specific advantages of our enterprise.

PART 3. DIRECTIONS OF IMPROVING COMPETITIVENESS SYSTEM OF LLC “EUROSTANDART SERVICES”

3.1 Ways of improving competitiveness

Today, under the conditions of the active development of market relations, intensification of globalization and diversification of international markets. An alternative option for Ukraine's gaining a competitive place on the world arena is to improve the external economic activities of complex enterprises.

This is possible thanks to the extremely favorable natural conditions and conditions of the economic environment for the development of the enterprise sector. Despite the sufficiently large number of studies of scientists in this area, the issue of an integrated approach to identifying long-term tensions in the economy remains

unresolved to identify promising areas of development of foreign trade and economic enterprises, searching for scientifically based on growth factors.

The market in Ukraine is too small and very weak, and it does not satisfy the companies that want to grow to enter foreign markets, where the competition is much higher. Therefore, the implementation of an effective external economic activity the company requires a single strategic plan for development, which will allow the company to achieve competitive advantages.

It means, in fact, a long-term, clear organization of the store. For example, a strategy involves drawing up a detailed plan for the operation of each department of enterprise and it such parameters must be included as: 1) the collection and analysis of statistics of sales; 2) peculiarities of the target audience; 3) a list of actions and 4) advertising.

In this questions, the strategy should include at least at least the following three components: 1) development strategy; 2) marketing strategy 3) financial strategy.

The following can be proposed as a long-term development strategy: gradual market conquest and expansion by suppressing competitors and gaining the trust of customers. Under the proposed development strategy, the target audience should constantly expand. Customers should enjoy visiting the store, not just making a one-time purchase, but turning into regular customers.

In this sense, the proposed store development strategy should be closely linked to the marketing strategy, which, in turn, should that in its turn must manifest itself not only in creating bright advertising campaigns, but also in the development of successful sales tactics.

In developing a marketing strategy for the store, there should be several stages:

1. Revision and selection of the most suitable assortment of products, since it should be one of the main competitive advantages of the enterprise. At the same time, having selected the ideal assortment of products, you can't stop. It is imperative:

- 1.1 Constantly introduce various innovations - for example, to come up with

new options for stimulating customers, which will allow to attract a large audience.

1.2 Expand the assortment - this will enable customers to always find they are looking for, without visiting a large number of different enterprises.

1.3. Deepen the assortment - i.e. create a wide selection of products that group, which is the most popular with customers, that will make the store unique at the market.

1.4 Offering customers additional services - a special strategy and tactic of the enterprise, which will make it stand out from the competition: it just "entice" customers, who are happy to go where they customers are happy to go where they are offered not only to buy the necessary part, but also, for example, to test it or get a consultation from a specialist.

The main strategy for developing the store is to never stop being interesting and never forget to change. And if that's the case, enterprise will not remain without customers even in the days of slack trade - simply because, that someone from potential customers will not be able to pass it by.

As already noted, an element of the development strategy is to attracting new customers and retention (return) of existing customers.

Consistent work on the chosen strategy will bring the store more benefit than haphazard creativity. In this regard, the general strategy of the enterprise development is also closely intertwined with the marketing strategy.

That means, in today's world, a store that wants to actively develop should actively work to find and attract customers, including with the help of the Internet.

Thus, it is possible to propose the use of the following tools Internet marketing, which if used regularly will help the store to get new customers, retain existing customers and increase the average check.

According to purposed strategy, we can underline next competitive advantages and find the best way to implement them:

- Refurbishment of old equipment;
- Creation of technical universal layouts for the facility arrangement;
- Working on the best company's products and making them better;
- Expanding the markets of probable supplies in other countries (Expand on countries, where touristic is one of the main income to national economics);
- Organizational structure of warehousing organizations;
- Making some advertisements and social media ads for attracting new consumers and orders;
- Deepen relations with foreign clients and search for new foreign partners.

According to my own experience of environment in LLC "Eurostandart Services", such measures will be profitable and the most relevant to use. But, not all of described methods of raising competitiveness will be profitable for our enterprise.

First of all, working on their best products and making them better is not the first goal that should be done. In our opinion, finding more products and popularizing of it will be more profitable. The only way to do this is to find new partners to work with and giving a consumer the ability to choose the equipment he need or can afford.

The most interesting advice was about expanding the enterprise interests in the way of co-working with countries, where touristic approach is one of the main economical activity. If we talk about examples, tan we should take into consideration next countries as Turkey, Egypt, Thailand and others. There are a lot of tourists there, especially during summer time. Suppling local hotels and other enterprise with needed equipment will be very profitable.

Also, there was an idea of creating a universal plans of necessary equipment. It means that enterprise have to make a universal technical layout, for instance, where all necessary technics are already conveniently planned with all minimum equipment.

We cannot mention about foreign partners of LLC "Eurostandart Services". There are already a lot of it, that are, mostly, located in Europe and CIS countries. We would like to recommend to look at other partners located in USA, Asian countries.

Co-working with them will help them to achieve a diversity of products and, as a result, give a company more consumers and profit.

The last recommendation, that is suitable for our enterprise is an advertisement.

An advertise is a key to a modern consumer. It means, that almost all consumers gain information about services and products they need from ads. In modern world there are even special apps and websites, where you can find a professional help with two clicks. In our opinion, making an ad in internet is the most effective variant. There are a lot of different tools, helping sites and market specialists, that will easily help you to succeed in it. To advertise this kind of enterprise we need to be very careful about the selection of keywords. The fact that the advertiser can't be completely sure what he wants at the time when he enters search engine "equipment for catering". It is not necessarily that he is interested in buying a new machine. He may be looking for repair parts.

The best approach is low-frequency transactional queries with prefixes "buy," "prices," "dealer," etc. First, it will provide a good conversion rate and, secondly, will save users from irrelevant issue.

In addition to attracting buyers, contextual advertising has another function: thanks to it you can see how the real customers behave on the company's website, and eliminate weaknesses.

Also a good advantage will be the ability to independently regulate the possibility of purchasing goods needed to equip facilities making influence on the financial achievements of an employee and encouraging him with a small percent of deal will also support our chosen development strategy.

3.2 Evaluation of improvement of competitiveness of LLC “Eurostandart Services”

At the current stage of the development of export potential economy luggage of the Ukrainian enterprises actively take part in the foreign economic activities. However, the efficiency of foreign economic activities of domestic enterprises is still quite low. This demonstrates the lack of a clear foreign trade policy, weak sales channels, lack of experience in working on the foreign market, a desire for speedy sales by selling products that do not require any particular effort to sell them sale.

This, in turn, points to the need for further theoretical and methodological foundation of conditions and directions of activity foreign economic activities, in particular, improvement of export operations on the surveyed LLC “Eurostandart Services”, which is a service company and enterprise.

Ukrainian foreign trade is traditionally focused on the markets of the CIS countries. Despite the development of processes of globalization of markets, the CIS countries are not really extending the geography of their trade partners, with Ukraine and the CIS countries remaining the main ones of them remain Ukraine and Russia. These two countries account for 70% of the total foreign trade. of foreign trade operations between the CIS countries.

Low competitiveness of domestic products, the unfavorable conjuncture of foreign markets requires an effective mechanism of Structural rebuilding of the economy and stimulation of Ukraine's export.

There are several methods that were already mentioned that can be used to improve competitiveness of the enterprise. Among them we can use some easiest measures which can be applied in the nearest future without some critical or long-term changes.

We state, that making universal technical planning can be defined as next category – “Making a universal layout”. We state, that it will be the most relevant and most profitable changes, that enterprise needs. Nevertheless, such aspects as time, financial recourses and others can't be mentioned here, because they are also a

company recourse. Then we face the question: “How much should company spend to get it done?”

According to generalized numbers, the necessity in such measures by 50 % depends on the cases of important dates for the employees, by which one or another work month is saturated. Another part of dependency is the work results reached by that or another employee, from some small team inside department or from whole department. Thus, the estimations will be made with generalized numbers.

There is a need to make the preparation work, which means collect, generalize, analyze and make a system of all important innovations. The next step contains analysis of indicators, which can show the efficient work of the employees and departments. This will be a task, which heads of department should perform only for the first month. The persons, who work in planning department should prepare such a planning during some period of time and present it to head, and then to the head of organization. Both of that work directions requires time expenses, and lead to additional payment for the people, who will take care about that work. Thus, the expenses for making company prepared for the measures are purposed in the table below.

Table 3.1

“Expenses on starting and preparation stage of universal plan creation”

№	The type of activity needed	Expenses for that activity, uah	Quantity of that expenses	Total expenses, uah
<i>Preparation stage</i>				
1	Additional payment for head of planning department	9 000	4	32 000
2	Additional payment for workers, responsible for creating plan	5 000	2	10 000

3	Time for creation of plan	10 000	1	10 000
4	Total	52 000 (+5 000 as extra fund)= 57 000 uah		
<i>Stage of starting the introduction program</i>				
5	Expenses for implementation of universal planning	1 400	60	84 000
6	Expenses on social insurance (22% from planned amount of costs)	84 000 +22% (18 480)= 102 480		
7	Extraordinary occasions fund	60 000		
8	Total	162 480 (including 60 000 of reserve fund) uah		
9	Total expenses for the first year	162 480 uah		

Source: made by the author.

As we can see, to create such a universal plan of necessary technical equipment and implementing of it in offers of enterprise we need some fund and it will take around 52 000 uah. In an order to be confident in this plan and in order to avoid some troubles that can be created on an enterprise we need some extra amount of money for such work – extra fund. Than it will take not 53 ths. as we used to think, it will take 57 ths. uah. in an order to start our program and make it real in the nearest future.

To understand the amount of recourses and time for applying these new features, we make some approximate sum predictions and steps for only one employee. We should apply and establish changes according to financial abilities and general status of country. To implement such a plan expenses for each employee, which will variate from 1 200 - 1 600 uah. However, we will take the average sum of 1 400 uah.

The purposed average calculations gave us the information about the sum, which is necessary performing changes for the 1st year of implementation and using universal planning – it equals to 162 480 uah. This amount of money includes the set-up package, which will take 60 000 uah. more with of the total sum of expenses.

The next measure, which should be introduced and used for raising competitiveness of enterprise is organizing of training courses and advanced training programs for workers.

This measure brings positive effect for both sides – as for enterprise, as for employees. If the worker will pass and success this courses, he will have a better opportunity to occupy higher positions and broad their qualifications. In modern world people try to get several educations in an order to have a better ratings and competitiveness chances on the job market. Enterprises also receive a positive effect on this, especially during pandemics and other circumstances. Hiring only one person who obtain 2 or more qualifications is more profitable for the company, rather than hiring 2 different persons for 2 positions. Such workers permanently know the last technological and other important innovations in their work specificity. This give them opportunity to perform the same work and operations better and quicker.

Such employee brings more positive effects for the company. It means that the most qualified employee can bring higher results, better operational activity and less expenses for his/her work, which can cause less expenses and help company to remain or increase its competitiveness. In addition, that workers can find some disadvantages and purpose recommendational changes in process to make it easier and more effective.

Advanced training and special courses are aimed on improvement of professional knowledge, skills and abilities, growth of skills, profession of an employee.

Its peculiarity is that students already have certain knowledge and practical skills to perform their work, can be critical of educational material, and want to get exactly the information needed for production activities.

Advanced training is training aimed at maintaining and improving the professional level, knowledge and skills of staff. For this reason production courses, courses of target character, schools of advanced experience and methods of work are

organized. There is a need why the organization should make or send their employees to improve the skills of its employees in an order to: provide changes as in external and internal environment, improving managerial process, the development of new types and areas of enterprise activity. Staff training are absolutely reasonable and necessary for workers and should be comprehensive in scope, differentiated by certain categories and specification of employees, continuous in time, focused on task and on promising professions. There are several specific tasks of advanced training as:

- making sure of effective implementation of purpose and new tasks;
- increase an inner ability of management for flexibility and suitability in a need for innovation;
- promotion on the job or horizontal career line movement;
- development of enterprise activity and new jobs;
- helping workers to get along and work with new technologies and equipment.

For better understanding the idea of advanced courses for employees and the reasons how it can help in competitiveness we made a survey among the employees of LLC “Eurostandart Services” and figure out the number of employees who needs such training and the ones, who has a desire to visit such programs.

According to the survey, the number of employees, who can have some improvement of their qualification in “Eurostandart Services” LLC is approximately 13 persons. At the same time 7 employees, who have the desire to broad their knowledge and improve the qualification or gain second additional education. As we can see, the amount of 20 workers, which equals to 30%, is the number of people, who want to or needs to participate in such advanced training programs. As we can see that the company has some needs to renovate its labor forces as soon as possible. We can see it in the figure below.

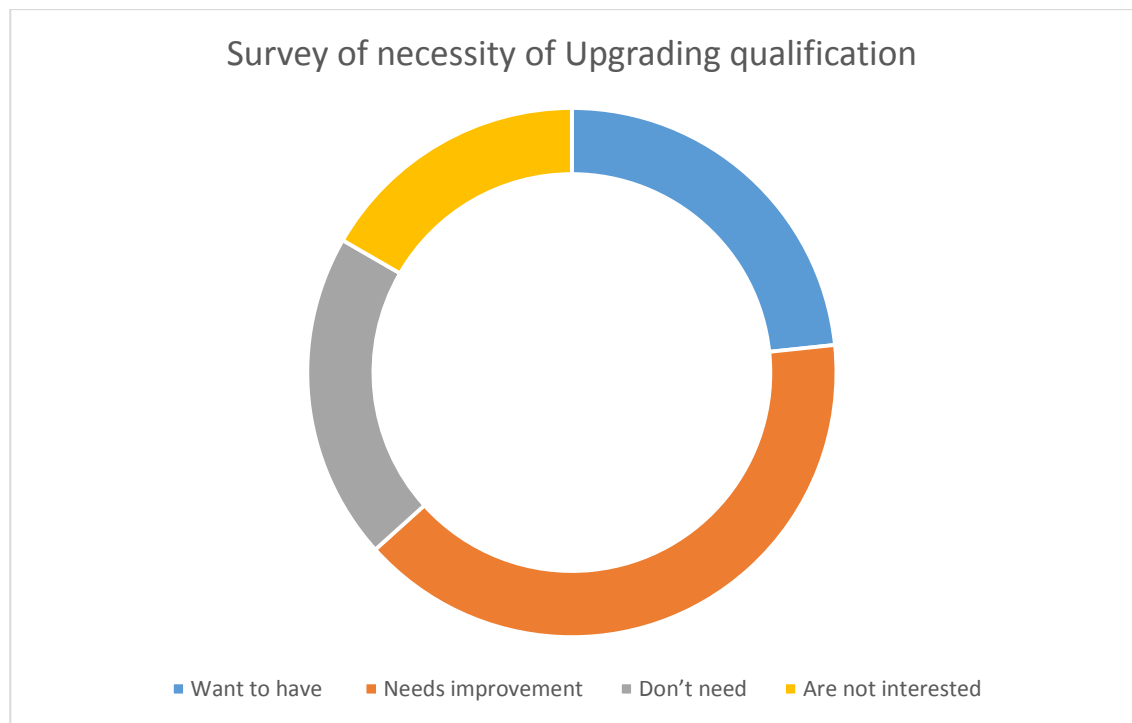


Fig.3.1 Necessity of Improving qualifications or having second education among employees.

Source: made by the author.

As we can see from the figure above almost the half of total number of surveys needs and or wants to pass the additional courses of improving qualification. Unfortunately, such amount of employees can't be sent to such courses as one group. In addition, according to modern difficulties and unstable pandemic situation, those ideas can face some difficulties, so it and should obtain small, step-by-step changes and should be planned ahead.

The greatest issue in that case will be dividing of total number of employees by 5 months of time, appointed for these courses of improving qualification. Thus, this will be 18 persons per 1 month. It means, that the planed number of employees can pass those courses in a half of the year.

Those courses will be presented in an be online and offline performed for convenient passing. The greatest way of passing the program will depend on choice of each employee.

The approximate sum of company's expenses will be 18 000 uah, which will necessary during the of improvement of qualification. This will cut their working day for two hours less, then they do usually. These periods are presented in the table below.

Table 3.2

“Expenses on starting and preparation stage for qualification improvement for employees”

№	The type of activity needed	Expenses for that activity, uah	Quantity of that expenses	Total expenses, uah
1	Organization of advanced training program by employer	3 000	18	54 000
2	Introduction of changes and specifications according to specialty of employees	2 000	5	10 000
3	Total expenses	64 000 (+5 000 as extra sum)= 69 000 uah		
4	Total expenses for 5 month	345 000		
5	Expenses of the company during improvement training program	2 000	18	36 000
6	Total loses for 5 month	(36 000*5)=180 000 uah.		
7	General expenses	428 000 uah.		

Source: made by the author.

The sum of 36 000 uah, is an approximate amount of company expenses, which will be processed during the procession of improving qualification. This will be through the work of employees for 2 working hours less, than they are work as usual. This time frames are given for passing the training programs.

The total amount of expenses and of recommended measures are described in table 3.3. These amount of sums shows us the necessity in increasing the expenses of

LLC “Eurostandart Services” and the company should spend around 700 ths. uah. for improving competitiveness system of their enterprise to stay effective and sustainable.

Also we should count a year of operational activity of LLC “Eurostandart Services”, it must be taken into account next factors as inflation, possible currency fluctuations and unpredictable economic cases in the country – the additional features and obstacles, which must be taken into account during formation the total amount of expenses base for improving competitiveness system of company. Thus, for making great financial base and prepare the company to probable critical problems and in an order to provide sustainable growth – it must be recommended to make the financial base around 900 ths. uah. for the 2nd year of usage of the proposed measures.

Table 3.3

“Expenses for the 1st year”

№	Type of expenses	Total amount
1	Universal planning	162 480
2	Qualification improvement courses	428 000
Total sum	590 480 uah	

Source: made by the author.

The preparation stage of creation the universal planning facility will be transformed to stage, for making continuous improvement into the system of such kinds of plan and will be updated with the necessary data.

Finally, we can define the approximate sum of expenses of funds for improving qualification of employees, for a universal planning facility and database for its sustainable upgrading. (presented in table 3.4.)

Table 3.4

“General expenses for the company”

№	Type of expenses	Year 1	Year 2
1	Universal plan	162 480	280 000

2	Additional upgrading of qualification	428 000	520 000
3	Total amount	590 480	900 000
4	General expenses	1 490 480 uah.	

Source: made by the author.

3.3 Consolidated economic effect on enterprise caused by implemented measures

In an order to summarize probable results, we should take en into account such an approach of 3 scenarios – pessimistic, realistic and optimistic one for both measures, offered for improving the competitiveness of the company. This approach will give an ability to calculate all possible variants from using of probable changes in competitiveness advantages, and define average facilities from using of these measures answering the question – “What those changes can it bring to enterprise?”.

For being pessimistic, optimistic and realistic about the offered measures, which calls – “Universal planning”, according to the authors way of thinking. In our opinion, we should apply next probable percent of profitable increase and improvement of financial results accordingly for a one year of usage of that measure: 5, 10, 15 percent. This way, we can make a probable forecast for a year according to 3 scenarios. Now we can make some probable calculations to the results of LLC “Eurostandart Services” must be taken in attention.

Thus, the net profit of LLC “Eurostandart Services” in 2021 will increase comparing with 2020 even if the worst scenario will come true. In that case, profit increase will reach the point of 1 million UAH more than for the same previous period. If the way of actions will make realistic or optimistic scenario possible – company will reach the net profit for 2 million and 4 million of UAH more than for the 2020.

“Calculations of probable results”

-	-	2020	2021		
№	Type of indicator	Last results of LLC “Eurostandart Services” (ths,UAH)	Pessimistic (5% of increase) (ths,UAH)	Realistic (10% of increase) (ths,UAH)	Optimistic (15% of increase) (ths,UAH)
1	Volume of realization	72 486,5	80 111,5	82 179,3	86 517,5
2	Current costs	67 496,3	73 000	73 000	73 000
3	Profit before taxes	2 564	3 794,5	7 355,3	8 925,3
4	Taxes	582,2	923,3	1 527,5	1 899,3
5	Net profit	2 110,8	4 345	5 824,2	8 693,3

Source: made by the author.

From this, we can conclude that the proposed measures are effective in the long run. Dynamics of profit for 2017-2021 (forecast) is shown in Fig. 3.2.

In an order to calculate the effectiveness of the resulting measures, the profit should be divided into the costs necessary for their implementation:

$$ROI_1 = 3\,345\,000 / 1\,490\,480 = 2,24 \text{ UAH.}$$

ROI means the amount of profit received is 1 UAH of investment. In the case of the proposed measures for LLC Eurostandart Services for 1 UAH of expenses for improving work competitiveness is 2,2 UAH of income. The ROI is positive, and it indicates a well-designed strategy of improving competitiveness methodological instructions of the work.

$$ROI_2 = 5\,824\,200 / 1\,490\,480 = 3,55 \text{ UAH.}$$

$$ROI_3 = 8\,693\,300 / 1\,490\,480 = 5,83 \text{ UAH.}$$

As a result of the calculations, it can be seen that after the introduction of the offered measures, in case of any scenario – the company will get the success from 2,24 till 5,83 UAH for 1 UAH of invested sums.

From the results of valued and conducted calculations we can see the income side of view, the profitability measures effect on the environment of organization will get significant changes and bring the increase of competitive ability of enterprise.

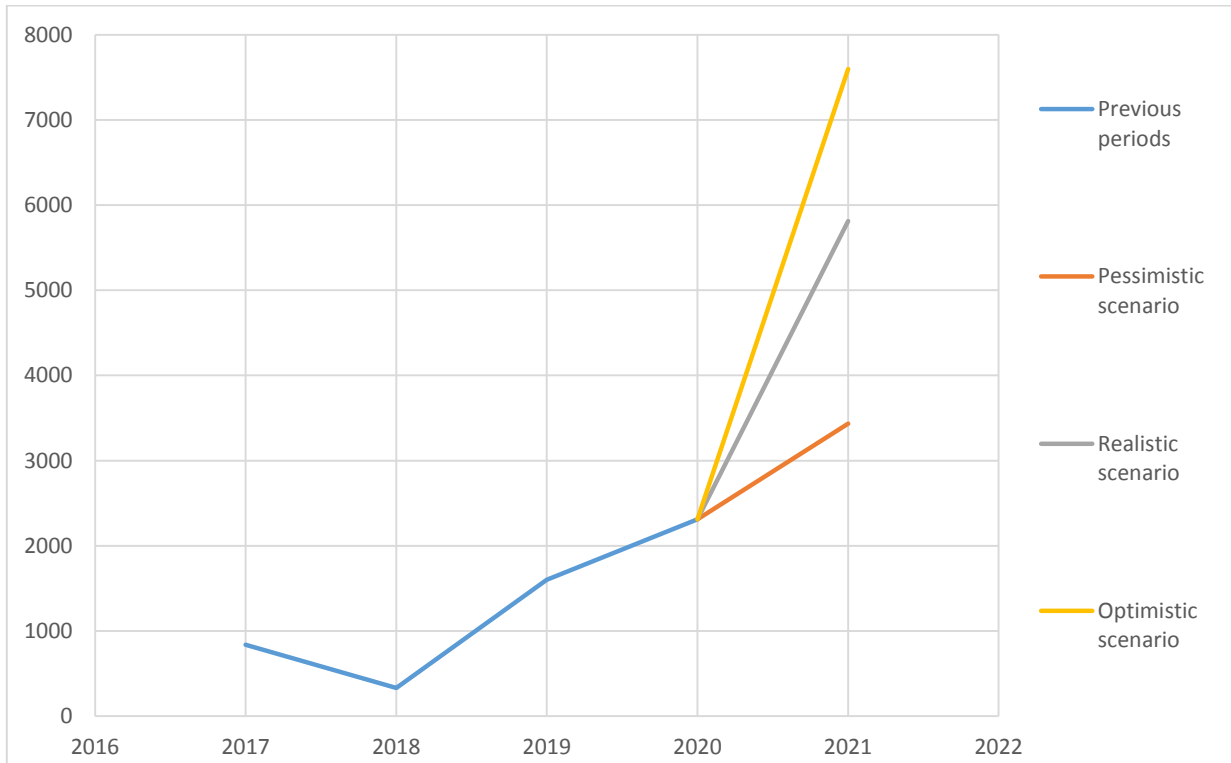


Fig. 3.2 Predicted net profit dynamics of LLC “Eurostandart Services”, UAH

Source: made by the author.

In that case, there must be taken into account the already described and used instrument of 3 scenarios. It is expected the increase of financial income inside the LLC “Eurostandart Services” by 12, 17 and 20 percent from the previous values. Such prospected results will be compared to the average results, evaluated for internal within previous years. The measure of such special indicator will be taken in percent from the total amount of employees divided by the number of workers, satisfied by their place of work and level of salary, the level of administration support and critical problem solving, convenience and safety of work conditions and etc. The results of pervious years are described in next figure.

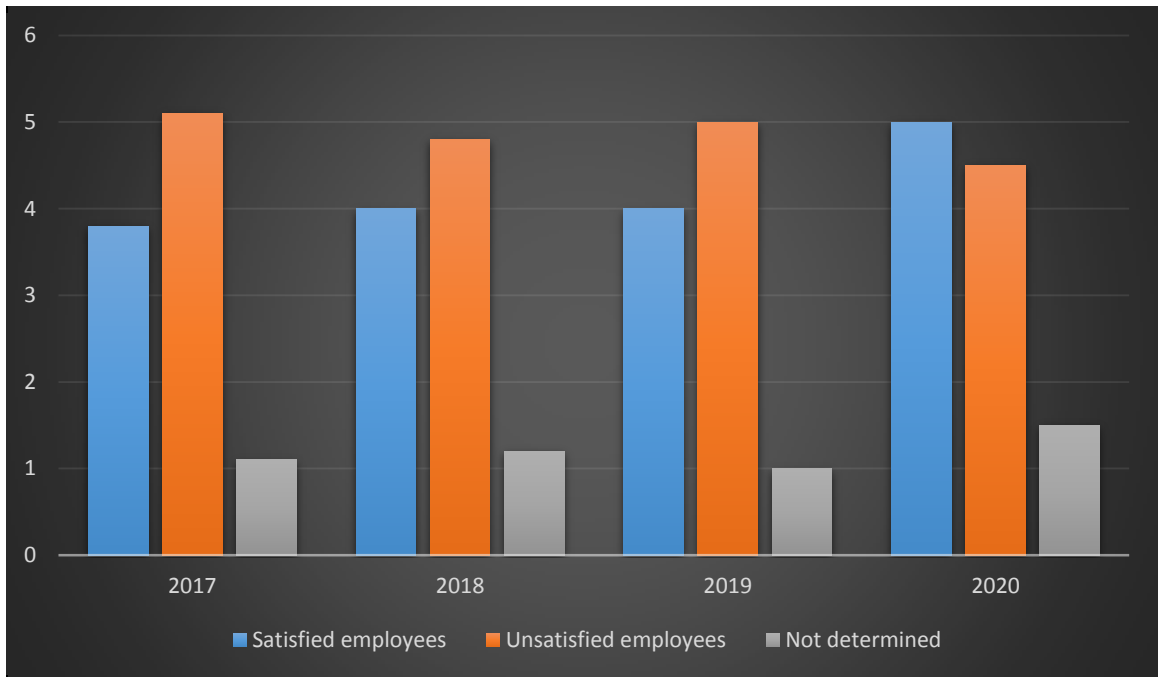


Fig. 3.3 Dynamics of work satisfaction in LLC “Eurostandart Services”.

Source: made by the author.

In comparison to last results of researches about the number of satisfied employees, the probable additional effect from the offered measures after their implementation is described in the next figure. As we can see, the company will improve its inner climate even within the worst variant of way of actions.

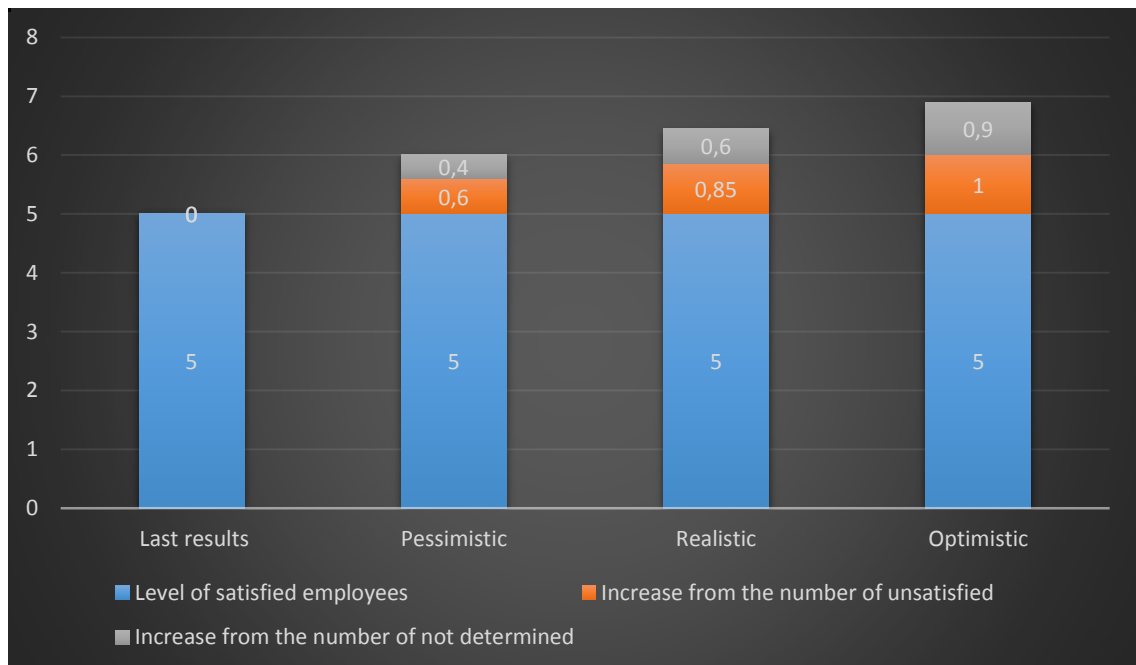


Fig. 3.4 Forecasted increase of satisfied employees from offered measures.

Source: made by the author.

It is expected that not only the additional effect will eliminate unsatisfied employees, but also there will be probable a small increase by the not determined workers within the small values. However, the small values will not have such a high importance for that moment. The bigger importance will bring the impact of proposed measures on all sides of labor forces of LLC “Eurostandart Services”. The graphical view if possible changes you can study on the figure 3.4.

CONCLUSIONS

Under the conditions of market relations of particular importance for each domestic enterprises become particularly important for the management of their competitiveness both on the national and international markets. Inadequacy of Ukrainian goods to European standards and low competitiveness can lead to the burnout of manufacturing and the accumulation of negative balances. Growing negative balance of trade. Spiritedness of Ukrainian exports, which have a small amount of surplus value, more or less complete absence of high-tech production an

equipment from the inefficient international specialization of Ukraine and increase the national economy diversification.

When considering the main types of competition in relation to the market structure, we can distinguish four market models: pure competition; monopolistic competition; oligopoly; pure monopoly.

In modern economy, in order to create a competitive enterprise, it is necessary not only to modernize production and management, but also to know clearly what it is done for, what goal should be achieved. The main thing in this case should be one thing: the ability to identify, quickly and effectively use in competition its comparative advantages. In conditions of intensifying competition the analysis of enterprise competitiveness and its factors takes on special significance.

Summarizing the information received in the diploma design, it is possible to make the main final conclusions:

Enterprise competitiveness depends on such factors as: competitiveness of goods on external and internal markets; type of goods produced; market capacity; ease of market access; market homogeneity; competitive position of competitors; industry competitiveness; possibility of technical innovations in the industry; regional and national competitiveness.

The peculiarity of modern conditions of planning for the enterprise is the search for ways to create a competitive advantage in order to survive in unfavorable external conditions. When preparing a plan, it is necessary to foresee those events that may not happen as anticipated and slow down the movement toward the goal.

When deciding on a strategy choice, a number of methods are used to help organize and evaluate goals, consider the tasks to be accomplished, and place them in order of accomplishment: goal assessment diagram; problem definition matrix; impact

checklist; customer dependency assessment; supplier dependency assessment; force field analysis, etc.

Strategy evaluation is the final stage of strategic planning and continues at all stages of strategy implementation. It can be done in two ways: evaluation of specific strategic options developed to determine their suitability, feasibility, acceptability for the organization; comparison of the results of the strategy with the level of achievement of objectives. The evaluation system, its criteria is the most important component of the program of strategy of the enterprise.

During the study of operational activity of LLC “Eurostandart Services”, there was found out small steps of top-management of the company to upgrade system of competitiveness and remain company’s position on the market.

There was a survey made by the author of the work, about the necessity of the improvement of qualification within employees, where almost 40% answered that they would have like to obtain such a opportunity in an order to obtain the opportunity to career growth or have double qualification and receive the bigger salary. That would also have raised the desire of employees to work harder and get better.

The company’s heads are really interested in this situation and competitiveness improvement of LLC that’s why we can define the next opportunities that are presented below.

According to purposed, we can underline next competitive advantages and find the best ones for implementing them:

- Refurbishment of old equipment;
- Creation of technical universal layouts for the facility arrangement;
- Working on the best company’s products and making them better;
- Expanding the markets of probable supplies in other countries (Expand on countries, where touristic is one of the main income to national economics);
- Organizational structure of warehousing organizations;

- Making some advertisements and social media ads for attracting new consumers and orders;
- Deepen relations with foreign clients and search for new foreign partners.

Among all measures, there were defined 2 of them as the most suitable on today's level of company's development and general operational activity of the company. Simultaneously, these measures do not require high expenses or critical changes in the internal environment. And those facts are supportive one because of non-stable situation with pandemic and its minimal or, sometimes big significant effect on approximately all spheres of activity.

The proposed measures have a chance and ability to increase a competitiveness by making a universal planning for clients (consumers) in an order to ease up the production and planning process and get quicker to the part of installation. From the other side, there is a proposition is providing special courses, that will provide an opportunity to raise qualification of employees. This is the measure in which more than the half of all workers in the company are interested or has a desire to pass. Such program will allow updating the knowledge of employees and simultaneously increasing their efficiency of work. Thus, the employees will become more and more experienced and valuable among the other worker on the labor market and will increase the competitiveness of enterprise.

In the 2-nd part of work the financial-economic indicators of the investigated company are analyzed. We can see that the general operational activity of the company is organized well and company has a stable net profit from its activity, which has increased for last 3 years. However, some groups of indexes show that the company should work on its liquidity and financial stability to provide conditions for continuous growth on strong company.

Despite of some values of indexes, which are not in the nearest recommended values, the company brings the profit, thus it has financial power to introduce the recommended measures.

The 3-rd part describes proposed measures for improvement of competitiveness. There is a description about the amount of money, which should be formed and separated from total planned costs for introduction of offered instruments to implement the purposed measures and changes. The effect from proposed measures is also described. It is expected that, even according to pessimistic expectations, the company will achieve 2, 24 UAH of profit from 1 UAH of invested sum of money in the measures we recommend. Nevertheless, the provided calculations of offered changes shows that this direction of improving the inner work of enterprise will help to improve the competitiveness of enterprise and move the company up.

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APPENDIX A

APPENDIX B