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СИСТЕМИ РОЗРОБЛЕННЯ ТА ПОСТАНОВЛЕННЯ ПРОДУКЦІЇ НА ВИРОБНИЦТВО. ІНДУСТРІЯ 4.0. СУЧАСНИЙ НАПРЯМОК АВТОМАТИЗАЦІЇ ТА ОБМІНУ ДАНИМИ У ВИРОБНИЧИХ ТЕХНОЛОГІЯХ

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THEORETICAL AND METHODOLOGICAL APPROACHES TO COMPETITIVE STABILITY OF ENGINEERING COMPANIES

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The background is determined in the way that every enterprise of building industry uses different methods to analyze its competitive level and constantly searches for options to be required with its production.

Ensuring the sustainability of competitive enterprises of engineering industry in modern globalized markets means first of all using of tools and marketing tools.

Using of certain marketing activities in the area of competitive stability depends on the organizational, technical, socio-economic, legal and other external and internal factors of the enterprise [1].

Competitive stability is the ability of the enterprise to keep the long term competitiveness providing the changing external and internal environment. Thus, competitive sustainability of the enterprise is inextricably connected with its competitiveness. Only competitive enterprise can be competitively sustainable. But not every competitive enterprise can be competitively sustainable.

The majority of academics offer to apply comprehensive tools (matrix methods) in order to conduct an analysis of competitive sustainability. In our opinion the issue of increasing the accuracy of those analyses' results and developing practical methodological recommendations is neglected.

We are offering the following theoretical and methodological approach towards conducting a complex analysis of competitive sustainability of machine-building enterprises using the combination of famous analysis tools of external and internal environment.

The first stage of complex analysis of competitive sustainability is the analysis of the enterprise's macroenvironment:

1.1 Diagnosing external environment of the enterprise – determining factors that influence the strategic management of the enterprise (PEST-analysis).

1.2 Determining factors of the greatest influence according to PEST-analysis's results and choosing factors of positive and negative influence.

The second stage is the analysis of the enterprise's microenvironment:

2.1 Assessment of the enterprise's internal resources using SNW-analysis, which helps to structure the available information concerning the internal capabilities of the enterprise, distinguishing factors of neutral influence.

2.2 Determining the factors that affect the enterprise's competitive positions (strengthening and weakening), and dividing them into those that describe the strengths and weaknesses of the enterprise according to SNW-analysis's results.

The third stage is the analysis of the enterprise's competitive opportunities – conducting SWOT-analysis on the basis of the first and second stages, considering factors of the greatest influence to be opportunities and threats according to the

results of PEST-analysis, considering factors that characterize the strengths and weaknesses of the enterprise to be strengths and weaknesses in accordance with SNW-analysis results.

The last fourth stage of complex analysis of competitive sustainability is strategic decision making:

4.1 Determining the enterprise's overall development strategy on the basis of making connections between factors of the greatest influence of the enterprise's external and internal environment.

4.2 Forming complex of administrative actions to strengthen competitive sustainability of the enterprise.

The authors offer the improvement of theoretical and methodological approach towards conducting a complex analysis of competitive sustainability of machine-building enterprises that is convenient and universal, and helps to assess the business entities more accurately.

This theoretical and methodological approach allows:

1) to identify factors of the enterprise's external and internal environment having the greatest influence on the state of industrial and economic activity;

2) to structure information on the enterprise's internal resources, distinguishing factors of neutral influence;

3) to conduct the analysis not only at machine-building enterprises, but also at enterprises of other industries.

The authors' ideas have been tested on the materials of Sumy machine-building enterprise JSC "Sumy Plant Nasosenergomash" [2]. This fact confirms their objectivity, expediency and topicality.

Accordingly, from the results of the study we can make following conclusions:

- proposed an improved theoretical and methodological approach to the complex analysis of competitive machine building resilience that is based on a combination of known analysis tools are versatile, simple and can more accurately assess the state entities;

- proved the importance of copyright and practical framework offers the example of existing enterprise engineering industry. These ideas can make the basis for further academic research concerning analysis of factors influencing the enterprise's activity while shaping its development strategy and using the business entities in practice.

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