

Economics

4. ICT:

- a) improving of equipment;
- b) expansion of e-services;
- c) improvement of the legislation in the field of ICT;
- d) development of broadband access to the Internet;
- e) creation of ICT development.

Thus, carrying out the above activities, creating a culture of knowledge will lead the organizations in the region and the country to economic growth and prosperity and that is possible only with mutual development of business and government.

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**ANALYSIS OF THE METHODS FOR DETERMINING
OF THE COMPETITIVENESS OF MOTOR COMPANIES**

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The article presents the analysis of the main methods of assessment of the competitiveness of enterprises, the advantages and disadvantages of the methods considered are identified. It's impossible to efficiently improve this rate and to estimate the successfulness of actions taken without estimation of present-day competitive ratio.

According to A.S. Golovachyov competitiveness of enterprises is determined by: 1) methods of formalization of factors (indicators) that determine the competitiveness of the organization; 2) matrix methods; 3) the method of the competitiveness of goods [1].

Methods of formalization of the factors (indicators) are based on using indicators of competitiveness of products (services) and production efficiency. First factor is the factor that determines purchasing decision, caused by the necessity of satisfying needs of customers. Second factor is the factor of production development, caused by aspiration to provide competitive advantages of goods (services) of organization by improving production efficiency and implementation the expanded reproduction, which determines the strategy and tactics to achieve the best results, among other things in the field of competitiveness of products (services).

Matrix methods are based on the identification of internal and external factors of competitiveness of the organization and its particular area of economic management (market segment) where the organization has or wants to gain a competitive advantage. These methods include the matrix of Boston Consulting Group (BCG) “share of the market - sales growth rate”, the matrix of development “goods – markets” by I. Ansoff matrix of strategies of small enterprise [1].

The method for determining of the competitiveness of enterprises (C_e) based on assessment of the competitiveness of its products taking into account the weightiness of their implementation in various markets involves formula evaluation:

$$C_e = \sum \alpha_i \beta_j \cdot C_{ij} \rightarrow 1, \quad (1)$$

where α_i – the share of the i-th product of the enterprise in the volume of all sales for the review period, the share of the unit;

β_j – indicator of the significance of the market where the company products are sold (for example, markets in the US, Japan, Canada and the European Union countries have a value of 1, the foreign markets of other countries – 0.7, the domestic market – 0.5);

C_{ij} – the competitiveness of the i -th goods in the j -th market [2].

According to this method, if the goods (service) of enterprises are competitive, the company itself is competitive.

Research by M. Porter is the most famous in assessing the competitiveness. He indicated five factors that have the greatest impact on the competitiveness of the organization:

- struggle against existing competitors;
- new competitors' threats;
- the possibility of trading with suppliers;
- the ability of consumers to make their choice and trade with them;
- the threat on the part of alternative products and services (product analogues).

Thus, competitive advantages can be achieved by: improving the quality and consumer properties of the product (service); costs reduction and preserving the maximum acceptable level of prices; the orientation of its products to the target market segments where competition is weakened due to the high degree of heterogeneity of the market [1].

Based on the model of M. Porter American Management Association has proposed systematic comparative analysis of business model implemented by checklist «SWOT-analysis» (Strengths - Weaknesses – Opportunities - Threats), allowing to assess strengths and weaknesses of the organization [1]. In the proposed approach, performance indicators were evaluated in the next units: finance, production, organization and management, marketing, staff composition, technology. This method of enterprise competitiveness assessment does not give the integral index of competitiveness, that's why it is difficult to make a comparison of the competitive advantages of companies and competitors.

Methodology of competitiveness assessment of the organization on the basis of the "4Ps" is based on a comparative analysis of the organization and businesses competing on factors: product, price, promotion, and market channels of sales. The method is implemented by the scorecard, where quantitative assessment is assigned to all factors of competitiveness. In contrast to the SWOT- analysis method of the "4Ps" allows to quantify both on individual factor and on all factors as a whole. The disadvantage of this method is that the factors of competitiveness are estimated by experts and their subjective attitude to the product or service have a major impact.

Evaluation technique of company competitiveness of J.J. Lamben is based on a comparative assessment of the competitiveness of companies operating in the commodity market. Competitiveness is measured at the 6 criteria (indicators) at the 5-point scale. Competitiveness coefficient is the ratio of points of the companies to points of the leader. The leader is a company that received the highest total point score, it has a coefficient equal to 1. High level of competitiveness is achieved at a coefficient of 1.0 to 0.9. Average level can be achieved at a coefficient of 0.9 to 0.7. The low level of competitiveness is at coefficient of less than 0.7 [3]. Algorithm of competitiveness estimation is the following:

- points for each competitor are counted;
- a competitor with the highest number of points is found out, his competitiveness factor is set to 1;
- the competitiveness coefficient of the competitors is determined by comparing the amount of points of each competitor to the to the sum of leader points;
- depending on the value of the competitiveness coefficient places are appointed to all competitors.

Rating estimation methods of competitiveness of the enterprise is the establishment of companies hierarchy based on a comparison of their achievements in financial and other areas. Procedure for determining of the rating is the following:

- 1) obtaining of source data for all compared enterprises;
- 2) source information is represented as a matrix in which values of indicators are entered in rows ($i = 1, 2, \dots, n$), and compared enterprises are entered in columns – ($j = 1, 2, \dots, m$);
- 3) initial indices relate with the corresponding index of the competitor enterprise (the best in the industry, the standard enterprise) using the formula:

$$x_{ij} = \frac{a_{ij}}{a_{ij \max}}, \quad (2)$$

where x_{ij} – relative indicators of economic activity;

- 4) the value of rating of the analyzed companies at the end of the time period is determined according to the formula:

$$R_j = \sqrt[n]{X_1 + X_2 + \dots + X_n}, \quad (3)$$

where R_j – rating of the j -th enterprise;

X_1, X_2, \dots, X_n – the relative performance of the j -analyzed enterprise;

5) rival companies are ranked in descending order of rating. The company with the maximum value of comparative assessment calculated using the formula above has the highest rating.

The rating methods can consider not only tangible assets but also intangible assets (reputation of management, organizational skills, etc.), for example, total quality of management, quality of products or services, financial stability, the degree of social responsibility and others.

Another area of research is the theory of competitive equilibrium of businesses and industries of A. Marshall and the theory of the factors of production. Equilibrium is a state when manufacturer hasn't incentives to move to another state, i.e., to change the volume of production (change its market share). Under the conditions of producer equilibrium (on reaching peak output and product sales at a constant demand and the level of technological development in this market), each of the factors of production is used at the same time with equal highest productivity. Industry enterprises do not get super-profits, and as a result, third-party organizations have no incentives for entry into the industry. When the manufacturer has production factors that can be used with better than other competitors productivity it serves as a criterion of competitiveness. Methods of assessing the competitiveness of products on the basis of the theory of equilibrium and factors of production can be used to assess the competitiveness of enterprises and industries. The main disadvantage is that this method does not give the integral index of competitiveness of the organization.

The methods of assessment of competitors capabilities by special expert studies and indirect calculations based on known data are the most common to evaluate the competitiveness of transport companies.

Solovyov K.V. describes "a method of reflection". This method is widely used in practice for the analysis of the competition. It consists in finding information about the company from consumers or intermediaries of the enterprise [4]. Study of competitors should be directed to those areas that have been the subject of analysis of the potential of their own company. This can ensure the comparability of results. Comfortable tool for comparing the capabilities of the enterprise and its main competitors is the construction of polygons of competitiveness that represent assessments of the company and its competitors on the most significant areas of activity, depicted in the form of vectors, axes (Fig.).

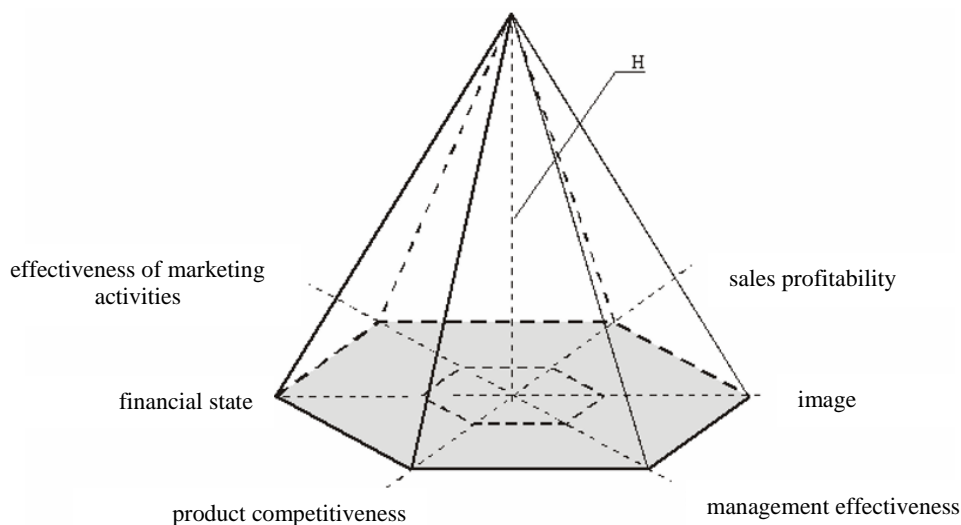


Fig. Graphic interpretation of model assessing the competitiveness of motor companies

According to K.V. Solovyov evaluation of competitiveness can be interpreted as a geometric shape, which serves as a quantitative measure of the sustainability of the competitive state of the enterprise. Stability of a geometric figure represents the real competitive position of the company.

Quantitative measure characterizing the real situation of the company in a competitive environment, i.e. the market share as optimal quantitative parameter, acts as the height of the pyramid. Calculation of the volume of a pyramid characterizes the real result of the evaluation of enterprise competitiveness. The value of this parameter defines the quantitative assessment of competitiveness. Six vectors-rays defining the internal competitiveness of the enterprise compose the base of the pyramid. Each vector in its limit value represents the radius of the circle corresponding to the maximum value of estimated figure (see Fig.). The composition of the factors taken into account in the model and its structure may be adjusted in the course of improving the model.

The universal nature of the model makes it possible to vary the range of parameters to be estimated on the basis of information capabilities, skill level of experts. This methodical approach allows analyzing the impact of individual factors that ensure the competitive position of transport companies on the market and assess the

possible consequences of changes in the future. Using this model for practical purposes provides reduction of risks of management decisions and can serve as a basis for evaluating their effectiveness. The proposed method is acceptable to support decisions regarding the management of the activities of the transport companies and can act as an argument, confirming the appropriateness of investment decisions.

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**THE PURPOSE AND OBJECTIVES OF MANAGEMENT
OF FINANCIAL SECURITY IN THE ENTERPRISE****OLENA ZHYLIAKOVA, INNA BIGDAN***Kharkov state University of food technology and trade, Ukraine*

The questions of management of financial security in the enterprise as management activity, which has a core focus and a certain set of management tasks are considered in the article. The author's approach to the formulation of the goals and objectives of the management of financial security in the enterprise on the basis of the resource-functional, stationary and dynamic management approaches taking into account the separation of subsystems of jointly subordinate level of management is formulated.

Introduction. In conditions of deep financial crisis, Ukrainian companies are forced to find efficient ways to maintain their financial equilibrium, neutralizing the effects of financial risks and threats to financial and economic activity which is possible only with the creation of an effective system of financial security of enterprise. The formation of such systems requires proper goal setting and task management within the current and strategic directions.

In the theoretical aspect the works of many domestic scientists: I.A. Blanc, T.G. Vasiltssev, K.S. Goryacheva, T.Y. Zagorulsky, V.V. Karnachuk, Y.G. Kim, T.V. Klimenko, B.J. Krakos, J.V. Kudrytskaya, T.B. Kuzenko, I.B. Medvedeva, L.A. Mogilina, K.V. Orekhova, V.V. Orlova, L.M. Petrenko, M. Pogosova, N.N. Poyda-Nosik, R.O. Razgon, O.V. Sosidenko, K.A. Usenko, etc are dedicated to the management of financial security of the company. Despite numerous researches in this direction, many issues remain unresolved or are of a controversial nature. So, there is no single point of view in relation to the content of the category "financial security", construction of the process of managing financial security, the selection of the structural elements of financial security management system. In most cases financial security management is considered as a subsystem of management of economic safety of the enterprise with selection of subsystems of management: banking, currency, insurance, fiscal, monetary, stock, investment security. In this approach goals and objectives of management of financial security in the enterprise are formed. At the same time, a systematic approach to the enterprise financial security management requires further research of goals and objectives of management in selection of subsystems of lower level.

The aim of the article is the further development of the theory of management of financial security in the enterprise on the basis of the analysis and synthesis of the existing in scientific literature approaches to the definition of "the purpose of management of financial security of the enterprise", the composition of the management tasks and the selection of subsystems of management.

Research methods. Methodological basis of research are principles of the theory of Finance and management, and scientific works of Russian scientists-economists on the problems of financial security of enterprise. For solving problems general scientific methods: deduction, induction, analysis, synthesis, systematization and methods of logic synthesis were used in the article.

The main part. Management of financial security of the enterprise is a certain type of administrative activity. The term "management" can be viewed from the point of view of process as a set of actions aimed at achieving a specific result. In this regard, the financial security management is an activity of company