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## ANALYSIS OF ASSESSMENT METHODS OF THE PROCESS OF MANAGEMENT OF THE ENTERPRISE'S EXTERNAL ECONOMIC ACTIVITY IN THE CONTEXT OF INCREASE IN ITS COMPETITIVENESS

## АНАЛІЗ МЕТОДИК ОЦІНЮВАННЯ ПРОЦЕСУ УПРАВЛІННЯ ЗОВНІШНЬОЕКОНОМІЧНОЮ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВА В КОНТЕКСТІ ПІДВИЩЕННЯ ЙОГО КОНКУРЕНТОСПРОМОЖНОСТІ

The article is devoted to the analysis and systematization of methods for assessing the process of managing the foreign economic activity of an enterprise in order to increase its competitiveness. It is substantiated that strategic management of foreign economic activity is an important tool for achieving economic success in international markets, as it allows enterprises to adapt their strategies to the constantly changing external environment, as well as effectively use available resources to expand market positions. Approaches to defining the category of "enterprise competitiveness" are systematized. It is determined that strategic management of foreign economic activity of an enterprise in a competitive environment is a multifaceted and complex process. Its main goal is to develop, implement and effectively implement strategies that contribute to the adaptation of the enterprise to changes in the international business environment and ensure its competitiveness. The authors prove that studying the concept of enterprise competitiveness requires a comprehensive approach that takes into account the dynamic nature of market conditions and the ability of the enterprise to quickly adapt to changes in the external environment. Special methods used only in strategic analysis are systematized, their main content, advantages and disadvantages are determined. Among them are the SPACE method, the LOTS method, PEST analysis (STEP analysis), SWOT analysis, RIMS analysis, and the study of the object profile. The author analyzed examples of successful cases of implementation of modern approaches to foreign economic activity management and innovative solutions. The study confirmed that the competitiveness of an enterprise is a multidimensional category that includes the ability to adapt to dynamic changes in the external environment, introduce innovations, reduce costs, effectively manage resources, and ensure high-quality implementation of marketing and production strategies.

**Keywords:** foreign economic activity, enterprise competitiveness, strategic management, efficiency, profitability, analysis, international markets, innovation, globalization, economic adaptation, business process.

Стаття присвячена аналізу та систематизації методик оцінювання процесу управління зовнішньоекономічною діяльністю підприємства з метою підвищення його конкурентоспроможності. Обґрунтовано, що стратегічне управління зовнішньоекономічною діяльністю є важливим інструментом досягнення економічного успіху на міжнародних ринках, оскільки дозволяє підприємствам адаптувати свої стратегії до постійно змінюваного зовнішнього середовища, а також ефективно використовувати наявні ресурси для розширення ринкових позицій. Систематизовано підходи до визначення категорії «конкурентоспроможність підприємства». Визначено, що стратегічне управління ЗЕД підприємства в умовах конкурентного середовища є багатограним і комплексним процесом. Авторами доведено, що вивчення поняття конкурентоспроможності підприємства вимагає комплексного підходу, який враховує динамічний характер ринкових умов та здатність підприємства оперативного адаптуватися до змін у зовнішньому середовищі. Систематизовано спеціальні методи, що використовуються лише у стратегічному аналізі, визначено їх основний зміст, переваги та недоліки. Серед них метод SPACE, метод LOTS, PEST-аналіз (STEP-аналіз), SWOT-аналіз, PIMS-аналіз, вивчення профілю об'єкта. Автором проаналізовані приклади успішних кейсів імплементації сучасних підходів до управління зовнішньоекономічною діяльністю та інноваційних рішень. Дослідження підтвердило, що конкурентоспроможність підприємства є багатовимірною категорією, яка включає здатність адаптуватися до динамічних змін зовнішнього середовища, впроваджувати інновації, знижувати витрати, ефективно управляти ресурсами та забезпечувати якісне виконання маркетингових і виробничих стратегій.

**Ключові слова:** зовнішньоекономічна діяльність, конкурентоспроможність підприємства, стратегічне управління, ефективність, рентабельність, аналіз, міжнародні ринки, інновації, глобалізація, економічна адаптація, бізнес процес.

**Problem statement.** In the current conditions of economic globalization, foreign economic activity of enterprises is of particular importance for ensuring their competitiveness. Enterprises engaged in foreign economic activity face constant challenges caused by the dynamism of world markets, innovative technologies and changing economic conditions. An important component of this process is the ability of enterprises to adapt to changes and ensure stable activity at the international level. This requires improving the methods of strategic management and assessing the effectiveness of foreign economic activity, taking into account such factors as efficiency, profitability, and competitiveness of the enterprise. Therefore, it is necessary to develop effective approaches to assessing the results of foreign economic activity, which allow for a comprehensive assessment of various aspects of management, in particular from the point of view of competitiveness and adaptation to international market conditions.

**Analysis of recent research and publications.** The growing interest in studying the foreign economic activity of enterprises and its impact on competitiveness is due to the globalization of the economy and rapid changes in the international business environment. The issues of foreign economic activity management, competitiveness assessment and strategic management have been considered in the works of domestic researchers and foreign publications, which emphasize the importance of enterprises' adaptation to changes through innovation and improvement of the management system.

**Formulating the purposes of the article.** The purpose of the article is to analyze and systematize methods for evaluating the process of managing an enterprise's foreign economic activities in order to increase its competitiveness.

**Presentation of the main research material.** In modern conditions of economic globalization, foreign economic activity (FEA) of enterprises plays a key role in ensuring their competitiveness.

According to the Law of Ukraine "On Foreign Economic Activity", this category is interpreted as follows: "foreign economic activity is the activity of economic entities of Ukraine and foreign economic entities, as well as the activity of state customers for defense orders in cases specified by the laws of Ukraine, built on the relationship between them, which takes place both on the territory of Ukraine and abroad" [5].

Strategic management of foreign economic activity is an important tool for achieving economic success in international markets, as it allows enterprises to adapt their strategies to the constantly changing external environment, as well as effectively use available resources to expand market positions. At the same time, due to the high dynamism and unpredictability of global economic processes, enterprises are required to continuously improve the foreign economic activity management system, which includes not only an assessment of financial and organizational aspects, but also an assessment of the level of competitiveness.

The study of the concept of enterprise competitiveness requires a comprehensive approach that takes into account the dynamic nature of market conditions and the ability of the enterprise to quickly adapt to changes in the external environment. In the context of globalization and constant economic transformations, enterprises are forced not only to work effectively in the current context, but also to proactively respond to challenges arising in international markets. This makes the concept of enterprise competitiveness much broader than simply assessing its current state – it includes the ability to

Table 1

Basic definitions of the category "enterprise competitiveness"

Author	Definition
Bondarenko G.	A system of interrelated elements, which consists of the internal environment of the enterprise, its consumers and competitors, united into a single whole to solve the task of ensuring sustainable competitive positions, preserving existing and creating new competitive advantages
Voronkova A.	A property of the subject of market relations that manifests itself in the process of competition and allows it to occupy its niche in the market economy for extended reproduction, which assumes covering all production costs and obtaining profit from economic activity.
Merchansky V.	Competitiveness can be defined as an advantage in price, speed of delivery, design, etc., which allows a firm to ensure the sale of its goods at the expense of competitors.
Stevenson V.	Competitiveness demonstrates how effectively an enterprise satisfies the needs and preferences of consumers relative to other business entities offering similar goods and services.
Kaczmaryk Ya. Chergava K.	The competitiveness of an enterprise can be characterized as its potential quality, which includes: <ul style="list-style-type: none"> <li>• the ability of the enterprise to obtain a real assessment of the expectations of the target group of consumers, as well as to track trends in consumer behavior. In other words, the enterprise must be able to timely, objectively and accurately assess consumer demand both at the moment and predict its changes in the future. Such an assessment must be based on a scientific model of the target consumer group, taking into account its economic, socio-cultural and psychological factors, developed using the methods of modern sociology and marketing;</li> <li>• the ability to conduct an effective current marketing policy;</li> <li>• the ability to find and create conditions for reducing the costs of providing production factors – capital, labor, raw materials, materials and energy per unit of product sold;</li> <li>• the ability to create and maintain technological production at a level exceeding other industry participants, which requires timely updating of technologies. This applies to production, sales and management;</li> <li>• the ability to plan, organize and implement an effective strategy in the areas of production and marketing based on innovation;</li> <li>• creation and development of high human resources at all levels, both executive and management.</li> </ul>

Source: compiled by the author based on [2–7]

quickly adapt and strategically develop in conditions of instability.

Therefore, the competitiveness of an enterprise is a multidimensional concept that reflects the enterprise's ability to perform effectively in the conditions of market competition. It includes the ability of an enterprise to create and maintain competitive advantages, satisfy consumer needs better than competitors, and ensure a stable position in the market. This is achieved due to the combination of various factors, such as innovation, production efficiency, flexible marketing policy, technological development, adaptation to changes in consumer needs, cost reduction and creation of quality human resources. Competitiveness also implies a strategic approach to planning and management aimed at achieving long-term goals and maintaining profitability.

Strategic management of foreign economic activity of an enterprise in a competitive environment is a multifaceted and complex process. Its main goal is to develop, implement, and effectively implement strategies that contribute to the adaptation of the enterprise to changes in the international business environment and ensure its competitiveness.

The competitiveness of an enterprise is determined by a wide range of factors, including: the efficiency of export-import operations, the level of investment, the introduction of innovations, financial stability, adaptability to market conditions, etc.

As emphasized by the American scientist Gary Cockins, performance management consists in the implementation of strategy and plans into specific results [3]. He emphasizes that performance management and the system of performance indicators are complementary tools. In the context of foreign economic activity, performance indicators serve as the basis for assessing the profitability of the enterprise. According to O.M. Kotysh, performance indicators should be considered as a comprehensive measure

that characterizes the profitability of the enterprise, taking into account economy, adaptability and efficiency [1].

The process of strategic management of a foreign economic activity of an enterprise in a competitive environment includes the analysis of the external and internal environment, the formation of long-term goals, the optimal use of resources, the construction of effective communications and management systems, as well as adaptation to changing market conditions. Success in this process allows the enterprise not only to maintain its positions, but also to expand its presence in international markets, increasing its profitability and overall efficiency. To effectively assess the effectiveness of foreign economic activity management, a multi-component approach is used, which covers several main groups of indicators (Table 2).

There are also special methods used only in strategic analysis. Some of them are summarized in Table 3.

Evaluating the effectiveness of foreign economic activity management can be carried out using three main stages:

- Preparatory: forming the purpose of the assessment, defining the object, information support.
- Technological: choosing the principles of assessment (systematicity, comprehensiveness, objectivity, etc.), forming criteria and a system of indicators.
- Calculation and analytical: calculating indicators, systematizing data, forming conclusions.

A clear example of a company becoming a leader in its field even in a competitive global environment is the Ukrainian company Myronivskyi Hliboproduct (MHP) [11]. MHP actively applies modern approaches to foreign economic activity management and innovative solutions in the agricultural sector. In particular, the company invests in the digitalization of production processes, using Big Data to optimize the supply chain, forecast demand and manage production cycles.

Table 2

**Main groups of indicators for assessing the effectiveness of foreign economic activity management at enterprises**

Indicator group	Indicators
Absolute	<ul style="list-style-type: none"> <li>– Export volume</li> <li>– Import volume</li> <li>– Balance of payments</li> <li>– Number and amount of complaints received</li> <li>– Number of complaints satisfied</li> </ul>
Relative	<ul style="list-style-type: none"> <li>– Indices of export and import dynamics by value, physical volume, price, quantity, structure</li> <li>– Coefficients of fulfillment of export and import obligations</li> <li>– Average duration of transaction turnover</li> <li>– Coefficient of return on foreign economic activity</li> </ul>
Structures	<ul style="list-style-type: none"> <li>– Commodity structure of foreign economic activity</li> <li>– Geographical structure of foreign economic activity</li> <li>– Overhead structure of foreign economic activity</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>– Currency efficiency of exports/imports</li> <li>– Absolute efficiency</li> <li>– Economic effect of operations</li> <li>– Efficiency of purchasing imported equipment</li> <li>– Efficiency of sales of products on the domestic market</li> </ul>
Profitability	<ul style="list-style-type: none"> <li>– Production profitability</li> <li>– Sales profitability</li> <li>– Operating profitability</li> <li>– Net profit</li> <li>– Gross profit</li> </ul>
Market	<ul style="list-style-type: none"> <li>– Market share by sales volume</li> </ul>

Source: compiled by the author based on [10]

Table 3

Name of the method	Advantages	Disadvantages	Content of the method
SRACE method	Allows you to assess the competitive position of the enterprise; suitable for small and medium-sized businesses; allows you to analyze the strategy, even if it is not explicitly stated; can be used to determine the optimal strategy; requires expert assessments, which may be subjective	Requires expert judgment, which may be subjective; does not always take into account variable factors in the short term	Analyzes the enterprise according to four main coordinates: competitive advantage, financial potential, attractiveness of the industry and stability of the environment. A strategy is developed based on an assessment of the enterprise's internal and external environment.
LOTS method	Promotes in-depth analysis of the state of the object according to various criteria (resources, capabilities, trends, strategy)	Requires a large amount of data; difficult to apply in non-standard situations	Used to assess internal resources and long-term development trends
PEST analysis (STEP analysis)	Allows you to create a holistic picture of the impact of external factors on the activities of the enterprise	Difficulties in quantifying many factors, which complicates the analysis of their impact and changes	It is carried out by analyzing macroenvironmental factors (political, economic, social, technological), which are evaluated according to their impact on the enterprise. The results are entered into a matrix.
SWOT analysis	Easy to use, requires little cost; flexibility; analysis of external and internal factors; suitable for assessing both the enterprise as a whole and its individual parts or products	Inability to take into account all factors (strengths, weaknesses, opportunities, threats); subjectivity of assessment	Internal (strengths and weaknesses) and external (opportunities and threats) factors are assessed, their significance is determined by a scoring system or using the J Wilson matrix
RIMS analysis	Assessing the impact of a strategy on a company's profitability; using an empirical model that allows for a wide range of variable factors; helps determine the most effective strategies for different market conditions	Requires a large amount of data and precise estimates, which can be difficult for small businesses; does not always take into account specific or unpredictable factors	Assessing the impact of the chosen strategy on the company's profitability, taking into account strategic and situational variables (market share, product quality, vertical integration, market growth, industry development, capital flows) The goal is to select the most appropriate strategies under certain market conditions
Studying the object profile	Allows for detailed investigation of key aspects of the organization's activities and prospects	Difficulty in defining analysis criteria; significant expenditure of time and resources	Consists in identifying and quantifying (on a single relative or point scale) the characteristics that determine the degree of consumer loyalty to the enterprise

Source: compiled by the author based on [3–10]

MHP also focuses on the environmental component of its activities, introducing “green” technologies, such as biogas complexes for energy production from production waste. This not only reduces dependence on traditional energy sources, but also increases the company's reputation in international markets, especially among European partners, where environmental friendliness is becoming a key factor in competitiveness.

Thanks to the introduction of modern management methods and innovations, MHP was able to strengthen its positions in international markets, expand exports to over 70 countries around the world, and establish long-term partnerships with major foreign consumers.

Another example of how companies that use modern methods improve their competitiveness is the multinational company Alphabet, the parent company of Google. It ranks 7th in the Global 2000 ranking of the largest companies in the world with a market value of 1,340.53 billion US dollars [1]. Alphabet's main sources of revenue include Google Services (Google Search, YouTube, Google Network Members), Google

Cloud and Other Bets (startups and innovations). In 2020, Google Search provided 57% of revenue, mainly due to digital advertising, while YouTube added 11%, becoming an important source of revenue. Google Cloud and other projects are growing, demonstrating the long-term potential of the company, which is actively investing in cloud services and infrastructure for enterprise customers.

**Conclusions.** The study confirmed that the competitiveness of the enterprise is a multidimensional category that includes the ability to adapt to dynamic changes in the external environment, implement innovations, reduce costs, effectively manage resources, and ensure quality implementation of marketing and production strategies. The results of the article create a basis for further improvement of the foreign economic activity management system through the integration of the latest technologies, adaptation to changes in the international market and the development of innovative methods for assessing the effectiveness of enterprises in a competitive environment.



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