

MECHANISM OF MANAGEMENT OF THE FOREIGN ECONOMIC ACTIVITY OF THE ENTERPRISE

МЕХАНІЗМ УПРАВЛІННЯ ЗОВНІШНЬОЕКОНОМІЧНОЮ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВА

The development of foreign economic activity of the enterprise is the primary task of any enterprise in order to achieve recognition on the world stage and interest in cooperation with foreign partners. The article examines the theoretical foundations and developed a system of recommendations for increasing the efficiency of management of the enterprise's foreign economic activity. The research methodology consists in considering a set of factors affecting the comprehensive assessment of the effectiveness of the management of the enterprise's foreign economic activity. The aspects of managing the foreign economic activity of the enterprise and increasing its efficiency with the help of induction and deduction methods, the synthesis method were studied, the concept of foreign economic activity was generalized, and the existing approaches and directions for increasing the efficiency of the enterprise's foreign economic activity were studied. The article proves the necessity of using modern information systems for the formation and effective management of foreign economic activities of enterprises. The scientific novelty and theoretical significance of the obtained results lies in the fact that, on the basis of the conducted research, a comprehensive approach to the management of the foreign economic activity of the enterprise is proposed, the use of which will allow to evaluate the efficiency of the enterprise.

Key words: enterprise, management, mechanism, foreign economic activity, efficiency.

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На сьогоднішній день зовнішньоекономічна діяльність є однією з найважливіших складових діяльності підприємств. Розвиток зовнішньоекономічної діяльності є першочерговим завданням будь-якого підприємства задля досягнення визнання на світовій арені та зацікавленості у співпраці із закордонними партнерами, що вплине на зростання прибутковості діяльності підприємства та на його імідж в цілому. Багатогранність критеріїв, від яких залежить ефективність механізму управління зовнішньоекономічною діяльністю підприємства, зумовлює появу комплексу стратегічних завдань та відповідних інструментів аналізу для їх вирішення. Метою статті є поглиблення теоретичних засад та розробка системи рекомендацій щодо удосконалення ефективності управління зовнішньоекономічною діяльністю підприємства. Методика дослідження полягає у розгляді сукупності факторів, що впливають на комплексну оцінку ефективності управління зовнішньоекономічною діяльністю підприємства. Аспекти управління зовнішньоекономічною діяльністю підприємства та удосконалення її ефективності досліджувалися із застосуванням методів індукції та дедукції (визначено сутність зовнішньоекономічної діяльності підприємства, уточнено ключові терміни, пов'язані з нею), методу синтезу (узгальнено основні проблеми зовнішньоекономічної діяльності, а також досліджено існуючі підходи та напрями підвищення ефективності зовнішньоекономічної діяльності підприємства). В результаті проведених досліджень доведена необхідність використання сучасних інформаційних систем для формування та ефективного управління зовнішньоекономічною діяльністю підприємств. Наукова новизна та теоретична значущість отриманих результатів полягає у тому, що на основі проведеного дослідження запропоновано комплексний підхід до управління зовнішньоекономічною діяльністю підприємства. Запропонований підхід застосування сучасних інформаційних систем дозволяє швидко та ефективно оцінити результативність діяльності підприємства. Практична значущість статті полягає у розробленні та обґрунтуванні науково-практичних положень щодо комплексної оцінки ефективності управління зовнішньоекономічною діяльністю підприємства.

Ключові слова: підприємство, управління, механізм, зовнішньоекономічна діяльність, ефективність.

Formulation of the problem. The company's activities are multifaceted and aimed at obtaining effective results of economic activity. The process of entry of firms to international markets can be considered as a process of gradual development. The deepening of internationalization and globalization in the international environment requires enterprises to review and rethink existing norms of behavior in the field of foreign economic activity, to make decisions on updating the latest management concepts, or to transition to completely new ones.

The transformation of the enterprise during the transition from activity on domestic markets to foreign economic activity is possible under the condition of using modern management methods. One of the most important aspects of transformational processes is qualitative changes in the company's activities and orientation towards a long-term stay

on international markets. In order to achieve success and significant economic profit, it is necessary to strive for a more active introduction of market mechanisms into the general process of economic regulation and management. The development of an effective mechanism for the formation and management of the enterprise's foreign economic activity with its subsequent integration into the world economy will contribute to the growth of the efficiency of market forces in the economy, the development of competition and the creation of new opportunities for business development, which determines the relevance of the study.

Analysis of recent research and publications. The issue of development of foreign economic activity and improvement of the organization and management of foreign economic activity at the enterprise was dealt with by a significant number of domestic

scientists, including: Radchenko O.P., Kapanzhi M.V. [1], Chmut A.V. [2], Shvayko M.L., Shevchenko E.S. [6], Rahman M.S., Siladi K.B. [16] and others. Researchers consider the foreign economic activity of the enterprise through international relations, various forms of cooperation, but, despite numerous studies, certain aspects of the mechanism of formation and management of foreign economic activity in modern conditions remain insufficiently covered.

Formulation of the purpose of the article.

The purpose of the article is to deepen the theoretical foundations and develop a system of recommendations for improving the effectiveness of the formation and management of the enterprise's foreign economic activity.

Presenting main material. The foreign economic activity of an industrial enterprise is a set of production-economic, organizational-economic and operational-commercial functions of export-oriented enterprises, taking into account the chosen foreign economic strategy, forms and methods of work on the market of a foreign partner. Foreign economic activity is accompanied by a significant number of transactions related to the movement of goods to the final buyer, the timely and complete provision of various foreign economic services, payment of the contract price, customs procedures, as well as the study of commercial information about the state of foreign commodity and currency and financial markets [1].

Foreign economic activity is an important functional subsystem of the enterprise. Its development is determined by many factors and conditions of the external and internal environment of the enterprise. External conditions are the state of the macroeconomics, political stability, the level of development of scientific and technological progress and innovation, state regulation of foreign trade in order to increase the competitiveness of domestic producers and protect their interests, participation in international organizations, international regulation. Internal conditions are staffing, internal organization of the company, strategic planning for the development of foreign trade, competitiveness of the enterprise and products, adaptation of the internal mechanism, legal support, information support.

Effective management of the development of the enterprise's foreign economic activity creates conditions for a successful, profitable business. With the help of professional management of foreign economic activity, manufacturers get the opportunity to properly organize the sale of their products, to build a strategy for the purchase of new raw materials and materials.

Improving the management of the development of foreign economic activity in the conditions of developed market relations requires a revision of many economic categories, filling them with new and practical content, conditioned by the implementation

of marketing functions, without the implementation of which it is impossible to achieve the effective functioning of any economic entity [2].

Thus, it should be noted that the management system for the development of foreign economic activity is the most important subsystem of the enterprise's business organization, and the efficiency of the entire enterprise directly depends on the efficiency of its work [3].

The state of the economic environment largely determines the ability of enterprises to maintain and increase competitive advantages. Therefore, the formation of such an environment, which would contribute to the maintenance of competitiveness at a high level, is one of the most important tasks of the state in the conditions of a market economy. In industrialized countries, over the past two decades, the participation of the state in increasing the competitiveness of domestic producers has increased dramatically. In practice, special programs for ensuring competitiveness are developed and implemented, when governments take direct responsibility for the development and cheapening of the infrastructure necessary for this – science, means of communication, information collection, restructuring of tax systems in order to encourage competitive industries.

Ensuring an effective mechanism of the enterprise's foreign economic activity is one of the important aspects on the way to increasing its competitiveness. This approach requires significant organizational investments and time spent on building an effective system of organization, management and control. Such a system requires the enterprise to perform many important functions, namely: development of a strategy for foreign economic activity, analysis of external and internal factors affecting the enterprise's implementation of foreign economic activity, risk assessment, development of a sequence of actions, monitoring and control, collection of information, verification of compliance with modern requirements and trends, etc.

An effective mechanism for managing the company's foreign economic activity is an opportunity to have competitive advantages in the market, namely: increasing sales volumes, increasing profitability and profitability of activities. For this, it is necessary to use five factors that shape the company's competition in the domestic and foreign markets (Figure 1).

The external economic activity of the enterprise is the most successful only in the case when the activity management mechanism is well thought out, comprehensively substantiated, and follows from long-term goals [1].

Thus, the main task of the mechanism for managing the enterprise's foreign economic activity is to strengthen and increase the export potential, increase the competitiveness of its production and economic activity.

It should be noted that the lack of scientific research in this field is a particularly urgent problem of the development of methodological foundations for the implementation of an effective mechanism for managing the enterprise's foreign economic activity.

The practical experience of domestic enterprises allows the use of the following basic management functions, which are relevant in the modern period, to improve the mechanism of managing the foreign economic activity of the enterprise, namely:

- development of strategic and tactical goals of economic activity at the enterprise;
- development of proposals regarding the effective operation of the enterprise;
- the use of the latest information technologies when planning and monitoring the performance of activities [5].

Accordingly, to date, the concept of implementing an effective mechanism for managing the foreign economic activity of the enterprise, which represents the possibility of forecasting profitable activities on the domestic and foreign markets in the form of management decisions, is receiving evolutionary development.

The mechanism for managing the foreign economic activity of the enterprise includes the following elements [6]:

- development of the strategy of foreign economic activity of the enterprise;
- mandatory marketing research on the foreign market;
- development, conclusion and execution of international contracts;
- taking into account the requirements of product consumers, aspects of pricing in the foreign market;
- accounting of foreign economic activity (implementation of contracts, control over the activities of competitors, study of risks and problems, etc.) [7].

If the foreign economic activity of the enterprise is a component of its economic activity, then the

activity management mechanism, its comprehensive indicator of management efficiency is the balance of payments. Accordingly, the mechanism for managing the enterprise's foreign economic activity requires improvement of the entire mechanism of activity in general.

One of the leading factors of effective management of the enterprise in general, including foreign economic activity, is the use of modern management achievements, especially the application of the criterion of rationality when making effective management decisions [8].

The quality and efficiency of the management of the enterprise's foreign economic activity is in accordance with the demands of consumers, taking into account the level of economic well-being of the population, the efficiency of sales activities on the foreign market. Accordingly, increasing the profitability of the enterprise's foreign economic activity depends on improving the mechanism of managing foreign economic activity, ensuring its timely implementation. To ensure such activity, the company first of all studies and analyzes the experience of partners, competitors, stimulates the company's employees to obtain profit from foreign economic activities, while actively using advertising measures of influence [9].

So, a well-calculated and correctly chosen strategy of the mechanism for managing the enterprise's foreign economic activity demonstrates the most rational and most productive ways to achieve the set goal.

An important stage in the effective use of the mechanism for managing the enterprise's foreign economic activity is the organizational and economic implementation of a competitive strategy, which combines the development and implementation of tactical plans for functioning in a competitive environment, which reflects the purpose of the enterprise as a whole [10].

The general directions by which the efficiency of the mechanism of managing the foreign economic activity of the enterprise is determined are:

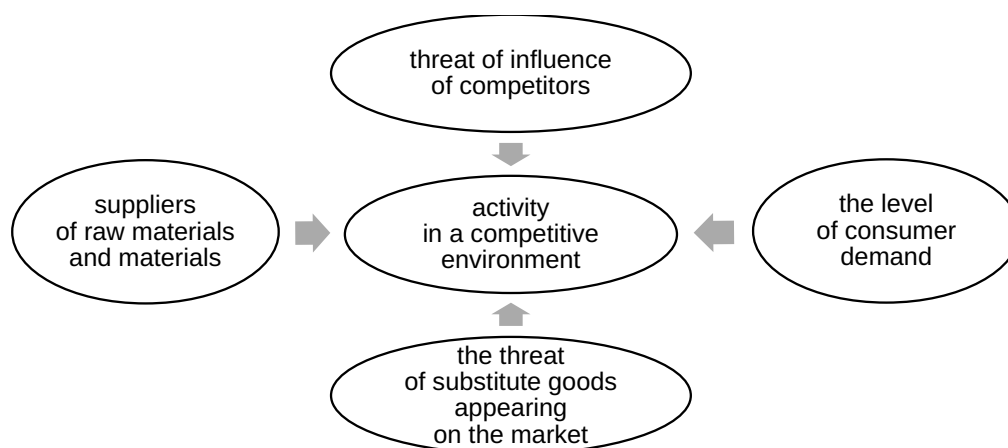


Figure 1. Factors of competition in the market

Source: compiled on the basis of [4]

1. Evaluation of the enterprise's efficiency in order to ensure an optimal management strategy. First of all, the efficiency of using the company's resources is investigated.

2. Evaluation of the efficiency of the enterprise's foreign economic activity with determination of its level of attractiveness as a potential investment object. Such an assessment can be carried out by the company itself or a potential investor.

3. Evaluation of the effectiveness of the management mechanism at the macro level [5].

The multifaceted criteria on which the effectiveness of the mechanism of managing the foreign economic activity of the enterprise depends, leads to the emergence of a set of strategic tasks and appropriate analysis tools for their solution.

Therefore, in the modern conditions of conducting the production and economic activities of the enterprise, the opportunity to timely, reliably and adequately assess the effectiveness of the mechanism of the enterprise's foreign economic activity makes it possible to diagnose problems that stand in the way of increasing the level of the obtained results. In the future, proposals, ways and methods of solving them are formed based on these requests. Thus, for an effective mechanism of the enterprise's foreign economic activity, it is necessary to systematically evaluate the effectiveness of its activity and increase its level. In practice, this can be done using information systems.

Currently, among the information systems used to solve various business tasks, the main positions are occupied by information systems in management and expert systems. Since technologies develop quite quickly, their rapid introduction into the management system of the enterprise's foreign economic activity takes place, which allows to significantly save time, provide various forms of control and management, and has certain economic advantages.

Information support is an important element of automated information systems, which ensures the organization and presentation of information that meets any requirements, as well as the conditions of automated technologies.

An information system is understood as an interconnected set of subjects, objects and relationships that arise between them in the process of production, distribution, exchange and consumption of information resources based on the applied technology. The implementation of such technology contributes to obtaining more rational options for solving management tasks due to the implementation of mathematical methods and intelligent systems; freeing employees from routine work due to its automation; ensuring the reliability of information; improvement of the structure of information flows and the system of document circulation at the industrial enterprise. Information systems form the

basis of information models, which are based on the scheme of information flows used in the management process, which reflects various procedures for the performance of management functions of an industrial enterprise, and shows the connection of input and output documents and indicators for each individual person. To date, automated information systems based on the use of computer tools and capabilities have gained the greatest practical application and are effective tools in enterprise management [11].

The use of information technologies to manage an industrial enterprise makes it more competitive by increasing its manageability and adaptability to changes in the market situation. It should be noted that enterprises must create internal conditions that determine management decisions aimed at evaluating and choosing a promising form of business, substantiating an effective production structure and production organization that ensures the balance of production resources. Thus, to ensure the management of the enterprise in conditions of uncertainty of the industry market, it is necessary to create a toolkit in the form of an information base, methods, algorithms and models that will allow obtaining operational information necessary for management.

Software tools to support management decision-making and the implementation of EDS can be conditionally divided into such groups as document flow management, optimization and selection, modeling, program management, system analysis, expertise, search and reference support, statistical analysis, data presentation, accounting and reporting, and others trends towards integration, software manufacturers combine the solution of several tasks in applied products and even create complex support systems for making managerial decisions [12].

The use of data processing programs and carrying out a set of calculations provided by the methods of economic analysis creates an opportunity to calculate and analyze the dynamics of a number of final financial and economic indicators for a large number of objects, and also provides the opportunity to evaluate the analyzed industrial enterprises and forecast their economic state in dynamics, on the basis of which it is possible to draw conclusions about the level and quality of management decisions made by the company's management. At the same time, in practice, in the course of the main activity, it is assumed that the created single information database should be available to almost any interested user within the enterprise.

Studying the offer on the market of IT products in order to identify a newer and more effective version of the software for managing the company's EDS allows us to offer the use of the QD Professional program, which gives the company access to the following functions:

- clarification of the current legislation of Ukraine in the field of foreign trade;

- creation of a single database of clients and partners;
- declaring, filling out customs documents; calculation of payments and contract amounts, including in the currency of the contract;
- saving time to perform a certain task and work;
- savings on contacting special international information agencies [12].

In practice, the organization of communication ties, as well as the process of collecting, transmitting and processing information necessary for making management decisions, is of great importance in the formation of information support for foreign economic activity at the enterprise.

Therefore, the integration of the information subsystem of the management of the enterprise's foreign economic activity into its general information system will make all financial and material flows transparent to the management; will provide complete information for economically feasible strategic planning of the development of the enterprise's foreign economic activity with the provision of appropriate recommendations; will help to timely identify trends of violation of the established direction of economic development and determine strategic reserves, due to which it is possible to ensure an increase in the efficiency of the economic development of the enterprise.

Conclusions. The mechanism of management of foreign economic activity of the enterprise gives an opportunity to have a competitive advantage in the market. A consistent, rational plan for the development of the enterprise will allow to increase the efficiency of economic activity in the long term. Improving the mechanism of the enterprise's foreign economic activity will have a positive effect on the enterprise's activities in general. The rationality of actions when choosing the strategy of the mechanism for managing the foreign economic activity of the enterprise will contribute to the rapid achievement of the set goal. Organizational and economic implementation of a competitive strategy, which combines the development and implementation of tactical plans for functioning in a competitive environment, will allow predicting the profitability of activities in the domestic and foreign markets.

The creation of an effective mechanism for managing the enterprise's foreign economic activity presupposes the emergence of a set of strategic tasks and appropriate analysis tools for solving them. Effective use of the company's resources, determination of the level of its attractiveness for consumers and investors, software support for management decision-making and the implementation of foreign economic activities will contribute to increasing the profitability of the foreign exchange.

The scientific novelty and theoretical significance of the obtained results lies in the fact that, on the

basis of the conducted research, a comprehensive approach to the management of the enterprise's foreign economic activity is proposed. The proposed approach of using modern information systems allows to quickly and effectively assess the effectiveness of the company's activities.

The practical significance of the article lies in the development and substantiation of scientific and practical provisions regarding the comprehensive assessment of the effectiveness of management of the enterprise's foreign economic activity.

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