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## IMPROVING THE MANAGEMENT OF THE MAIN ACTIVITY OF THE ENTERPRISE

## УДОСКОНАЛЕННЯ ПРОЦЕСУ УПРАВЛІННЯ ОСНОВНОЮ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВА

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The article formulates the basic conditions that ensure effective management of the main activities of the enterprise; the purpose and tasks of management of the basic activity of the enterprise are defined; the classification of the information used in management of the basic activity of the enterprise is resulted; two groups of indicators used for the analysis of results of activity of the enterprise are considered; the structure of management of results of activity of the enterprise is resulted. The paper notes that modern enterprise management systems consist of a set of management systems based on a specific feature. The presented structure of management of results of activity of the enterprise reflects actions in connection with lack of programs of preparation and advanced training and system of material stimulation of workers. other problems that arise from this, reducing the efficiency of work. The proposed management system is universal in nature and includes a set of procedures, the implementation of which is an integral part of improving the efficiency of operating activities of the enterprise. The article highlights the components that characterize the effective use of the potential of employees of the enterprise. These conditions that the company must provide its employees to master advanced technologies, high-performance methods of complex and responsible work that meet the highest levels of the profession. The article proves that the problem of lack of planning should be solved first of all. The actions which the manager should carry out for successful achievement of the set purposes and tasks of the enterprise are considered. It is noted that forming competitive advantages, the company needs to constantly improve the internal processes of the enterprise, develop a system of communication with customers, work intensively on the development of digital technologies to ensure operational contact both within and with our partners. Based on the current state of the management system of the main business of the enterprise, measures are proposed to improve it.

**Keywords:** efficiency, enterprise, operational activity, management system.

У статті сформульовано основні умови, які забезпечують ефективне управління основною діяльністю підприємства; визначено мету та завдання управління основною діяльністю підприємства; наведено класифікацію інформації, що використовується в управлінні основною діяльністю підприємства; розглянуто дві групи показників, що використовуються для аналізу результатів діяльності підприємства; наведено структуру управління результатами діяльності підприємства. В статті виокремлені складові, що характеризують ефективне використання потенціалу працівників підприємства. Розглянуті дії, які повинен виконувати менеджер для успішного досягнення поставлених цілей і завдань підприємства. Виходячи з сучасного стану системи управління основним бізнесом підприємства, запропоновано заходи щодо її вдосконалення.

**Ключові слова:** ефективність, підприємство, операційна діяльність, система управління.

В статье сформулированы основные условия, обеспечивающие эффективное управление основной деятельностью предприятия; определены цели и задачи управления основной деятельностью предприятия; приведена классификация информации, используемой в управлении основной деятельностью предприятия; рассмотрены две группы показателей, используемых для анализа результатов деятельности предприятия; приведена структура управления результатами деятельности предприятия. В статье выделены составляющие, характеризующие эффективное использование потенциала работников предприятия. Рассмотрены действия, которые должен выполнять менеджер для успешного достижения поставленных целей и задач предприятия. Исходя из современного состояния системы управления основным бизнесом предприятия, предложены меры по ее совершенствованию.

**Ключевые слова:** эффективность, предприятие, операционная деятельность, система управления.

**Formulation of the problem.** In today's business environment, which is accompanied by constant economic changes, the level of unpredictability of the external environment is significantly increasing. Under such circumstances, enterprises face a number of complex problems that require immediate reaction and quick solutions, which is directly determined by the effectiveness of management in the enterprise.

Nowadays, the orientation of trade activities of any firm has become more diverse and complex due to the huge variety of goods and wishes of the buyer. In a market economy, it is known that those firms whose products, works and services are being sold survive. The need for a prompt response to market conditions and the rapidly changing economic situation requires restructuring the internal microeconomics of an enterprise, setting up management accounting and optimizing management processes.

In the conditions of market relations, only an effective system of economic activity management can provide an efficient functioning and competitive advantages for a modern enterprise.

The main purpose of the company's management system is to ensure its successful functioning, the desired profit and certain guarantees for its future, since the accumulation of profit in the form of various reserve funds makes it possible to limit and overcome the risks associated with changes in the market situation. The solution of tasks relevant for business is ensured by rational and flexible interaction of all elements of the organization, which is possible thanks to the creation of an effective management system.

Today, the company itself must determine and forecast the parameters of the external environment, the range of products and services, prices, suppliers, sales markets and much more, be able to quickly, and most importantly, respond to any changes in the external and internal environment, and adjust its activities in accordance with them. This means that the management of the company always looks for new original management moves.

**Analysis of recent research and publications.** The fundamental issues of researching the concept of «Management as the main activity of the enterprise» and improving the management of the main activity of the enterprise, in particular, are considered in the works of such scientists: O.V. Poberezhets, Ye.I. Maslennikov, R.S. Golov, A.P. Agarkovand, E.A. Yerokhin and others.

**Selection of previously unsolved parts of the overall problem.** But, despite the large number of publications in this scientific field, which, in

turn, proves the relevance of this study, improving the process of managing the main activities of the enterprise in modern business conditions requires further research. However, further research is needed to develop a mechanism for managing the core business of a trading company.

**Formulation of the goals of the article (task statement).** The purpose of the article is to improve the existing management system of the enterprise, the state of the managed subsystem of the organization, the subdivisions of the main activity of the organization, to improve the performance of basic management functions in the organization, to improve the use of management methods in the organization, to form the main directions of creating an effective system of business management of the organization, to improve the managerial staff and functioning of other management systems, as well as the formation of the composition of the organization.

**Presentation of the main research material.** One of the main preconditions for success in economically developed countries is the effective use of a scientifically sound and well-constructed management system for the organization.

The production management system makes it possible to reach agreement between its various components. Business planning is handled by the strategic planning services, while financial budgets are handled by the financial department. They can act independently and in various forms, but only if the formats of the business plan budgets are respected will the financial department be able to monitor and use financial indicators of the extent to which the business plan has been implemented, and only then will it be possible to monitor project implementation. Each of these concepts has the right to exist alongside other views on the structure of the management system. Each of them has its advantages and disadvantages and needs to be adapted to each specific enterprise and its area of activity. In this case, the object of the management system can be technical objects as well as people. The object of the management system may include other objects that may have a permanent structure of relationships.

According to another point of view, an enterprise management system is a system for managing people and technical means as the objects of management in order for them to achieve predetermined goals. Modern enterprise management systems consist of a set of management systems based on a specific feature.

Information that is used in the management of a company can be classified by a number of attributes.

1. In terms of nature, sphere of education, purpose and forms of fixation (fixation), all information is divided into three large classes: scientific and technical, management and accounting and statistical information. Scientific and technical information is formed in the process of scientific research and applied development, is contained in special literature, patents, equipment documentation, etc.

Management information is formed directly in the management process. This is planned, regulatory and other economic information used to organize the management process. Such information is contained in the founding documents of the company, contracts with suppliers and buyers, and in organizational and administrative documents. Accounting and statistical information arises as a result of the economic activity of the company and is recorded in specially created documents (forms).

2. Reflected objects all information is divided into information on labour, material resources, finances, fixed assets of the enterprise, suppliers, competitors, demand for goods, etc.

3. Organizational information is divided into systematic, i.e. regulated by the composition of indicators, frequency, forms of presentation (e.g. balance sheet, profit and loss statement, invoice) and unsystematic, i.e. free form of presentation.

4. In the direction of transfer, information is divided into descending, ascending (from object to subject) and horizontal [3].

Trade companies distinguish three types of division of labour: functional, commodity and industry, and qualification.

There are two groups of indicators used to analyze the performance of the company. Indicators of the first level to assess the effectiveness of the enterprise are: profitability of assets; return on equity; profitability of products; profitability of operating activities; profitability of sales; return on investment.

The second level indicators provide a more detailed analysis of the company's performance, since they use and focus on certain types of resources. It is better to carry out an analysis of the performance indicators of the enterprise in dynamics, as the absolute value cannot be compared with alternative values, for example, the profitability of fixed assets with a deposit in a bank, because the profit received is not the result of one type of asset, but all of them together [4].

To assess the efficiency of using fixed assets, companies use the following indicators: return on fixed assets, profitability of fixed assets. When assessing the efficiency of labour resources,

companies use a group of indicators that show the ratio of the volume of sold products, turnover and profit to the average number of employees or the amount of labour costs per employee: output, labour intensity and labour productivity.

Based on the current state of the core business management system of the enterprise, the following measures are proposed for its improvement:

1. Improvement of the recruitment, selection and training system.

2. Periodical improvement of employees' qualification.

3. Formation of a social package.

4. Raising the corporate spirit.

5. Creation and maintenance of a recreation area.

6. Introduce a 360-degree personnel assessment methodology.

The effective use of employees' potential must include:

– Planning and improving the work with employees;

– supporting and developing the abilities and qualifications of employees.

In order to consistently improve the qualifications of workers and provide them with the technical knowledge required to master advanced technology, high-performance methods of performing complex and responsible work, which is charged to higher levels of the profession, the organization must be organized:

– targeted training courses;

– training for employees in second and related professions;

– economic training.

It is recommended that contracts be concluded with various educational institutions and that interest-free education loans be granted for several years. Of course, by the decision of the General Director, it is recommended that priority be given to young, promising employees, thus tying specialists to the company and allowing them to prove themselves to the greatest extent possible [2].

In order to maintain the level of qualification of employees, it is recommended to conduct an annual staff appraisal. Based on the results of the certification, develop a plan for the organization of professional development and retraining of personnel, and then make personnel reshuffles.

The problem of lack of planning should be solved first of all, as this problem is the source of other problems arising from it, which reduce the efficiency of work. We propose to solve this problem by formulating the organization's mission, vision, operational, tactical and strategic goals. This is the basis of the organization that

all employees must know and follow. It requires that staff are familiarized with their job descriptions and the basic laws relating to trading activities, and that they follow them in order to avoid being idle at work.

For the successful result of following the instructions and achieving the set goals and objectives of the company, the manager must develop a system of motivation and rewarding the personnel, because it is known that material and moral incentives for employees have a direct impact on the profit of the organization. But when creating a motivation policy, it must not be allowed to become a real competition between employees [1].

Since there are two managers working in the company, this can lead to an inflammatory atmosphere in the team, discord and the lack of mutual help, which can lead to employees leaving the company unable to withstand the competitive chase. In order to improve their professional level, they will continuously train sales managers. Attention should be paid to improving the professionalism, cohesion and literacy of managers, as by attracting a customer into your organization either by phone or by arrival, there is a task to make sure that the customer will definitely buy the goods. Each manager must have fresh and current information about the company's activities and changes in sales products.

The following measures are proposed in connection with the lack of training and professional

development programs and a system of material incentives for employees.

1. Organization of trainings, sessions, instructions for staff to improve their skills and what is an important factor for improving the level of customer service. The following options may be offered here: organization of training sessions on sales, telephone conversations, training of the manager's communication with the client in the office. These trainings should be held at intervals of once a week. The advantages of this type of training are as follows: professional training is conducted on a continuous basis without interruption of sales, relatively low training costs.

2. To increase the percentage of managers' sales by 1%. Practice shows that in order to increase the motivation of managers, to retain good managers in the company, managers increase the percentage of profit to be paid to the manager. For example, managers used to receive 1%, i.e. 30 UAH, from the sale of plant protection products by 300 UAH. With an increase in this percentage, they can receive 60 UAH, which is a significant difference and is a direct factor for increasing their activity.

3. Offer successful managers the opportunity to get a 30% discount on training. This can also be evening education, courses and trainings. As a result, the professionalism of the employee will increase, which in the future will have a positive impact on the activity of the organization.

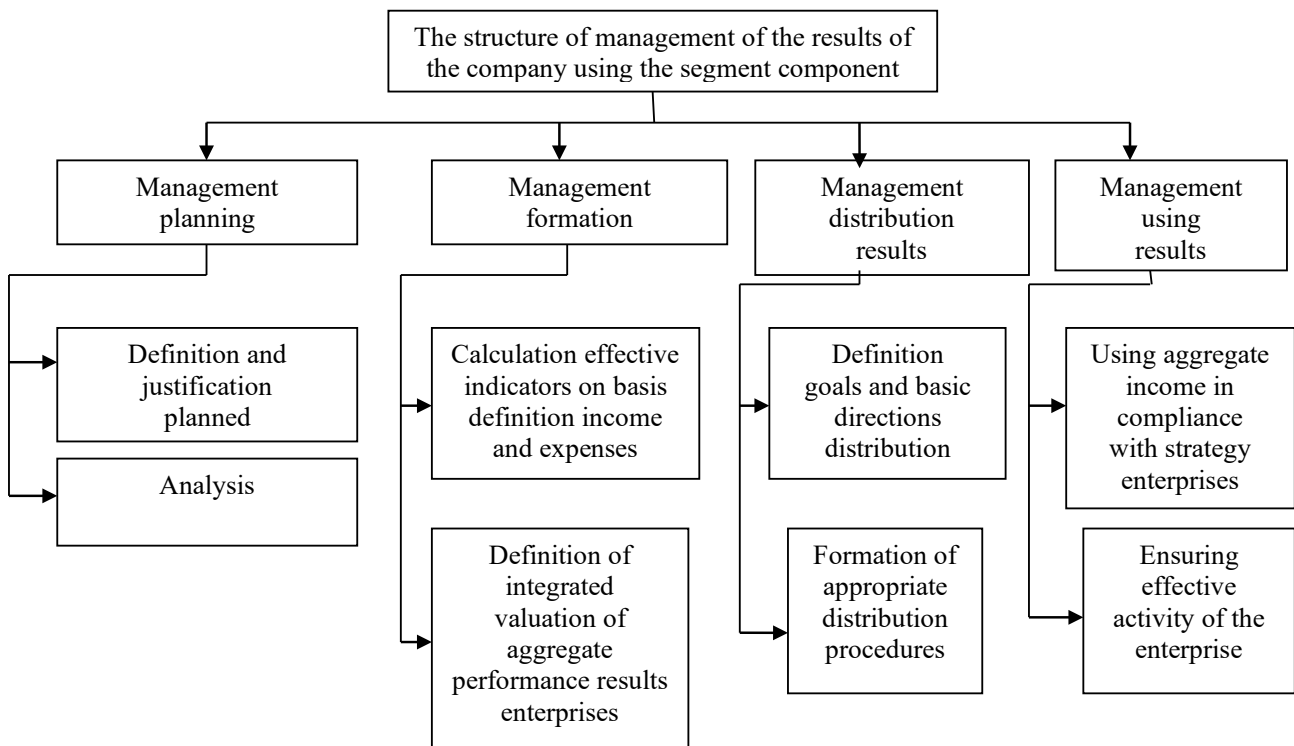


Figure 1. The management structure of the results of the company

As a result of the development of this program, managers' activity, work efficiency and profit growth should increase.

In forming competitive advantages, we need to constantly improve:

- internal company processes,
- to develop a system of communication with customers,
- work intensively on mastering digital technologies to ensure prompt contact both internally and with our partners.

We need to constantly improve our portfolio, filling it with modern high-tech products that meet our customers' needs.

Innovations are the main component of building competitive advantages and they concern not only innovation in products and business methods, but also cover all areas of relationships both within the company and in the external business environment.

In order to work effectively in the ultra-competitive business, which today is agrarian distribution, it is necessary to constantly change, develop new available solutions. This concerns the self-organization of the company, the correct construction of the management system, logistics processes, effective cooperation between all company departments, improvement of the employee motivation system and, of course, the use of digital technologies in work.

To do this, we must first develop a format for attracting customers to their activities.

Approaches to forming experience and providing results are outdated and typical, so now they are reformatted to report promptly and digitally on each area.

Secondly, it is improving communication within the company and giving regional representatives the authority to make independent and quick decisions with maximum access to operational information on sales through a digital data processing platform.

Third is the creation of a digital platform for assessing the main agronomic performance indicators of clients, online consultation, involvement of experts from manufacturing companies in monitoring clients' problems, and booking the departure of consultants

**Conclusions.** The presented structure of management of results of activity of the enterprise reflects actions in connection with absence of programs of preparation and advanced training and system of material stimulation of workers. This management system is universal and includes a set of procedures, the implementation of which is an integral part of improving the efficiency of operating activities of the enterprise. Prospects for further research in this area are the formation of a list and prioritization of measures to improve the efficiency of operating activities in accordance with these areas, as well as the development and addition of special indicators to measure the effectiveness of operating activities of various enterprises and organizations.

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