

металлургическим производством, который учитывает человеческий фактор при разработке и эксплуатации сложной человеко-машинной системы и оценке степени реализации эргономических требований на разных этапах проектирования операторской деятельности.

**Методика.** Разработана аналитическая модель организации работ по эргономической модернизации человеко-машинных систем. Смоделированы поисковые и целевые исследования на разных этапах разработки и эксплуатации человеко-машинной системы, начиная с эскизного проектирования и завершая эксплуатацией системы. Используются теоретические, системно-аналитические и экспериментальные методы.

**Результаты.** Обсуждены результаты эргономической модернизации процессов управления металлургическим производством в двух странах в новых (рыночных) экономических условиях. Выявлены факторы, которые обуславливают напряжен-

ность в деятельности операторов прокатных станков. Сформулированы рекомендации по модернизации существующих технологий и организации труда.

**Научная новизна.** Состоит в разработке и апробации методического подхода, который адекватно описывает когнитивную сложность и психофизиологическую напряженность операторской деятельности как факторы модернизации современного металлургического производства двух стран.

**Практическая значимость.** Создание системы эргономического обеспечения разработки, эксплуатации и модернизации сложных человеко-машинных систем и процессов управления металлургическим производством.

**Ключевые слова:** *человеко-машинные системы, металлургическое производство, модернизация, управление, эргономика*

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## DEVELOPMENT OF THE EXPORT POTENTIAL OF INDUSTRIAL ENTERPRISES

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## РОЗВИТОК ЕКСПОРТНОГО ПОТЕНЦІАЛУ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

**Purpose.** To enhance theoretical and methodical principles of processes of export potential formation and application as well as their implementation at industrial enterprises in Ukraine.

**Methodology.** The theoretical and methodological basis of studying the process of export potential development for industrial enterprises and the integrated system of its evaluation involves scientific concepts, theoretical insights of the national and foreign scientists in the field of managing export potential, methods of logical generalisation, economic and mathematical modelling, system analysis, and mathematical statistics.

**Findings.** Theoretical approaches to the subject matter and classification of the enterprise export potential have been analysed and generalised. The authors' interpretation of the term 'export potential' content has been presented. The enterprise export potential has been structured and its structural-functional dynamic model has been formed. Base elements of the mechanism of industrial enterprise export potential formation and implementation have been defined; its structural and logical model has been developed. Organizational and methodological approaches to implementation of the mechanism of industrial enterprise export potential formation and application have been developed and the integrated system of its evaluation has been suggested.

**Originality.** The current theoretical principles have been enhanced and research and practice recommendations have been elaborated regarding industrial enterprise export potential formation and application. The structural and logical model of the mechanism of industrial enterprise export potential formation and application and suggestions on establishing regional agencies will contribute to the development and implementation of a competitive resource of

enterprises in external markets. The integrated system of the industrial enterprise export potential evaluation, as opposed to the current ones, considers their static and dynamic levels, is built on the basis of the integrated rating system, involves factors of internal and external environments of influence on the enterprise export potential development, promotes implementation of quantitative and qualitative indices while evaluating export availability of subjects of the economy.

**Practical value.** The theoretical research has been developed into particular methods and suggestions to improve the management of industrial enterprise export potential formation and implementation processes, which will contribute to the surge in export performance and increasing efficiency of enterprises operating on the whole.

**Keywords:** *export potential, mechanism, structural and logical model, regional agency, system of evaluation*

**Introduction.** Financial and economic as well as political crisis in Ukraine, the economic system imbalances and, consequently, primary industry enterprises failing to develop efficiently as well as to continue operating have resulted in the fact that the enterprises which used to be successful are not only losing their investment attractiveness, but are also turning into insolvent, unprofitable and wasteful productions. In our previous research studies [1] we pointed out that to improve the current situation in the economic systems industrial enterprises are required to implement modern technologies of anti-crisis management. Moreover, the export policy of the country is an important factor influencing positive development of the national economy during the crisis. The efficiency of the policy depends on the quality of the processes connected with the export potential formation and implementation both at the national level and at the level of subjects of the economy as well as on the range of methods and tools of the process execution. A multi-year credit external balance of the country is an important indicator of serious problems with foreign economic activity efficiency and, in particular, with export performance in Ukraine. The main reasons of such condition are both imperfection of the state administration and control and insufficient theoretical and practical development of the issue of the enterprise export potential formation and implementation. It is possible to solve the problems mentioned above by developing an optimum mechanism of formation and implementation of the export potential of enterprises, first of all, of industrial ones. These enterprises form the basis of the economy of any country and define the level of its competitiveness in the international market.

**Analysis of the recent research.** The theoretical and methodological basis of developing the export potential have been elaborated by such foreign scientist as E. Greipl, D. Engelhart, P. Lindert, M. Porter, K. Rittenbrook, R. Harrod and others. The issues have been discussed in works by many domestic researchers including V. M. Bairak, S. M. Boiko, O. M. Kyrychenko, V. V. Kolomiets, H. B. Krushnitska, L. H. Lipych, T. V. Pepa, N. M. Pyrets, O. I. Popov, L. P. Serova, I. V. Skorniakova, P. P. Stychishyna.

The considerable volume of scientific advances does not solve all the issues in the mentioned field. Thus, the scientists bring up mainly the issues which consider the enterprise export potential formation and application underlying the necessity of increasing the efficiency of these processes; however, they do not suggest any ways, methods or tools to solve the current problems. Until the present, theoretical principles have not been studied

sufficiently which regard essential characteristics of the export potential, its classification, structuring, and modelling, which are required to develop a universal efficient mechanism of forming and implying the export potential of the national industrial enterprises. All mentioned above defines the topicality of the research in the article. Particularly, this is urgent nowadays; Ukraine having signed the Association Agreement with the EU, this opens up new opportunities for spurring the export performance of Ukrainian enterprises.

**Objectives of the article.** The purpose of the article is to enhance theoretical and methodical principles and practical tools to develop and implement the export potential of industrial enterprises in external markets.

**Presentation of the main research.** The analysis of the theoretical works of leading scientists in the field of international economic activities which research export potential formation and development allowed us to make adequate conclusions and develop proposals for its improvement.

Let us begin with characterising the main terms. Analysing the economic essence of the concept of the enterprise export potential, we observe heterogeneity of scientists' opinions and insufficient level of methodological support of the process. Thus, the Great Unabridged Economic Dictionary edited by A. N. Azrieli-an defines the export potential as an ability of a certain country's industry and public production as a whole to produce a required quantity of competitive goods for the external market. According to the interpretation by the Economic Encyclopaedia edited by B. D. Hawrylyshyn, the export potential is the capability of a country's integrated national-economic complex to manufacture maximum quantity of competitive goods for the international market, to provide as many qualitative services as possible and to perform the required amount of work under orders of foreign countries and companies. In the dictionary-reference of Economics, V. S. Sukharskyi considers the export potential as a country's ability and capability to export available products, resources and services and to increase export of new ones. The New Economic Encyclopaedia interprets the export potential as the greatest possible export capacity within the available production structure. Furthermore, we analysed over twenty authors' definitions of the export potential which have been developed by the following scientist: T. V. Pepa, I. V. Skorniakova, V. M. Behma, V. V. Rohov, I. V. Avksentieva, O. M. Kyseliova, V. M. Bairak, S. M. Boiko, N. M. Pyrets, N. A. Klymenko and others. This allowed us to distinguish a number of features of the concept of export potential including the enterprise export

potential; each author emphasizes these features to a greater or lesser extent. Among the constituents of the definitions analysed the most accepted are as follows: available resources which are not implemented, but can be realised under certain conditions; capability to create and implement corresponding resources in prospect.

Thus, the research on the essential features of the enterprise export potential has shown that a considerable number of scientists regard export opportunities of economic entities only as an ability to develop and implement corresponding resources in prospect. Other scientists consider that these are available unrealised resources (stocks) or available resources which are implemented, etc. We tend to believe that these approaches to interpreting the essence of the export potential category are general in nature, which is not sufficient to develop tools of its implementation in the running and in the long run.

Thus, synthesizing and generalising many scientists' works and taking into consideration our interpretation of the matter, we suggest the following interpretation of the concept: export potential is the volume of totality of competitive resources which a certain economic system has to and can create and is able to implement on the foreign markets nowadays and in future years.

We consider that the suggested definition can be applied both to regard the export potential a separate enterprise and to identify the export potential of the national economy, state, region, branch, etc. Its advantage also includes the fact that the object of the research combines both spatial and time characteristics, and concentrates three levels of connections and relations simultaneously.

Understandably, the efficient management of processes of the export potential formation and implementation is impossible without its comprehensive theoretical analysis. Thus, it is important to consider essential characteristics of the export potential as well as to distinguish and examine its diverse classification criteria.

Korovaichenko N. Yu., Bairak V. M., Pyrets N. M., Skorniakova I. V., Petrenko L. A. give considerable attention to developing a classification of the export potential in their works; they implement their ideas persistently, which gives evidence of their specific interest in the issue and proves its topicality. Kyrychenko O. M., Klymenko N. A., Kolomiets V. V., Krushnitska H. B., Popov O. I., Sierova L. P. and Stychishyn P. P., in their turn, profoundly develop specific aspects of the research object which include principal factors of the export potential development in a particular system, its structure, the main principles of construction and functioning of the export potential of a region, an enterprise, etc.

The analysis of the scientific works on the object of the research shows that characteristics related to formation and implementation of the export potential, their classification by certain properties are still under development and do not feature an unambiguous definition. Almost every research work suggests its characteristics, introduces certain analytical tools for their consideration and classification according to a number of features which are worth being concerned.

Continuing to study foreign and national scientists with the regard to the export potential, we are convinced that most of them reveal only certain classification criteria. This does not allow finding the relation between levels of the export potential which differ in economic system ranks (an enterprise, a region, a country) and obtaining information required for making managerial decisions on choosing methods and ways of forming and implementing the competitive resource of business entities in the international market. That is why we find it necessary to enhance the current classification criteria with a new one "according to a hierarchy level".

Thus, the conducted research proves the fact that the export potential is a complicated and multifaceted concept, so it can be characterised from different points of view. Successful and efficient formation and implementation of the export potential requires consideration of every essential aspect related to it, thorough research and development support, in particular, structuring, modelling and forming certain principles and regulations.

A considerable number of scientific works deal with the issue of the export potential structuring; namely, these are works by such well-known scientists as Buzko I. R., Voronkova A. E., Gavva V. M., Illiashenko S. M., Kanyhin Yu. M., Lapin Ye. V., Oleksiuk O. I., Popov I. V., Repina I. M., Fedonin O. S. and others. At the same time, structuring of the export potential itself remains the least developed subject and a controversial one. Scientific works mostly present separate unrelated opinions on the issue while the consistent complex approach has not been found yet. However, it is well-known that to provide efficient functioning of any complex system it is necessary to know profoundly its structure, interrelation between its constituents, their assignments and functions. Synthesising scientists' opinions and considering the fact that the basis of the export potential should involve a competitive resource which is formed from the general potential of an enterprise, we suppose that it should be similar in composition and combine financial, industrial, marketing, organisational and managerial, labour, innovative and informative constituents. This approach will allow evaluating the development and competitiveness level of the export potential of an enterprise in general as well as every component of its aggregate competitive resource.

Regarding the fact that the export potential of an enterprise has to be competitive, the stability of the process depends on both available possibilities in the current period and on maintaining their level long term, i.e. on enterprises' ability to develop and implement competitive export resources in the external markets. With the express aim of determining cause-and-effect relations during formation and implementation of the export potential, we have developed its structural and functional dynamic model (Fig. 1).

The advantages of the model include the following: a possibility to use it for all the economic entities; the model considers available and hypothetic possibilities of the export potential; it contributes to distinguishing advantages and disadvantages of economic entities while

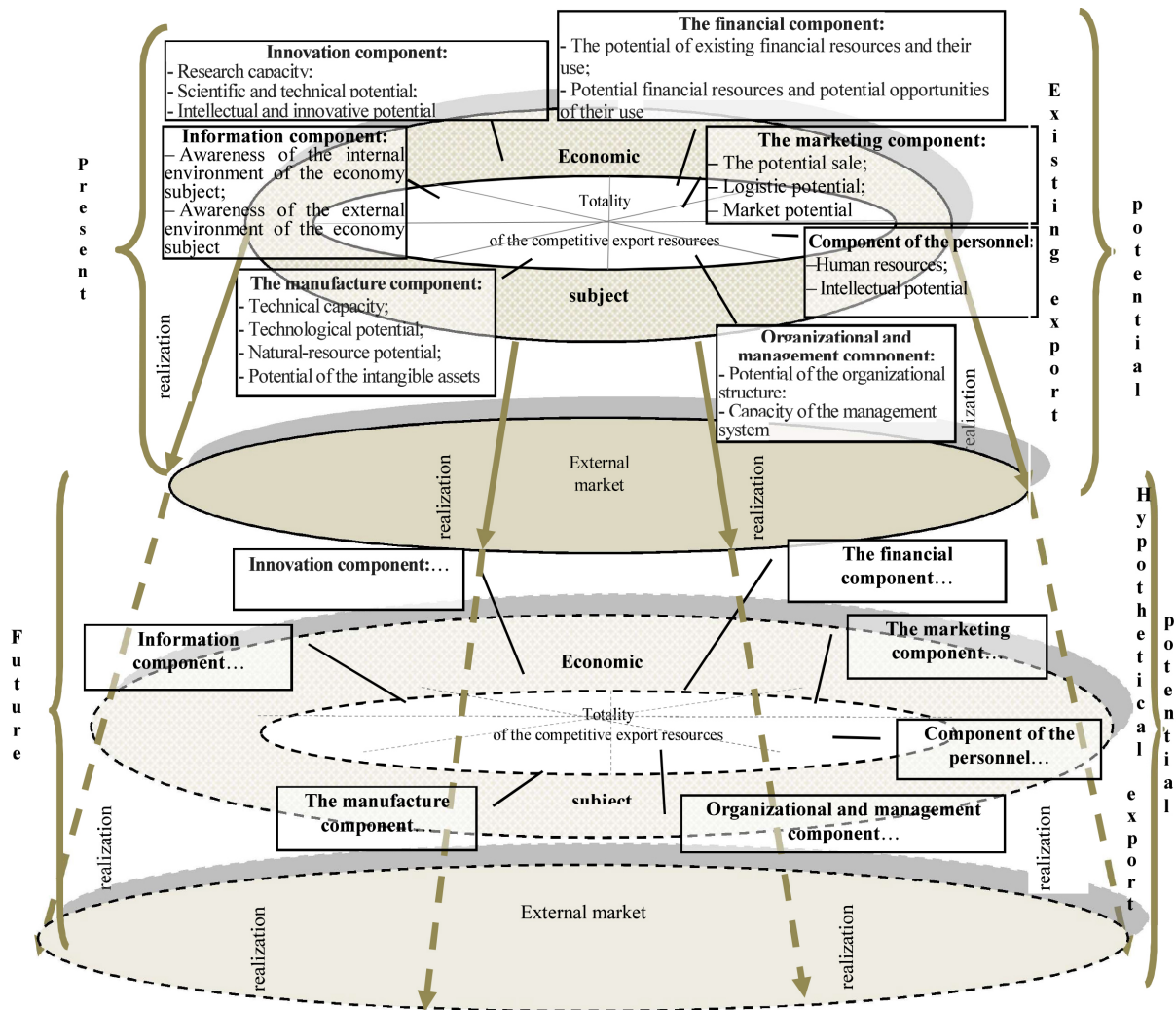


Fig. 1. Structural and functional dynamic model of the export potential and components of its competitive resources

forming strategies and techniques for developing their export potential.

Successful export performance also depends on methods and tools of the government regulation of these activities. In developed countries the export policy is of the integrated nature and regards all the spheres of social and economic development. As for Ukraine, the government regulation of the international economic activity features imperfection of the regulatory and legal framework, crediting system, insurance and guaranteeing of export performance as well as insufficient use of the administrative and institutional tools of its support.

The research proved that in order to improve government and non-government support of the export performance of industrial enterprises, a proper mechanism of forming and using their export potential and providing conditions for its implementation is to be developed. This responsibility can be accepted by a specialised organisation created with the participation of the government which would provide enterprises-exporters services in the sphere of stimulation and promotion of the domestic production into foreign markets.

All considered above concerns theoretical research on the distinguished range of problems. However, the

research is not enough to understand the essence of all the problems which refer to the issues of practical formation and use of the export potential by industrial enterprises. It is necessary to understand how the process goes on under real-life conditions, how the value of the export potential is to be estimated, how dynamics of its change and impact factors are to be analysed and forecast.

According to the official data by International Trade Centre (ITC) [2], the technical cooperation agency of the United Nations Conference on Trade and Development and the World Trade Organisation presented the dynamics of net export, product and market diversification of the basic export commodities of the industry in Ukraine as well as the rank of Ukraine by certain categories among 180 countries of the world (Table). The data presented give evidence of the negative value of indexes of the production net export, insufficient indexes of product and market diversification, high level of geographic concentration of export of the presented groupings, irrational commodity and geographic structure of Ukrainian industrial production export, predominance of low technological export and, as a whole, a passive role of Ukraine in the international division of labour.

Table

Trade Performance Index for Ukraine

The groupings of SITC, Rev.3	Net exports (in thousand US\$)						Product diversification (N° of equivalent products)						Market diversification (N° of equivalent markets)					
	Rank (from 180 countries)						Rank (from 180 countries)						Rank (from 180 countries)					
	2010	2011	2012	2013	2014		2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
Fresh food	598017	2100321	4703178	4176848	5523754		7	5	4	4	5		19	18	16	23	23	
	40	24	16	20	14		75	87	115	120	109		11	9	17	4	4	
Processed food	3496926	4265074	5499083	4591708	5028681		6	5	5	6	5		10	11	13	13	17	
	13	13	12	14	14		95	105	110	99	112		47	44	30	34	14	
Chemicals	-5838634	-6117167	-6967294	-7902367	-6792374		18	12	11	13	17		14	15	13	12	10	
	138	137	140	145	145		41	64	69	58	43		33	28	38	41	54	
Basic manufactures	12327432	15365395	12847869	11870456	11223701		19	19	22	21	20		17	19	14	14	15	
	7	7	7	9	9		46	46	41	47	47		7	46	18	18	18	
Non-electronic machinery	-1108115	-4240843	-3349041	-2700186	-1450489		39	39	38	36	29		3	39	3	3	3	
	94	122	121	118	108		31	26	28	33	42		121	26	133	133	131	
IT and consumer electronics	-1166095	-1239935	-1174191	-1406381	-1094243		3	3	3	5	4		4	3	4	5	4	
	92	89	88	91	84		107	98	101	83	87		85	98	93	85	86	
Electronic components	-507091	-955573	-2106762	-1858238	-683210		7	6	6	5	4		7	6	6	7	8	
	83	103	115	115	95		74	88	79	87	98		55	88	65	55	47	
Transport equipment	-185416	-1031985	-1782191	-2175813	-988832		7	6	9	11	11		2	2	3	3	3	
	43	87	103	112	93		77	77	50	32	29		125	140	104	112	100	
Minerals	-13671901	-18885117	-19105449	-14201275	-9181600		6	6	8	8	7		10	7	10	10	10	
	148	148	151	151	147		6	8	2	4	8		23	55	25	22	26	

Such a trend is typical for most industries of Ukrainian economy, including the mining complex, since the export products of these enterprises (ferrous metals, ores, slag, ash, etc.) have low added value.

The primary cause of this condition is ineffective management of the international economic activity of Ukrainian enterprises in general and of export performance, in particular.

What is the response to the research results supposed to be like? To choose priority guidelines of improving the international economic activity of regional industrial enterprises, it is necessary to distinguish factors influencing the processes of formation and implementation of export availability of the enterprises considered. The experimental interview of managers and international economic activity specialists of the regional industrial enterprises allowed developing the following factors-topics of the greatest impact on the international economic activity efficiency: insufficiency and low professional competence of professional managers in the sphere of international economic activity; lack of consistent government support, encouragement and collaboration in performing export activities; lack of financial resources, inefficient marketing policy in the external markets, etc. The interview results were compared with the conclusions of the similar research conducted by the European Committee experts at enterprises of the EU countries. This comparison allowed us to distinguish a number of problems which prevent development and implementation of the export potential of industrial enterprises.

According to the results of the analysis of the national regulatory tools influencing formation and implementation of the export potential, the level of its development at Ukrainian industrial enterprises, existing problems which refer to the issues of formation and use of export possibilities of the economic entities were generalised and systematised applying the analog approach. Built on this basis, the conceptual framework of interrelation of prerequisites, problems, threats and their probable consequences did not only reflect current problems and threats in this sphere of activities, but also showed relations between them and probable consequences.

The conducted research convinced us of necessity to develop an efficient mechanism of formation and implementation of the export possibilities of enterprises, of applying proper tools and wedges of the organisational and economic nature in order to realise the export potential of economic entities in the industrial sector. This mechanism of the export potential development is to provide integration of the enterprise's internal possibilities regarding the export performance with external factors of impact on export capability of the enterprise. The development of the mechanism with the highest efficiency coefficient requires selecting the appropriate totality of elements, techniques, tools, wedges, measures and stages as well as coordination of actions between these constituents, which will undoubtedly contribute to the formation of mutually beneficial permanent and strong relationship between them and external elements which can influence successful implementation of the

export potential. In our opinion, this is exactly the mechanism which is able to streamline the control of the process of formation and use of the enterprise export potential, to contribute to implementation of the main management functions. Detailed elaboration of the mechanism processes, their algorithmization, where appropriate, will allow revealing 'bottlenecks' quickly, eliminating drawbacks, i. e. responding to the changes of the internal and external environment at the proper time.

The key basic elements, which we used to build the mechanism of formation and implementation of the enterprise export potential, were the following: the purpose, functions, and principles. The purpose of developing this mechanism was to provide intensive formation and efficient implementation of the enterprise export potential. The key functions are directed at promotion of realization of the core functions of the export performance management, i. e. its proper planning, organization, motivation and control; at providing the integration of the enterprise's internal possibilities regarding export performance with external factors of impact on the export capability of the enterprise; at providing maximum adaptability depending on internal and external environment changes, etc.

The basis for developing a high-performance mechanism includes a totality of relevant principles of purposefulness, complexity, integratedness, consistency, being algorithmic and coherent, as well as agility, adaptability, being balanced, optimum and synergetic.

Having combined the results of the previous research studies, the purpose, functions and principles of developing the mechanism of formation and efficient implementation of the enterprise export potential, we have developed the following structural and logical model of the mechanism (Fig. 2).

In our opinion, the suggested mechanism of formation and use of the enterprise export potential will provide its success, stimulate its continuous development, and allow responding to challenges of the internal and external environment timely and properly.

At the same time we understand that most industrial enterprises, even large ones, hardly possess the proper range of resources and possibilities required to provide maximum efficiency of activities to form and apply its export potential.

Nowadays, the overwhelming majority of enterprises, including industrial ones, are trying to enter the international market without any assistance, overcoming numerous challenges. Thus, even featuring considerable export potential, but lacking proper support and quality service from the government regarding its promotion to external markets, enterprises cannot implement their export possibilities to the full extent.

The results of the analysis of the government regulation system, conducted by us, show that the current national infrastructure for export performance support does not meet the contemporary requirements of exporting enterprises, whereas formal signing of a contract and certain agreements between the government and business hardly yield any result.

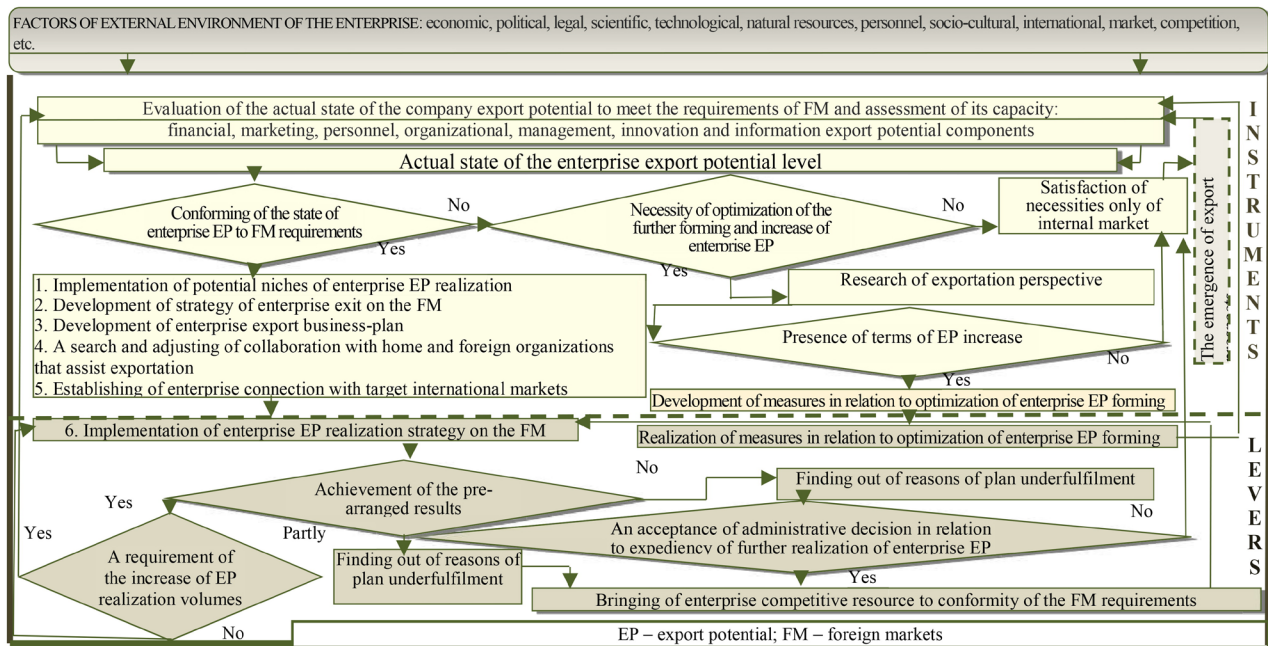


Fig. 2. Structural and logical model of the mechanism of formation and implementation of the industrial enterprise export potential

However, the global experience proves that vocational, specialised, non-political institutes which are eligible to participate in the processes of decision making both at the national and the regional levels and whose activities are aimed at providing knowledgeable assistance regarding any issue of formation and use of enterprises export potential or its perfective maintenance, are appropriate facilitators of promoting cooperation of an economic entity, the government, academia and community acting as a connecting link between them. According to AT “KANEX INVESN” [3] in 119 countries across the world there are organisations whose aim is to facilitate exports. The examples include JETRO (Japan External Trade Organisation); MATRADE (Malaysia External Trade Development Corporation); IES (International Enterprise of Singapore); IGEME (The Export Development Center) – in Turkey; UKTI (the United Kingdom Trade and Investment); KOTRA (Trade and investment promotion Agency in Korea); AUSTRADE (The Australian Trade and Investment Commission); APEX BRASIL (Brazilian Trade and Investment Promotion Agency) and others. Such organisations are extremely popular tools of increasing export volumes, encouraging its active implementation by enterprises, particularly by those which produce high technology products and apply (introduce) innovations. For the last 20 years, the number of such organisations has doubled all over the world and their activities are regulated by particular legislation of corresponding countries and are financed at the expense of the government funds [3].

That is why to provide effective implementation of the mechanism mentioned above it is necessary to develop similar organisations in Ukraine which can be presented through a network of regional agencies of export potential promotion. The tasks of these organisations should be to contribute to the development of

competitive export potential of industrial enterprises of a region. The purpose of their creation is to provide efficient functioning of the export potential formation and implementation mechanism for industrial enterprises of a particular area. We see the following tasks of the organisation: providing the government support to export-oriented industrial enterprises; coordination of activities of the government, businesses, academia and community regarding the issues of export development of the regional industrial enterprises; being a connecting link between exporting enterprises and foreign customers; activation and coordination of relative services provided by other organisations for export-oriented enterprises; development of the region by increasing the export performance efficiency of industrial enterprises, etc. Such specialised regional structures are to be invested with appropriate authorities, provided with the latest material and technological possibilities, financial resources, and highly qualified specialists; they are to work according to the “one contact” principle and to be able to assist an enterprise at any stage of export performance.

However, even provided the favourable internal environment to develop the most appropriate strategy for industrial enterprises’ entering foreign markets and to choosing effective techniques for its implementation, an issue arises of conducting a complex analysis of an economic entity’s export possibilities. This evaluation system is to stipulate an integration of foreign and national experience of studying the mentioned issues, to consider static and dynamic levels of the export potential and to allow characterising the economic entity’s export possibilities comprehensively as well as investigating the efficiency of its separate elements. The suggested approach to evaluation comprehends the factors of the internal and external environment of influence on the enterprise export potential development, contributes to applying

quantity and quality indexes while evaluating export possibilities of the economic entity.

Let us consider in detail the process of complex evaluation of the industrial enterprise export potential which includes a number of stages (Fig. 3). First, the purpose of evaluating the enterprise export possibilities is determined; then seven groups of indicators of the export potential elements analysis are composed. The advantage is given to the indicators which are used in the relevant foreign methodological approaches most frequently; at the same time peculiarities of the domestic experience of evaluation are considered. It is worth mentioning that in every particular case, the range of indicators, their number and specification can differ and change depending on the purpose of evaluation, on a corresponding element of the totality of competitive resources of the economic entity's export potential. The basis of the estimation of the multiple average involves comparing the studied enterprise with the "standard", i. e. with the enterprise which has the best results according to every indicator – the highest ones for stimulants (for example, volume of enterprise exports, a share of the enterprise exports in the total volume of marketed production, a share of certified production in the total volume, etc.) and the lowest ones for disincentives (a share of claimed (reclamation) export production, the level of material content of production, etc.). It is worth mentioning that not only a conventional domestic enterprise with the best values of relative indicators can be the standard. It is reasonable to consider the values of effective performance indicators of successful foreign enterprises as "standard" as well as standard value of these indicators accepted in Ukraine and beyond. In our opinion, it is

worth straining after combining the mentioned approaches to standard definition, which will contribute to objective evaluation of the economic entity's export potential according to the external market requirements.

As a result of comparing individual values of indicators to the standard, relative values are obtained, i.e. conventional indicators of elements of the totality of competitive resources of the industrial enterprise export potential. The closer the studied enterprise is to the selected "standard", the closer the values of the conventional indicator are to the identity. It is assumed that the estimated indicators are equal and, thus, the multiple average of the conventional indicators of all the groupings of competitive resources of the enterprise export potential in the proper year is defined as the arithmetic mean whose value allows forming the enterprise rating and show the competitive advantage of certain enterprises over others.

The enterprise export prospects can be defined through interval forecasting which may result in formation of pessimistic and optimistic scenario of the economic entity's export potential development.

This allows distinguishing priorities of the enterprise export policy, revealing problems of exporting its production, developing relevant recommendations to determine strategic priorities of developing the internal elements of the export potential certain enterprises and the industrial sector as a whole.

**Conclusion.** Thus, the article renders theoretical research on the essence, classifications, structuring, modelling of the export potential; it generalises and suggests certain ways of developing the main theoretic and methodological aspects of the research. The struc-

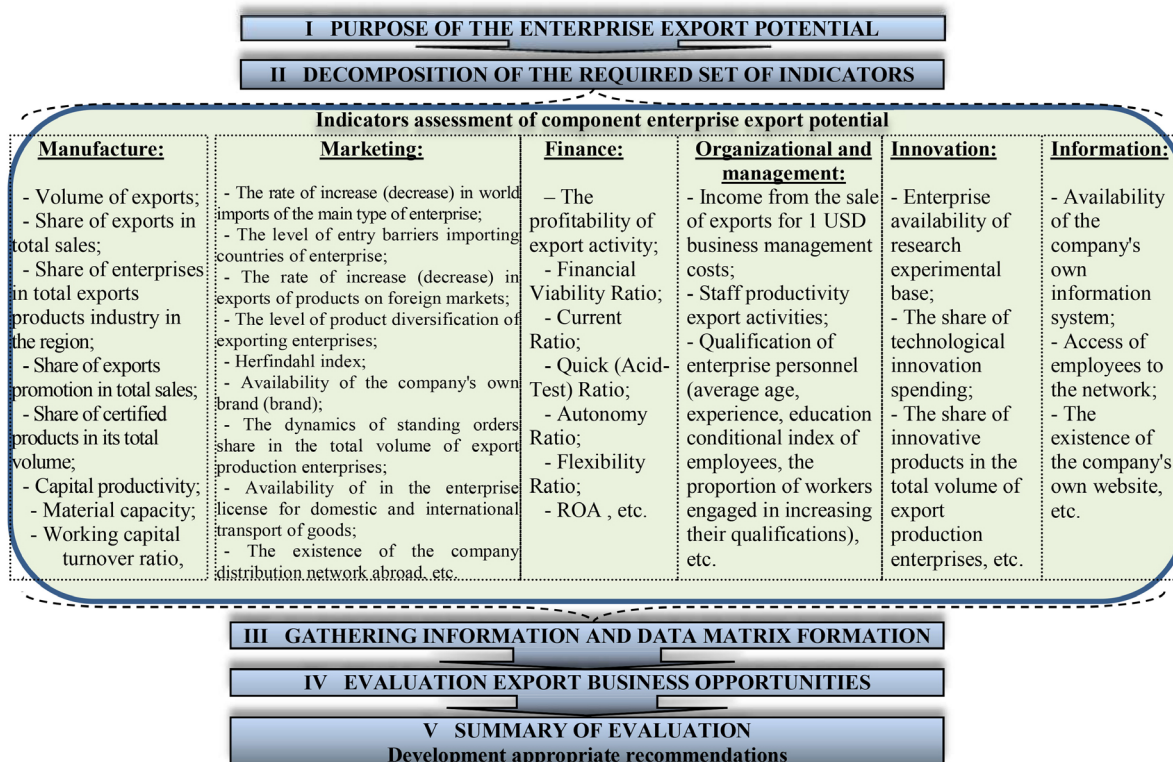


Fig. 3. Stages of evaluating enterprise export potential and suggested groupings of relevant indicators



tural and logical model of the export potential formation and implementation mechanism for industrial enterprises is developed which stipulates complex evaluation of the actual condition of the enterprises' export potential according to the requirements of the external markets considering the impact of the internal and external factors and developing scenarios of formation, improvement and implementation of their export possibilities. To provide conditions for efficient implementation of the mechanism mentioned above it is suggested to create regional export potential promotion agencies with their mission, purpose and tasks being defined. Integrating foreign and methodological national approaches to evaluating the export potential, we develop a complex evaluation system which is an important condition of efficient application of the export potential formation and implementation mechanism for industrial enterprises.

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**Мета.** Поглиблення теоретико-методичних положень процесів формування й використання експортного потенціалу та практична реалізація їх на промислових підприємствах України.

**Методика.** Теоретичною та методологічною основою вивчення процесу розвитку експортного потенціалу промислових підприємств і комплексної системи його оцінювання були наукові концепції, теоретичні розробки вітчизняних і закордонних науковців у сфері управління експортним потенціалом, методи логічного узагальнення, еко-

номіко-математичного моделювання, системного аналізу, математичної статистики.

**Результати.** Проаналізовані та узагальнені теоретичні підходи щодо сутності й класифікації експортного потенціалу підприємства. Представлене авторське трактування змісту поняття „експортний потенціал“. Проведена структуризація експортного потенціалу підприємства та сформована його структурно-функціональна динамічна модель. Визначені базові елементи механізму формування та використання експортного потенціалу промислових підприємств, розроблена його структурологічна модель. Розроблені організаційно-методичні підходи щодо реалізації механізму формування та використання експортного потенціалу промислових підприємств, запропонована комплексна система його оцінювання.

**Наукова новизна.** Поглиблені існуючі теоретичні положення та розроблені науково-практичні рекомендації щодо формування й використання експортного потенціалу промислових підприємств. Структурологічна модель механізму формування та використання експортного потенціалу промислових підприємств і пропозиції щодо створення регіональних агентств сприятимуть розвитку й використанню конкурентоспроможного ресурсу підприємств на зовнішніх ринках. Комплексна система оцінювання експортного потенціалу промислових підприємств, на відміну від існуючих, враховує їх статичний і динамічний рівні, побудована на основі комплексної системи показників, охоплює чинники внутрішнього та зовнішнього середовища впливу на розвиток експортного потенціалу підприємств, сприяє застосуванню кількісних та якісних показників у процесі оцінювання експортних можливостей суб'єктів господарювання.

**Практична значимість.** Теоретичні дослідження доведені до рівня конкретних методик і рекомендацій щодо вдосконалення управління процесами формування та реалізації експортного потенціалу промислових підприємств, що сприятиме активізації експортної діяльності та підвищенню ефективності функціонування підприємств у цілому.

**Ключові слова:** експортний потенціал, механізм, структурологічна модель, регіональне агентство, система оцінювання

**Цель.** Детализация теоретико-методологических положений процессов формирования и использования экспортного потенциала и практическая реализация их на промышленных предприятиях Украины.

**Методика.** Теоретической и методологической основой изучения процесса развития экспортного потенциала промышленных предприятий и комплексной системы его оценки были научные концепции, теоретические разработки отечественных и зарубежных ученых в области управления экспортным потенциалом, методы логического обобщения, экономико-математического моделирования, системного анализа, математической статистики.

**Результаты.** Проанализированы и обобщены теоретические подходы к сущности и классификации экспортного потенциала предприятия. Определена авторская трактовка содержания понятия „экспортный потенциал“. Выполнена структуризация экспортного потенциала предприятия и сформирована его структурно-функциональная динамическая модель. Определены базовые элементы механизма формирования и использования экспортного потенциала промышленных предприятий, разработана его структурологическая модель. Разработаны организационно-методические подходы по реализации механизма формирования и использования экспортного потенциала промышленных предприятий, предложена комплексная система его оценки.

**Научная новизна.** Углубление существующих теоретических положений и разработка научно-практических рекомендаций по формированию и использованию экспортного потенциала промышленных предприятий. Структурологическая модель механизма формирования и использования экспортного потенциала промышленных предприятий и рекомендации по созданию региональных агентств будут способствовать развитию и использованию конкурентоспособного ресурса этих пред-

приятий на внешних рынках. Комплексная система оценивания экспортного потенциала промышленных предприятий, в отличие от существующих, учитывает их статический и динамический уровни. Она построена на основе комплексной системы показателей, охватывает факторы внутренней и внешней среды влияния на развитие экспортного потенциала предприятий, способствует применению количественных и качественных показателей в процессе оценки экспортных возможностей субъектов хозяйствования.

**Практическая значимость.** Теоретические исследования доведены до уровня конкретных методик и рекомендаций по совершенствованию управления процессами формирования и реализации экспортного потенциала промышленных предприятий, что будет способствовать активизации экспортной деятельности и повышению эффективности функционирования предприятий в целом.

**Ключевые слова:** экспортный потенциал, механизм, структурологическая модель, региональное агентство, система оценивания

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