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## **IMPROVING THE COMPETITIVENESS OF INDUSTRIAL ENTERPRISES INCREASE THE INNOVATIVE RESPONSIBILITY OF THE PERSONNEL**

Ways and ways to achieve an increase in the competitiveness of industrial enterprises:

- steady execution procedures documented quality management system, regular analysis of its effectiveness and continuous improvement ideas embodied using ISO 9001: 2015;
- rational provision of resources, increase of efficiency of their use;
- training and involvement of all personnel in quality assurance processes;
- examination of current and forecasting of future consumer demands, continuous improvement of products and processes.

Increasing competitiveness should be ensured by increasing the innovative responsiveness of the organizational and managerial structure of commercial and other services.

The structures should be improved from the standpoint of the needs of customers in integrated systems of industrial enterprises.

One of the important measures is the process of training and enhancing the skills and motivation of the staff, as well as the services involved in changing the schemes of work. All this increases the efficiency of the company through the development of sales markets [1].

The nature of the functioning of the HRMS system of industrial enterprises in the market of industrial automation and the other is not very good. In general, it can be concluded that HRMS does not fully exploit its potential (for example, about 50% of the "OVEN" HRMS industry leader is analyzed, due to the fact that the individual subsystems are implemented in a relatively sufficient volume (60-90%), and part is not enough (15-40%).

Accordingly, shortcomings should be considered as bottlenecks that hinder production development and its efficiency in one way or another. Particular attention should be paid to the fact that it is the personnel with the appropriate level of innovative receptivity (IR) that determines the efficiency of the enterprise. And the level of development of each subsystem and function in one way or another influences the IR of staff [2].

In order to increase the competitiveness of enterprises and increase the innovation of the staff, innovation can be offered in the process of sales, such as:

1. Replication of success. Based on the experience of other companies in the market of industrial automation and the success of sales in other regions, the company gains experience and replicates success in its region, in its area.

2. Structuring management. Because there are many units and there is a need to communicate the guidance from the management to all employees of the company. Accepted system "single point of introduction". The founder gives orders to directors: commercial, marketing, financial. They in turn pass orders to the heads of departments: sales department, accounting, design bureau, branch solutions, call center. They in turn pass on: senior managers, heads of cells. And they already pass to the lower level. And each in this chain is managed and controlled by an average of six employees.

3. Using the base 1C CRM version 11.1. Program 1C CRM is not new, but it is very convenient to keep records on clients (results of negotiations, meetings). And also the transfer of tasks of any employee of the company is carried out using 1C CRM. This database allows you to assign any tasks to perform with the appointment of a specific date and time of execution, as well as the ability to control the quality of execution. Analysis of completed tasks.

4. Use of the program “Bitrix” (Bitrix24 service automation and optimization of business processes of the company). The Bitrix program is an analogue of social networks and is used by the company for teaching in the news feed throughout the company. It is also convenient to search for any employee, is a directory of all employees on two sites and also to contact with any employee. Any employee sees all the news and changes in the company, can openly offer improvements or express their opinion as positive and negative about the management. The company's critique of management welcomes and changes. The company has more than 1 ths. employees and it is very important that everyone knows about changes, new releases, and other news in the company. Any employee sees all the news and changes in the company, can openly offer improvements or express their opinions both positive and negative. The guide is always open to dialogue.

5. Training of employees (seminars, webinars). To save time on crossings and general fees. To improve the skills of employees, weekly training webinars for devices, their programming, applications, innovations and others are conducted.

6. Conducting training seminars for clients.

7. Making adjustments (adjusting the tasks of the company) in the business process of sales phases.

Innovations are inevitable and should be timely perceived by the organization. Managers of corporations proceed from the fact that innovations are related to risk, but refusal from them – even more risky. The ability of an organization to create and commercialize innovation depends first and foremost on its favorable innovations. The susceptibility of an organization to innovation is the property of the subject to master innovation, namely: the time of development of innovation by this organization in comparison with others. The earlier the decision on the introduction of innovations or the more innovation will be mastered for a certain period in comparison with other subjects of mastering innovation, the higher the responsiveness of the organization to innovation.

Consequently, the susceptibility to innovation requires the organization of the ability to create new markets, new products, technology and technology, while taking into account competitors. Therefore, analysis of information on the competitive environment, assessment of the level of demand for similar goods and services is important. Analysis and comparison of competitive advantages and opportunities include the assessment of market capacity, the possibilities for its segmentation, and the benefits offered by consumer competitors.

Thus, the level of susceptibility innovations affecting the nature of innovation, the level of radicalism, the difficulty or ease of use, life cycle and options organization involved in innovation, availability and value of resources, the flexibility of its organizational structure, style and character thinking managers, culture and psychological climate. And therefore the combination of these conditions creates the basis and determines the nature of the process of adaptation of innovations in the organization.

On the example of an international company in the market of industrial automation, innovations in the commercial department were considered. The main model of the organizational structure of the sales department is based on the geographical principle, which is that the territory is divided into regions, and for each region is assigned a representative of the sales department – a regional manager. The main disadvantage of the geographical principle of the organization of sales is that the sales representative should sell the entire product line of his company to all categories of potential customers, that is, it has a lot of responsibilities [3].

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## **МОТИВАЦІЙНИЙ ПРОФІЛЬ КОМПЕНСАЦІЙНОГО ПАКЕТУ ПРАЦІВНИКА**

За сучасних умов розвитку економіки України, під впливом різноманітних факторів зростає боротьба на ринку праці за конкурентоспроможний персонал та все більше привертає увагу керівництва до проблеми ефективності діючої мотиваційної політики підприємства. Розробка ефективних методів мотивації персоналу, на сьогодні правомірно виступає одним з найважливіших завдань, адже у результаті трансформацій середовища виникають як нові потреби, так і нові знання, а також способи задоволення даних потреб. Разом з тим, підприємства, які нездатні модернізувати виробництво, використовувати нові методи мотивації, рано чи пізно уступають місце на ринку передовим організаціям, які використовують інновації у своїй діяльності. Різноманіття теоретичних підходів створює непросту ситуацію для керівників служб управління персоналом промислових підприємств, а отже обговорення необхідності застосування новітніх підходів щодо вибору методів мотивації персоналу набирає все більшого значення [1, с. 61].

Ключовим елементом ефективної мотивації персоналу є компенсаційний пакет, а тому ця тема є вельми актуальною в сучасних умовах господарювання.

Відомо, що працівники своєю працею формують також прибуток підприємства, тому в процесі винагороди вони мають отримувати свою долю прибутку. Це може здійснюватися безпосередньо через участь у статутному капіталі та отримання дивідендів, а опосередковано – через відрахування до фондів стимулювання, а також соціального та пенсійного. Але не на всіх підприємствах це можливо. Тому існує таке поняття як компенсаційний пакет, який включає матеріальну та нематеріальну винагороду.

З метою формування ефективного механізму мотивації відповідно до правових, тарифно – договірних та добровільно взятих на себе зобов'язань організації можуть гарантувати разом з заробітною платою ще і додаткові компенсації та пільги. Гроші допомагають зацікавити та утримати найманого працівника, але ніколи не будуть гарантувати стовідсоткову відданість підприємству. А на сучасному етапі працівників