

**FEATURES METHODOLOGICAL APPROACH
EVALUATION OF POTENTIAL FOR COMPANIES
AIR TRANSPORT SECTOR UKRAINE**

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Досліджено особливості управління потенціалом підприємств авіатранспортного комплексу. Визначено характер і ступінь взаємовпливу елементів стратегічного потенціалу на різних етапах життєвого циклу. Розроблено структуру й склад елементів механізму розвитку стратегічного потенціалу підприємства авіатранспортного комплексу. Сформовано методологічний підхід до оцінювання потенціалу підприємства авіатранспортного комплексу.

Ключові слова: стратегічний потенціал, підприємства авіатранспортного комплексу, життєвий цикл, механізм розвитку.

Исследованы особенности управления потенциалом предприятий авиатранспортного комплекса. Определен характер и степень взаимовлияния элементов стратегического потенциала на разных этапах жизненного цикла. Разработана структура и состав элементов механизма развития стратегического потенциала предприятия авиатранспортного комплекса. Сформирован методологический подход к оценке потенциала предприятия авиатранспортного комплекса.

Ключевые слова: стратегический потенциал, предприятия авиационного транспортного комплекса, жизненный цикл, механизм развития.

The peculiarities of management potential business aviation transport sector. The character and degree of interaction elements of strategic capacities at different stages of the life cycle. The structure and composition of the elements of the mechanism of strategic enterprise potential air transport complex. Formed methodological approach to the evaluation of potential business aviation transport complex.

Keywords: strategic potential business aviation transport complex life cycle development mechanism.

Statement of the problem. Given the intensification of globalization and international and interregional competition level of each state as well as its particular sector of the economy is increasingly depends on their ability to realize the existing potential on the basis of strategic guidelines [14]. Today there are increasing instability and dynamics of organizational change of market economic environment. Forced the pace of scientific and technological progress significantly complicate the search for methods of effective management and sustainable development of air transport enterprises of Ukraine complex [15]. For each entity carries out its activities in the aviation services to develop a comprehensive methodology and tools to respond to current trends and changes in competition, changes in strategic internal and external areas of the business to timely adjustment and improvement strategies for their development. In this regard, the actual value of the issues associated with the development of the mechanism Building strategic potential business aviation industry of Ukraine.

Analysis of recent research and publications. Almost all researchers control theory are seeking effective governance mechanisms that would promote economic entity rapid response to changing internal and external environment and adapt to new conditions. Various aspects of the theory and practice of strategic management of enterprises studied in the works of local scientists and foreign scientists. The development strategy is a task that causes the need for a systems approach to research and a more profound basis for the ability of companies to realize their potential more effectively than the competition,

because it is the realization of the potential for development.

Theoretical and applied aspects of research potential companies reflected in the writings of scholars such as T.Adymbaev [1] I.Herasymenko [4] I.Dolzhansky [4] N.Krasnokutska [6] B.Rayan [17] , I.Sadlovskaya [21] V.Spirin [20] O.Fedonin [22] V.Schelkunov [23] and others.

Methodological issues of efficient transport development, including problem solving aspects of the air transport sector, are engaged scientists: O.Aref Prokofiev [2] H.Astapova [3], H.Zhavoronkova [18] V.Zahorulko [5] Yu.Kulayev [7] O.Lozhachevska [8] A.Novikova [9] S.Podreza [16] I.Sadlovskaya [18] Ye.Sych [19] V.Schelkunov [7], etc.

Unsolved aspects of the problem. Question develop methodological approach to the economic evaluation of potential air transport enterprise of the complex has not obtained the complete solution and remains controversial. Of particular note is the problem of forming its performance evaluation. In fact, the problems of evaluating potential air transport enterprise of the complex is studied in terms of its individual components (frames, fixed and circulating capital, innovation component, etc.) For comprehensive assessment of potential failure as a complex functional system, developed and should be assessed taking into account synergies. Lack of clear science-based methodological approaches to comprehensive economic assessment of potential air transport enterprises of the complex to ensure their effectiveness in the current period and in the long term, the creation of conditions of development strategies, the practical significance of the economic evaluation of potential air transport enterprises of Ukraine (such ATKU)

and develop recommendations to improve its use resulted in selection research.

he main objectives are:

- To develop the structure and composition of the elements of the mechanism of the strategic potential of the company ATKU;

- To determine the nature and extent of interference potential strategic elements at different stages of the life cycle;

- Form a methodological approach to the evaluation of potential air transport enterprise sector.

The main material. Theoretical basis that allows you to create a methodological approach for evaluating potential air transport enterprise sector, is offered by the concept of evolutionary development of strategic capacity. That is, in assessing the strategic potential will inevitably need to consider the laws of complex economic systems, the evolution of not only the environment but also the business and its potential [11]. Furthermore, it should also take into account the interplay of elements of strategic capacity in the implementation of the mechanism.

Formation of the structure and mechanism of the elements of the strategic potential of the company

ATKU. Regarding the mechanism of potential, based on the established understanding of the economic component of the mechanism of the strategic potential of the company ATKU consider it necessary to more fully reveal the methodological approaches to the assessment of the elements of this mechanism (Fig. 1).

The composition of individual mechanisms that determine the strategic potential mechanism of strategic enterprises ATKU is shown in Figure 1.

Thus, one of the most important elements of a strategic mechanism is a mechanism of economic competitiveness evaluation. Since competing company enters into a competitive relationship long before the appearance of their own aviaposluhy on aviation market, thus leading competitive position determines the state of the strategic potential, which provides the opportunity to develop new air services and the development of new technology and so on.

The mechanism of economic evaluation capacity through a system of indicators characterizing the actual level of the strategic potential ATKU Company and each of its elements.

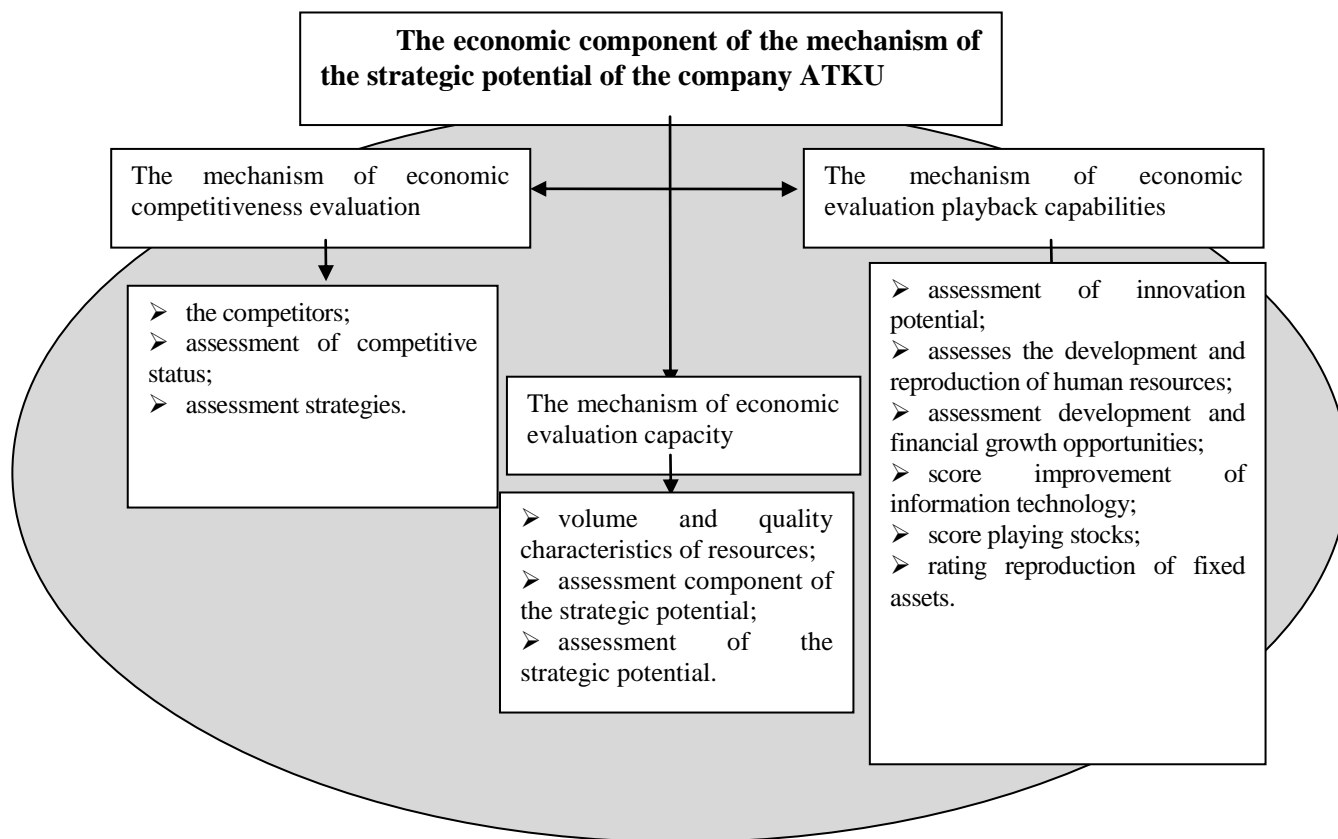


Figure. 1. The structure and composition of the elements of the mechanism of the strategic potential of the company ATKU (authoring)

The mechanism of economic evaluation play elements of strategic capacity aimed at ensuring continuous quality assessment activities and creating a "safety margin". This mechanism includes evaluation of: building innovative capacity; reproduction of human resources, increasing financial resources, improvement of

information technology, playing reserves, increase production capacity, rendering fixed assets.

Long-term degradation mechanism of reproduction of fixed assets and intellectual property loss in the period of economic reform led to the creation of a mechanism bankruptcy. The purpose of this mechanism was to restore capacity or liquidation of loss-making enterprises.

However, the existence of the bankruptcy mechanism and the inability to reliably estimate the potential of the company led to numerous distortions and unjustified measures to identify prospective producers to aviaposluh.

Assess whether rational or efficient enterprise, you can potentialsoyemnosti criterion. This is due to the fact that the efficiency of the system is always evaluated in terms of performance and capacity resources. Potentialsoyemnist Company ATKU - the ability ATKU company that has a system of resources to achieve targeted results of its operation [13, 15]. Note that for the implementation of the overall strategic direction of the strategic potential necessary to use a specific set of priority in the development of its main components (local potential). However, depending on solved the problem of qualitative and quantitative composition can vary significantly. In this regard, there is a need in analyzing the possibility of forming combinatorial combinations of local potentials and their structural interaction potential in a single strategic enterprise ATKU. Based on the evaluation of combinations of local potentials corresponding to the strategic goal of the organization, the optimal structure is formed strategic potential.

According to the law of development, according to which "every material system aims to achieve the greatest total capacity while passing all stages of the life cycle" of strategic importance and potential elements that are part of it, at different stages of the life cycle (life cycle) is nonuniform. Thus, the law of development within a strategic mechanism in an analytical form is:

$$\begin{aligned}
 CIII_z &= \sum_{i=1}^n (CII_{iz}); \\
 \sum_{z=1}^5 (K_z \times CIII_z) &\rightarrow C^k_{CIII}; \\
 K_z &= F_z(K_{z+1}, \dots, K_5)
 \end{aligned}
 \tag{1}$$

де $CIII_z$ - strategic potential on z-th stage of the life cycle;

CII_{iz} - potential key elements of the strategic potential of characteristic i (personnel, manufacturing, finance, scientific and technological development) of the j-th stage.

K_z - weighting the influence of each previous value for the next potential;

$F_z(K_{z+1}, \dots, K_5)$ - Function similar effects;

C^k_{CIII} - strategic competitive potential of the company ATKU caused development strategy.

For the first formula ratio is calculated strategic potential at every stage of the life cycle. However, it is worth noting a convention in this relationship, because here's strategic potential is the sum of all potentials, but in reality there is also a dependence that defines the parameters of the impact of each of the components. The second and third formulas of (1) determine the most appropriate factor impact the value of each previous value potential of a particular stage of the life cycle of an

enterprise ATKU forwards through commute features F_j .

The nature and degree of mutual strategic potential elements at different stages of the life cycle.

The author offers a vision of the nature and degree of interference potential strategic elements at different stages of the life cycle (Table 1). As can be seen from Table 1, at different stages of the life cycle of an enterprise ATKU impact of specific strategic potential of different elements. However, in addition to differentiation stage of the life cycle assessment of the strategic potential should take into account a certain proportion in the structure of the strategic potential of the elements, types and degree of compliance with the objectives and importance of factors external and internal environment [10, 13].

Equally significant is the issue of the need to determine the best option composite combinations of a set of feasible solutions that satisfy the requirements for the strategic potential of the company ATKU within the strategic development mechanism. Within the strategic potential of the company ATKU author was isolated system of interconnected potentials of various kinds. These associations can form a common trend of providing strategic potential increase in aggregate. In such a setting problem of the optimal structure of the strategic potential is to determine the optimal parameters of the vector formed by the object, based on the optimality criteria, and selected constraints.

Таблиця 1. Характер взаємовпливу елементів стратегічного потенціалу на основних стадіях життєвого циклу підприємства АТКУ (авторська розробка)

Stages of life cycle of the enterprise	Elements of the strategic potential of the company ATKU			
	Production potential	Human resources	Financial strength	Scientific and technical potential
formation	Moderate impact. The organization of the production process and the desire to expand production capacity in terms of difficulty of access to markets	Significant impact in the event of a severe shortage of qualified personnel, enthusiasm and the management of conflicts of interest	Significant impact in the event of a severe shortage of own sources of funding and seek additional opportunities to implement development programs	Little impact in the absence of established channels of access to information, undeveloped system of innovation, technological dependence
development	Significant impact. Escalating production capacity. The flexibility of the manufacturing process complexity in terms of access to new markets and finding available resources for	Significant impact. Formation of the foundations of organizational culture. Outstanding (in most cases) the problem of qualified personnel, formation programs for human resources development	Moderate impact. Search for channels additional funding for development. Stabilization of the financial condition	Significant impact. Supporting innovation. Trying to find additional channels of information flow. Process stabilization. Innovative design
maturity	Moderate impact. Search for intensive building production capacity. Optimization of the production program. Establishing partnerships. Access to sources of raw materials	Moderate impact. The weakening of enthusiasm. Increase risk of conflict. Lack of an effective system of staff development and motivation system	Weak impact. Conservation of relative financial stability. Trying to developing effective investment projects	Moderate impact. Trying formation and direction of technological development. Technological sustainability
Stagnation	Little impact in the absence of intensive development and preservation of extensive development efforts. Loss of "manufacturing initiatives"	Weak impact. Passivity leadership. Failure to respond quickly to market changes. Further increase of the internal contradictions	Significant impact. Trying reanimuvannya from their own and borrowed funds in the absence of an effective financial strategy	Weak impact. Lack of support for innovation. The complexity of the flow of information through communication channels excess formalizovanist
decline	Weak impact. Lack of development programs in the absence of adequate response to possible market conditions. The risk of "absorption" competitors	Weak impact. Conservatism in the management	Significant impact. Acute shortage of funds. Lack of funding programs and formation programs to overcome the crisis	Weak impact. The loss of technological competitiveness. Lack of innovation

Any complex mechanism to select the direction of development inevitably faced with certain restrictions. Restrictions are imposed on the parameters that through objective and subjective circumstances can increase as there is a need all these features, the growth of which increases the efficiency of the production process and reduce the limit all the parameters which minimize desired.

Thus, control and communications between the various elements of the enterprise potential ATKU within the strategic development mechanism leads to the necessity of choice for each characteristic element is not the maximum possible value, and this, in which other key elements of the building will also take reasonable values. So, choosing the option of the aggregate-level components of the strategic potential can not be limited solely by comparing one

characteristic, and should take into account the totality, that is, there is the problem of vector optimization.

All known and used methods of vector optimization at present, directly or indirectly reduce the problem to solving scalar optimization problems, ie, within a particular problem, criteria $C_{CII}^k = F_i(CII), I = \bar{1}, \bar{n}$ combined into a composite criterion and are as follows:

$$F(CII) = \otimes(F_1(CII), F_2(CII), \dots, F_n(CII)), w$$

hich is then maximized or minimized.

Compiled criterion is usually formed by combining formal criteria, but the results obtained subjectivity leads to an optimal solution.

An important feature of forming a composite criterion and determine the optimal development, depending on how the private key criteria for developing the strategic potential components are combined in a generalized criteria come from

different probability optimum performance level strategic potential, thereby determining the effectiveness of all organizational and strategic mechanism for its development [13, 24]. Optimal development of strategic capabilities is a complex problem and can be solved uniquely and determine how greatly affects the process of achieving business objectives ATKU and shaping its strategic objectives.

The main difficulty of this problem lies primarily in contradictory objectives pursued now ATKU - in general, sometimes resulting in conflicting directions of the elements of the strategic potential. Thus there is a need to choose a composite primary criterion so as to get it by insight into the functioning of the enterprise ATKU, its strategic objectives and strategic capabilities, designed to ensure the realization of these goals in the long run.

Objectively, there is interdependence between the elements of the strategic potential, namely the development of innovation potential is impossible without appropriate staff development, in turn, the development of production capacity to increase production capacity is impossible without an appropriate level of financial capacity, etc. The result - the placing shares criteria are able to construct an optimal criterion for forming a model of priority directions of development of the strategic potential (Fig. 2).

Constructing such a model in real time in an unstable environment, taking into account the interdependence of precautionary quite difficult. The optimal model of mozhnaskonstruyuvaty the set of managerial decisions analyzed, aggregated and optimized on the basis of the set:

$$U_{CII} = \{U_{CII1} \cup U_{CII2} \cup U_{CII3} \cup U_{CII4}\} \quad (2)$$

What is the strategy and behavior of enterprises ATKU in determining the development of strategic capabilities at each stage of its production and business activities. Necessary criteria will be crossing the region above four sets (Fig. 2).

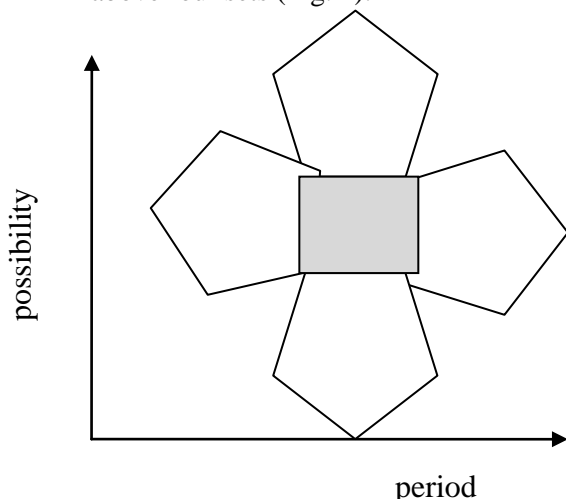


Fig.2. Identification of priority directions of development of the strategic potential of the company ATKU (authoring)

Recognizing the complexity and importance of the formation of criteria for selecting priority strategic development within the strategic mechanism, we consider it possible to note that the problem of selecting this trend should be based not only on

evaluating static relevance of a particular item, but also take into account the transformation of environmental factors, which can influence to significantly affect the competitiveness ATKU in the future [12]. As stated by the author, changing priorities, in addition to external factors also transformed depending on the stage of the life cycle of an enterprise ATKU.

Conclusion. The task of identifying the characteristics of the methodological approach to the evaluation of potential ATKU enterprises within strategic mechanism developed lies not only in the allocation of existing approaches to the assessment of potential, but also in the development of the principal foundations of the system of criteria for evaluating potential strategic elements, define the structure and elements of the mechanism of strategic potential Company ATKU. Advancing the theoretical basis of the concept of the same name, the author made a fundamental assumption about the impossibility of ignoring interference potential strategic elements in the process of uneven development mechanism at different stages of the life cycle of an enterprise ATKU. Moreover, in assessing the strategic potential, you need to consider some value in its internal structure of the elements, types and degree of compliance with the goals of development and the importance of environmental factors ATKU Company. From this study the effectiveness of a strategy of building enterprise ATKU based on the assessment of the impact of external factors and prioritization of key components of the strategic potential.

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