

MANAGEMENT DIAGNOSTICS AS A TOOL FOR ADAPTIVE DEVELOPMENT AND INCREASING THE COMPETITIVENESS OF ENTERPRISES

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Enterprise management encompasses the coordination and integration of various departmental functions with the goal of resource efficiency, enhancing service quality, and achieving competitive advantages through integrated, needs-oriented management and effective material flow management in executing key business processes. Diagnostics aim to identify the issues and challenges faced by the enterprise and to explore potential modifications to define strategic directions for the development of management activities. This enables the conduct of an analytical assessment, the development of appropriate management decisions, and ensures the enterprise's efficiency.

In modern management, the organizational and managerial efforts of the enterprise are viewed as a crucial competitiveness factor, determining its long-term success. Establishing an effective management system aids in ensuring predictable strategic growth for each enterprise, guaranteeing high work efficiency, and fulfilling customer needs.

Management diagnostics entail a comprehensive analysis of the internal capabilities and external conditions of the enterprise, aimed at evaluating its current state, pinpointing strengths and weaknesses [4]. The objective of management diagnostics is to furnish crucial information to shareholders, owners, top management, or other interested parties to facilitate strategic decision-making. This includes the analysis of both the internal and external environments of the enterprise.

Considering the specifics of the internal environment of the enterprise, it's crucial to highlight that achieving high productivity is feasible with a well-constructed strategy in place. Such a strategy should capitalize on the opportunities offered by the digital environment, taking into account both current and prospective business models enabled by the evolution of digital technologies. The strategy and mission of the enterprise should

encompass the execution of specific tasks within the internal environment, including process optimization, competency development, performance management, fostering partnership and teamwork, and technology integration [2].

In the realm of digital transformation, the time required for adapting IT processes, as well as the impacts of globalization changes, must be considered. Effective management is not limited to the optimization of internal processes but also entails active engagement with stakeholders from the external environment, necessitating constructive leadership from the management team.

The analysis of the external environment focuses on addressing the interests of a crucial element of the external context—the consumer. By meeting the needs of various customer categories, management activities extend their impact across different market niches. Without coordinated efforts across different functional areas, enterprises miss out on achieving synergy. However, when businesses collaborate and complement each other within the digital ecosystem, it leads to numerous advantages, including heightened competitiveness, access to new markets, reduced customer acquisition costs, an expanded customer base, increased ancillary revenue, enhanced investment appeal, a stronger brand, and an increase in the overall business value.

The advent of the Internet has markedly influenced various aspects of life, including science, technology, culture, art, and politics. However, its impact has been particularly pronounced in the realm of economy and business. Digital transformation has revolutionized traditional business approaches, unveiling new avenues for the growth and development of enterprises.

It's important to note that the activities involved in enterprise management encompass the following stages:

1. Analyzing internal and external factors to pinpoint competitive advantages, strengths, and weaknesses, as well as to identify potential threats and opportunities for development.

2. Implementing digital technologies and ensuring proper informational support for the enterprise's activities.

3. Managing resources effectively to optimize their utilization within the management process framework.

4. Developing methodological approaches for assessing management potential, analyzing obstacles, and studying the enterprise's lifecycle.

5. Creating synergy through the interaction between various elements of the enterprise's internal and external ecosystem.

6. Formulating general and specific strategies for different aspects of the enterprise.

7. Conducting market monitoring to secure the enterprise's economic stability amid changes in macroeconomic and microeconomic conditions [1-3].

Therefore, diagnostics and management within organizational activities are crucial in the context of the impermanence and unpredictability of external and internal conditions. This enables a comprehensive analysis of the influence of various factors on the company's activities and the development of strategies to overcome potential threats and leverage available opportunities.

Given the above, it can be concluded that modern entrepreneurship demands not only flexibility and adaptability from enterprises in response to changes in the external environment but also the active development of internal management potential. The foundation of sustainable development and competitiveness of an enterprise lies in its ability to innovate, engage in strategic planning, and effectively respond to market challenges.

The diagnostics of managerial activities serves as a key tool in uncovering the potential of the enterprise, identifying weaknesses, and determining ways to address them. Thus, the continual development of management potential and adaptation to external conditions is not merely an important aspect of management but also an essential condition for achieving long-term success in a dynamic business environment.

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