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Persistent transformation of the subjects of the national economy as a tool to ensure their competitiveness: experience of Ukraine

The aggressive influence of globalization processes on the state and development of the economy of the country and its subjects, including the effective functioning of industrial enterprises and industries, requires a search and tools to ensure the effectiveness of activities and competitiveness. Such an instrument is their transformation on the basis of the principle of imparity – a persistent transformation. This confirms the study of the transformation of enterprises and industries, as subjects of the national economy, in theoretical and practical aspects.

Keywords: transformation, economic transformation, national economy, subjects of national economy, competitiveness, persistence of activity

1. INTRODUCTION

A pressing issue of the effective functioning of industrial enterprises is to resist changes in the external environment, in particular the influence of the entire spectrum of globalization processes at all levels of the national economic system. The principal issue in such a situation is not only the possibility of confronting the subjects of the national economy with such changes in the external environment, but also its response. The degree of economic sustainability and efficiency Globalization processes affecting the development of the Ukrainian economy currently require the search for methods and tools to protect domestic producers, contributing to their competitiveness and the efficiency of enterprises, both in the domestic market and in foreign markets, as well as the introduction of innovations in all areas of their activities and the creation and promotion of environmentally safe and high-quality products, the protection of the national economic and food security of the country as well as separately x its subjects - enterprises.

One of such tools is the transformation of the national economy and its subjects, which requires studying it in a theoretical and practical aspect, which ensures their economic sustainability and efficiency of functioning.

2. RESEARCH ISSUES

The study of the tools to ensure competitiveness and efficiency of the activities of the subjects of the national economy under the influence of aggressive changes in the external environment requires the study of a number of issues:

- Issue 1: What is “transformation” as an economic category and the structuring of its types;
- Issue 2: study of the process of restructuring the subjects of the national economy (industries and their enterprises) as a transformation of activities in the context of ensuring their competitiveness and performance.

Beside, we also propose some hypotheses for the above issues:

Hypothesis 1: economic transformation, depending on the level of occurrence and the purpose of its implementation can be structured into macro-, meso-, mini-, nano-levels;

Hypothesis 2: transformation, as one of the structural components of the restructuring of an industrial enterprise, is a transformation of its activities based on a system of measures, allowing to ensure and improve the competitiveness and efficiency of the business entity in accordance with changes in the external environment and the elaborated strategy of its development;

3. LITERATURE REVIEW

The scientific publications of such scientists as Aistova MD, Bardish G.O., Burkinsky BV, Galyuka I.B., Gavrilishina BV, Geytsa were devoted to the problems of transformation of the national economy and its subjects, the transformation processes in the economy. V.M., Grazhevskaya N.I., Budkina V., Vergunenkov N., Zhilyaeva I.B., Kapitanets Yu.O., Klimchuk S.V. Kovalova A.I., Limonova EM, Litvina O .M., Mandibles V., Martsin V.S., Marchuka L.V., Mocherny S.V., Petrishina N.V., Pastukhova E.A., Turilo A.M., Chaloy O.V., Chizhenkova EV, Hammer M., Chamspi J. and other scientists also deal with these problems and they do not lose urgency act in time and require additional research in modern conditions of economic development and the processes occurring in it.

The authors of the collective monograph «Transformation of international economic relations: modern challenges, risks, opportunities and prospects» have come to the conclusion that it is necessary to effectively use the methodological tools for assessing the competitiveness of financial and insurance markets, methodological approaches to assessing the effectiveness of regional policy, internal audit of resources. Basic research is aimed at

researching the main trends in the international economy, socialization of global economic development, investment aspects of development countries, functioning of consumer market in the international economic system, trends of international population migration, processes of European integration in the field of energy efficiency. The research results have been implemented in the different models of the behavior of the economic system in the conditions of crisis, provision competitiveness of national economy in the face of increasing burden of public debt (edited by M. Bezpartochnyi, 2017).

In the opinion of Gordon C. McCord and Jeffrey D. Sachs (Gordon C. McCord and Jeffrey D. Sachs, 2013), we suggest that the geographical patterns of income differences across the world have deep underpinnings. We emphasize that economic development is a complex process driven by economic, political, social, and biophysical forces. Some economists have argued that the patterns reflect mainly the historical foot print of colonial rule and political evolution, and that geography's effects on development occurred exclusively through its effects on this historical institutional development. We believe that economic development has also been shaped very importantly by the biophysical and geophysical characteristics of economies. Per capita incomes differ around the world in no small part because of sharp differences across regions in the natural resource base and physical geography (e.g. distance to coast), and by the amplification of those differences through the dynamics of saving and investment. We posit that the drivers of economic development include institutions, technology, and geography, and that none of these alone is sufficient to account for the diverse patterns of global growth. We survey the relevant literature, and empirically show that a multi-causal framework helps to explain when countries achieve middle income; the distribution of economic activity around the world today; the patterns of growth between 1960 and 2010; the patterns of income per person within large economies; and the structural characteristics of the remaining countries still stuck in poverty today.

In the opinion of Rory O'Donnell (Rory O'Donnell, 1998) Ireland has been one of the fastest growing economies in the European Union or the OECD in the 1990s. Despite the initial success of the outward-looking strategy, a combination of domestic factors and European integration produced a deep economic, social and political crisis in the 1980s. From within this drastic experience, there emerged a new perspective - on the Irish economy and the policy approaches available to a small European member state - shared by the major economic, political and social actors during the past decade. This involved a new understanding of the relation between domestic policy and European governance and a new model of social

partnership. The partnership approach, in place since 1987, provided the framework within which Ireland's macroeconomic, industrial and European policies have finally achieved success. By contrast, the self-understanding of Irish social scientists emphasizes deliberation and problem-solving. The Irish story reflects a complex interaction of domestic and international factors. European integration has transformed Ireland's relation to its international environment, and social partnership has transformed its internal ability to mediate interests and adhere to coherent strategies.

4. CONCEPTUAL THEORIES

As the study showed (Kuprina, 2012]), in the scientific and practical literature there is a wide range of terms characterizing the market transformations of enterprises at the microeconomic level, the main of which are: reforming, reorganizing, restructuring, transforming, adapting, reengineering, and rescue. However, if we consider the process of managing the activity of an enterprise, the industry as a subject of the national economy, as the speed of response to changes in the external environment, then reactive management reflects a fast and unplanned reaction in the activity and management system to such changes, an active one – a more radical but not yet radical , and the planned - the predictable and comprehensively sound development, as well as monitoring the effectiveness of countermeasures in response. Another aspect is the fact that changes in the external environment are not always immediately related to crises in the activities of the subjects of the national economy, as a rule, it is possible to confirm about the emerging threats of effective and competitive activity under the influence of changes in the external environment and a warning system requiring the development and implementation which lead to transformation of their activities and their management.

5. METHODOLOGY

As a result of the study, the following methods were used: of theoretical substantiation and system analysis – when studying the conceptual and categorical apparatus of the category “economic transformation” and its structuring into separate components, as well as “persistence of the enterprise's activity”; comparisons – when comparing the implementation of the transformation process of economic systems in different countries according to the evolutionary and radical path; classification - when structuring the category of economic transformation according to the level of occurrence and research objectives.

6. GENERAL DATA ANALYSIS

This publication explores the categorical and conceptual apparatus of the category "transformation" at different levels in order to ensure the competitiveness of the subjects of the national economy and the effectiveness of their functioning and does not perform an analysis based on mathematical and statistical data.

7. EMPIRICAL RESEARCH FINDINGS AND DISCUSSION

Investigating such transformations as reformation, reorganization, restructuring, transformation, adaptation, reengineering, reorganization (Kuprina, 2012 [2]), we need to pay attention in our opinion to such a category as "economic transformation" (table 1).

Table 1: Study of the essence of the category of "economic transformation"*

Author, source	The essence of the category
Marchuk L., Smykovchuk T., Kondur O. (2006)	This is an active awareness of the problems of the enterprise and the practical implementation of the necessary changes by the owners or team of managers. In Ukrainian conditions, after diagnosing and agreeing on the development strategy and transformation plan with the administration and shareholders of the enterprise, the transformation can be carried out in two main stages: the first focuses on urgent measures aimed at improving the general condition of the company, improving staff skills and improving the image of the enterprise (the company improves its business activities and, very importantly, ensures reliability in relation to external sources of financing), as a rule, does not require large investments. The second stage is based on the condition of the achievements of the first stage, ensures the survival of the enterprise by the introduction of expensive projects requiring significant investments.
Natorina A. (2017)	Digital-transformation of enterprises provides for the change of key blocks of their activities: practical experience of working with buyers (customers) of operational business processes; business models - these nine elements form a set of components of digital transformation.
Turylo A., Kornukh O. (2014)	Economic transformation is an economic category that is related to the economic sphere, inherent in various levels of management, reflects a complex process, takes place simultaneously in space and time, occurs under the influence of objective and subjective factors and the key feature of which is a set of changes that ultimately lead to the new economic condition, new economic results and setting new economic goals and objectives. Economic transformation of an enterprise (economic transformation within an enterprise) is an economic category characterizing a complex process in the form of a set of economic changes realized and involved by all personnel, as its intellectual and investment opportunities in all

	spheres and activities of the enterprise with the aim of ensuring its strategic competitive development.
Mochernyi S. (2002)	The process of transforming of one economic system to another is accompanied by the extinction of some elements, characteristics, properties, and the emergence of others.
Hrazhevskaya N. (2011)	In a broad sense, the general form of development of economic systems is associated with evolutionary and revolutionary changes, constant transitions of economic systems from a stable to an unstable state and vice versa (evolution is interpreted as a gradual process of accumulation of quantitative and qualitative changes in system parameters). In a narrow sense - the internal component of the process of general evolution, is associated with the imbalance and gradualness, uncertainty, incompleteness, alternative development, the presence of special transitional forms and specific elements of transitional structures.
Petryshyna N. (2014)	This is a complex process of transformation of the economic system, which involves quantitative and qualitative changes in the components of the system and spheres of public life.

Source: compiled by the author based on the sources (Smykovchuk T., Kondur O. (2006); Natorina A. (2017), Turylo A., Kornukh O. (2014), Mochernyi S. (2002), Hrazhevskaya N. (2011), Petryshyna N. (2014)).

Some scientists consider the economic transformation from the point of view of the subjects of the national economy, for example, enterprises. So, according to Marchuk L., Smykovchuk T., Kondur O. (Marchuk L. and &, 2006), transformation is an integral part of the strategic development of an enterprise, requires the development of a certain concept, which should give clear answers to such questions as: the influence of external and internal factors of activity on the enterprise; criteria for selecting the direction, type and form of transformation of the enterprise; the importance of transformation for the strategic development of the enterprise; taking into account opportunities to overcome difficulties during transformation. The peculiarity of the development of approaches to the management of companies in the conditions of transformation is determined by the goals and objectives that are put in front of their structural units and divisions. The main goal of such a transformation is to increase the efficiency of enterprises. Often, scientists and practitioners, as the authors note (Marchuk L. and &, 2006), often use the term reengineering in literature publications to refer to transformation, but the concepts of transformation and reengineering should not be identified, because reengineering means to launch a company anew "Or" a fundamental rethinking and radical redesign of business processes to achieve significant improvements in such key performance indicators for modern business: costs, quality, level of service and responsiveness" (Hammer M. and Champi Dzh., 1997). So, reengineering is based on two key points – they are a revision of approaches to the implementation of business operations with the available technologies (not necessarily modern) and orientation, but not to

change the functional structure of the organization, namely the business processes in which it participates in the production process of the necessary product to the buyer and the customer.

In the opinion of Natorina A. (Natorina A., 2017), as the studies have shown (*Ofitsiyni veb-sait GfK*), in Ukraine during the digital transformation of enterprises activity as a modern tool for marketing activities in order to increase the effectiveness of its activities, no enterprise has yet completely transformed nine elements (transformation of practical experience with customers and clients: understanding of advantages, personalization of sales, designing relationships; transformation of operational business processes: digitalization of business processes, virtualization of an individual employee, job the transaction systems of performance; transformation of a business model: a business model with partial digital-changes, a business model of the new digital-companies, adaptive business model based on digital-globalization). Managers choose among the blocks only those which, in their opinion, are important for the enterprise. The block of digital-capabilities is an important component of digital-transformation of the enterprise, which contributes to its transformation into areas of operation. The influence of environmental factors leads to the fact that enterprises producing or promoting brands or well-known brands on the market are transformed from multinational to global. Thus, digital technologies combined with timely marketing information allow enterprises to obtain a global synergistic effect, while carrying out their activities at the local level – they are centralized and decentralized at the same time, and global joint IT services of enterprises increase the efficiency of their activities and reduce risks, as well as contribute to global flexibility and improved performance. The peculiarity of such a transformation is that the main enterprise can locate production facilities around the world and even control online failures in production and marketing of products, works, services and regulate excess market demand (Natorina A., 2017).

One cannot but agree with scientists who are considering the economic transformation depending on the level of conducting and researching objects. So, Turylo A., Kornukh O. (Turylo A., Kornukh O., 2014) identify the main types of economic transformation by the criterion of the boundaries of occurrence and implementation of the transformation on the borders of the country, region, industry, enterprise. This is confirmed by the research of Hrazhevskaya N. (Hrazhevskaya N., 2011) that economic transformation is a qualitative transformation of the economic system, its going beyond the limits of stable functioning and transition to imbalances, quantitative and qualitative changes of varying intensity and direction. Economic transformation is a complex, multi-level and multi-aspect process that is structured:

- by deepening to changes in the quantitative parameters of the economic system in the framework of the previous quality or the transition to a new quality;
- by intensity: fast, mostly qualitative, or slow, mostly quantitative, transformation);
- by character: on evolutionary or revolutionary;
- by orientation: progressive, regressive, cyclic, inversion;
- by-scope of system elements: partial or general system).

Petryshyna N. emphasizes that due to the fact that transformation is a complex, multi-level and multidimensional process, which involves the transition from one economic system to another and has its own characteristics in different countries, it is necessary to consider the ways of this transition. The research Petryshyna N. shows (Petryshyna N., 2014) that the problem of choosing methods for carrying out transformations was acute for all post-Soviet countries as well as choosing their own path of transition from the command-administrative system to a market economy. Evolutionary and radical ways, as the analysis has shown, have become the most common.

The evolutionary or gradualist path is the gradual introduction of market relations over a long period (10-15 years or more). Such a path of economic transformation has been tested in China, Hungary and other countries and envisages a transition to a market economy with a minimum of possible economic and social shocks. Thus, as a result of such a reform, a two-sector economic model has emerged in China where the market regulates the production of consumer goods, the majority of capital goods, and makes extensive use of direct methods of economic management. The results of such a reform of China are (Bardysz H., 2006):

- 10% excess of annual rates of economic growth;
- raising the standard of living, especially in agrarian regions, contributing to the rapid growth of employment of persons of working age;
- the growth of foreign trade in 5 times;
- creation of more than 10 million private enterprises in the field of light industry, services and retail for 10 years (1979-1989);
- the growth of foreign direct investments in the Chinese economy and the development of the economic sector, which is owned by foreign investors.

Many countries of Central-Eastern Europe, Poland and Ukraine (Petryshyna N., 2014), accepted the radical way of transformation of the economic system which provides for the simultaneous liberalization of almost all markets and prices, tight monetary and fiscal policy. Such shock therapy was proposed by the IMF and World Bank specialists to former post-Soviet countries to transform their economic systems into a market economy and which

provided for rapid transformations in all spheres of public life (pursuing a tight tax and credit policy, withdrawing unsecured money from circulation during economic liberalization). price reform and reform of the banking system, liberalization of foreign economic activity, providing enterprises with the right to change the profile of its activities, the development and creation of new enterprises, the expansion of entrepreneurial activities, the privatization of state property and the elimination of monopolies, refusal to accept state regulation and direct control over production and the development of indirect regulatory methods - monetary and fiscal policies and other methods (Petryshyna N., 2014).

Poland chose the path of shock therapy and implemented the Balcerowicz's reforms (1/1/1990 p.), overcoming the economic crisis and, was the first state among the post-Soviet countries, which resumed economic growth. Russia also conducted a program of such shock therapy at the beginning of the transition period (January 1992), which did not lead to effective, rapid market transformations. If we compare the economic transformations in Russia and the Czech Republic, Slovenia, Hungary, then, as the studies have shown (Heiets V. & others, 2003), these countries have achieved significant positive results in the process of reforming their economies. However, in Ukraine, reforming of the economy occurs rather slowly and many reforms bring contradictory results (Heiets V. & others, 2003; (Petryshyna N., 2014).

Thus, the economic transformation, in our opinion, depending on the level of its occurrence and the goals of its implementation (macro-, meso-, mini-, nano-levels) can be structured (Fig. 1):

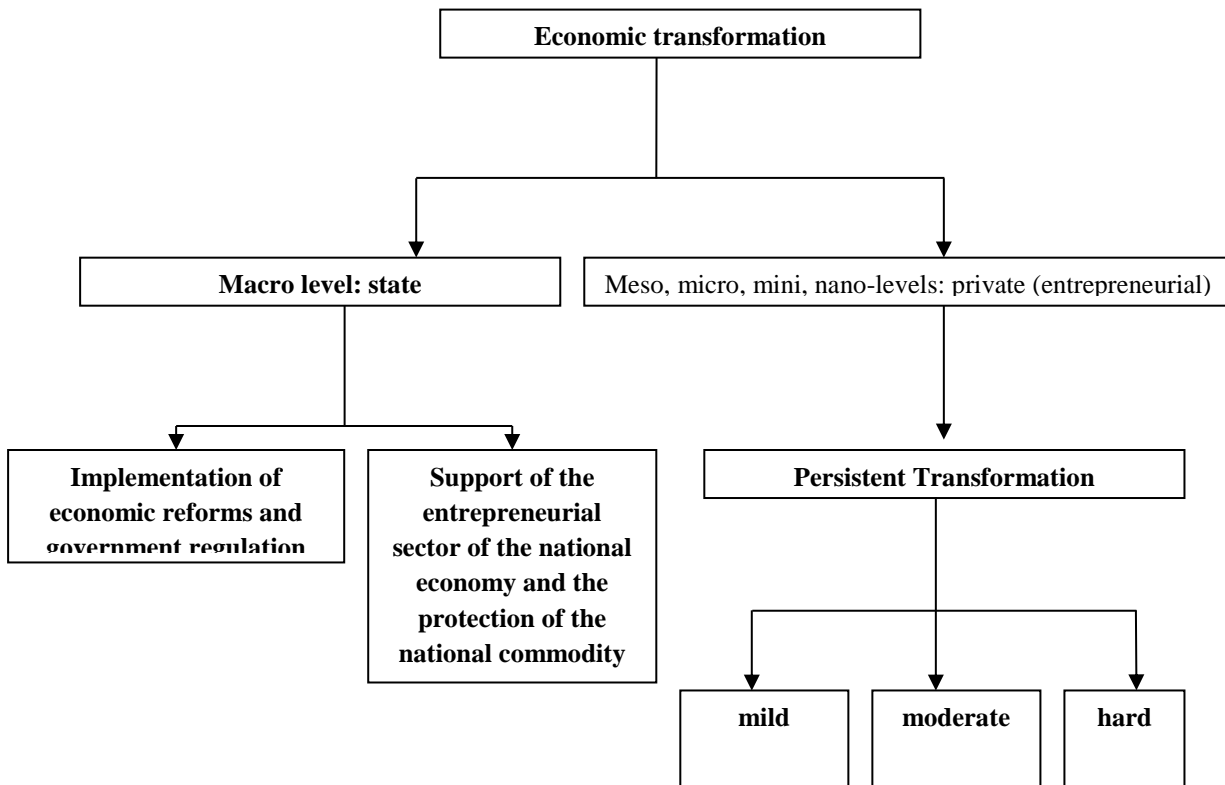


Figure 1 Approach to the structuring of the conceptual and categorical apparatus “economic transformation” of the national economy depending on the level of occurrence and the goals of its implementation

Source: compiled by the author

If we consider the private (entrepreneurial) transformation of the activities of subjects of the national economy, in our opinion, it is necessary to focus on the persistent transformation, which is based on restructuring, as well as on the principle of impartiality (Kuprina, 2014).

As the study showed (Kuprina, 2012), “enterprise restructuring” is one of the most spacious and relevant market transformations of enterprises - subjects of the national economy, which is confirmed by the practice of their activities in foreign countries with developed market economies, where restructuring has been used from the beginning of the thirties of the twentieth century and is a permanent process arising in their activities with a decrease in indicators of its effectiveness, changes in environmental factors and further technical, technological and other innovative development, and it contributed to the formation of the basic models of its implementation. In contrast to the experience of countries with developed market economies, Ukraine has been actively considering restructuring issues since the mid-1990s. Thus, in earlier interpretations, restructuring was viewed as a change in the structure of the enterprise, its divisions, production management style, restructuring of the facility and the effective use of all the resources of the enterprise.

Kovalev A., investigating the management of the enterprise from the point of view of factors and phases of the enterprise life cycle, determined the composition and structure of the enterprise restructuring components as integral parts: reengineering, adaptation, reorganization and reorganization (Kovalev A.. 2006). Thus, in the phase of raising the life cycle of an enterprise, a set of “soft” adjustments to the current activities of the enterprise is necessary, which is caused by changing market conditions through adaptation as an integral component of restructuring or adaptive restructuring; at the maturity phase, organizational and managerial restructuring is applicable, which is aimed at restructuring the business management system of the enterprise, based on the business orientation of the structural divisions of the enterprise; the phase of stagnation requires fundamental changes in the activities of the enterprise and requires pre-trial financial recovery; crisis phase requires rehabilitation as a set of measures aimed at restoring of the company's solvency, which is a debtor and is undergoing the bankruptcy proceedings.

As the study showed (Kuprina, 2012), in accordance with articles 56 “Establishment of an enterprise” and 59 “Termination of a business entity’s activity” of the Economic Code of Ukraine, when establishing an enterprise or terminating its activity, its reorganization includes the following: merger of economic entities; the accession of one or more business entities to another business entity; selection; division: the selection of one or more new business entities; transformation of one business entity into another. Investigating the structural components of the restructuring process, highlighted by Kovalev A., it is impossible not to notice that between reengineering and adaptation, as fairly “soft” adjustments to the current activities of the enterprise and caused by the influence of changing market conditions (more correctly - the external environment), and rehabilitation and reorganization of the activities of the enterprise, there is still no other structural component characterizing the reaction of enterprises to a drastic change in environmental conditions and significantly affecting the efficiency and competitiveness of activities, but which does not bear such drastic measures as reorganization of activities and does not always require its rehabilitation.

The results of the study (Kuprina, 2012) confirm the need for restructuring industrial enterprises not only to increase the competitiveness of their activities, but rather to preserve them in the domestic market and to protect from foreign producers’ expansion, the application of a set of measures that will allow industrial enterprises to adapt to new conditions of external and internal environment under the influence of globalization processes on the

economy of Ukraine. Such an approach requires highlighting a new structural component of industrial restructuring as a transformation of activity (Figure 2).

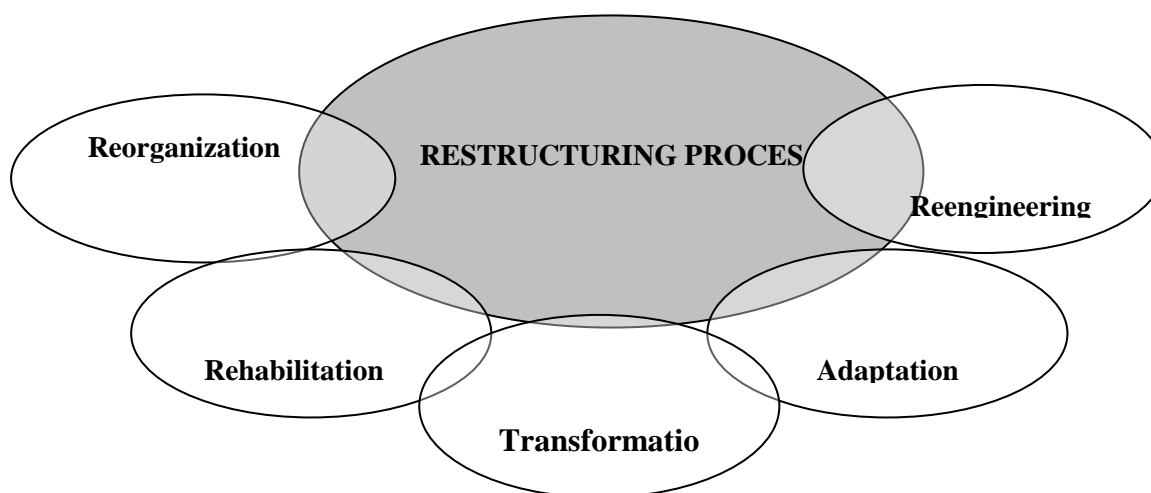


Figure 2: Composition and structure of components of the restructuring of industrial enterprises, as subjects of the national economy in modern conditions

Source: compiled by the author (Kuprina, 2012)

Confirmation of this statement, as the study showed (Kuprina, 2012 [2]), is the justification of the objectives of the restructuring of the enterprise in accordance with the four levels of the economic condition of the enterprise, reasonable phases of its life cycle (Trubchenko T. , 2019):

- stable condition provides for restructuring to improve the image of the company; access to other markets for products (works, services), development of production, social, technical, technological aspects of activity, etc.;

- unstable condition directs the restructuring process to ensure stable financial condition, competitiveness and efficiency of the enterprise;

- the pre-crisis state requires the restructuring process to ensure that the enterprise maintains its independence as an independent economic entity; to find ways to attract investments; changes in the quality and range of products, types of activities, management structure; to preserve the efficiency and competitiveness of activities, etc.;

– the crisis state provides for the restructuring of the development and implementation of programs for the recovery of the enterprise; search for investors; its rehabilitation and reorganization.

This approach shows and makes it possible to argue that a stable economic condition of an enterprise requires the use of such components of restructuring as reengineering and adaptation for its preservation restructuring, and a crisis and pre-crisis conditions (depending on the degree of negative changes) require rehabilitation and reorganization, when the transformation encompasses unstable and sometimes the pre-crisis state of the enterprise (Kuprina, 2012).

Thus, the conducted study suggests that transformation, as one of the structural components of the restructuring of an industrial enterprise, is a transformation of its activities based on the implementation of a system of measures (organizational and legal, financial and economic and production and technical) to ensure and improve competitiveness and the effectiveness of the activity of a business entity in accordance with changes in the external environment and its developed. The direction of maintaining competitiveness and efficiency of the national producer in accordance with significant changes in the external environment is the formation of vertically integrated structures – holdings (rigid transformation of activities), cluster formations and associations (moderate transformation of activities), implementation of activities based on other outsourcing approaches (soft transformation activities) (Kuprina, 2012). The rigid transformation of industrial enterprises activity contributes to the formation of their own transnational structures in the country. The development of a strategy for creating Ukrainian transnational structures can be based on the use of foreign experience in the development and formation of transnational structures in China, the Russian Federation, India, Indonesia, Mexico, Venezuela and other countries, which shows that national capital can resist TNCs and adequately compete only if it is structured into strong industrial, financial and industrial, and other entities on the one hand (Shvydanenko O., 2006).

To carry out impartial restructuring, a comprehensive analysis of economic efficiency and competitiveness of activities is required, which required the identification of such a notion as “persistence of the enterprise’s activity” reflecting the degree of its sustainability. Such an approach to the assessment of an enterprise’s activity and the abandonment of the notion of “sustainability” and “stability” is largely associated with the widespread use of these terms in various areas of economic science at the level of the research on functioning of an enterprise: financial sustainability, strategic sustainability, technological sustainability, business stability, and stability of development and etc.

In addition, it is necessary to take into account the desire and ability of the economic system, namely the enterprise, not only to maintain an equilibrium state characterizing stability, steadiness, but at the same time to have the ability to development, and not to its conservatism. Persistence (from Lat. *Persisto* - I remain, perseverance) is the this property of something to maintain a constant (stable) state, does not preclude sustainable development and functioning, is subject to wide variation (Dictionary: Ukrainian portal, 2005-2019 [19]). This term was used in economics, and is mainly used in the field of ecology, biology, mathematics and programming.

Estimation of the persistence of the activity on the basis of application of certain criteria of evaluation, obtained by us in an expert way, will allow to determine the need for an imparitic restructuring of enterprises and the degree of transformation of their activities (rigid, moderate or soft).

8. CONCLUSION AND SUGGESTION

Thus, the study confirms that:

– one of such tools is the transformation of the national economy and its subjects, which requires studying it in a theoretical and practical aspect, which ensures their economic sustainability and efficiency of functioning. Some scientists consider the economic transformation from the point of view of the subjects of the national economy, for example, enterprises. One cannot but agree with scientists who are considering the economic transformation depending on the level of conducting and researching objects identify the main types of economic transformation by the criterion of the boundaries of occurrence and implementation of the transformation on the borders of the country, region, industry, enterprise;

– emphasizes that due to the fact that transformation is a complex, multi-level and multidimensional process, which involves the transition from one economic system to another and has its own characteristics in different countries. Evolutionary and radical ways, as the analysis has shown, have become the most common;

– economic transformation, depending on the level of occurrence and the purpose of its implementation (macro-, meso-, mini-, nano-levels) can be structured into public and private (entrepreneurial);

– transformation, as one of the structural components of the restructuring of an industrial enterprise, is a transformation of its activities based on a system of measures (organizational and legal, financial and economic and production and technical), allowing to ensure and improve the competitiveness and efficiency of the business entity in accordance with changes in the external environment and the deborated strategy of its development;

– the necessity of conducting an assessment of the persistence of the enterprise's activities according to the methodical approach developed by us to determine the direction of the transformation of the subjects of the national economy (persistent transformation) in the context of ensuring the effectiveness of their activities and competitiveness, which reflects the sustainability of their operation, has been justified.

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