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MAIN FACTORS ENSURING COMPETITIVENESS OF THE ENTERPRISE

The article considers the main approaches to the interpretation of the concept of «enterprise competitiveness» and identifies factors of enterprise competitiveness development. It is noted that the concept of enterprise competitiveness is quite broad, has a dynamic nature and therefore requires constant assessment of its level, monitoring of indicators that characterize it and study the sources of its formation. The authors considered different approaches of other scientists to determine the factors of competitiveness. Based on this analysis, the authors argued the universal nature of these factors in the context of a systematic approach to the concept of enterprise competitiveness. Based on the study of existing approaches, the authors proposed their own system of factors for the development of enterprise competitiveness, which includes both external and internal factors. External factors of competitiveness at the macro level include economic, natural-geographical, scientific and technical, political, legal and socio-cultural factors. Factors of competitiveness at the micro level include competitors, suppliers, consumers, intermediaries and contact audiences. The authors attributed the organizational and managerial, financial and economic, production potential of the enterprise, logistics components and marketing mix of the enterprise to the internal factors. The company can independently manage only the internal factors of competitiveness. It is noted that all these factors of enterprise competitiveness operate systematically, which exacerbates the effects of each factor. There is no doubt that the company needs to pay considerable attention to the study of external and internal factors of competitiveness. Great importance should be attached to the analysis of their strengths and weaknesses in order to assess the real opportunities for competition and the accumulation of financial resources, due to which it could increase the level of competitiveness and ensure its success in the market. Comprehensive work on the selected factors will allow the company to successfully develop its competitiveness and be successful in the market.

Keywords: enterprise competitiveness, factors of enterprise competitiveness, external and internal factors, macro level, micro level.

Formulation of the problem. In the conditions of the market system for the development of domestic production, competitiveness is one of the important indicators of the growth and development of any enterprise. Numerous dynamic exogenous and endogenous characteristics constantly affect the competitiveness of the enterprise. The strengthening of competition and the uncertainty of the external environment in Ukraine pose the task of finding adequate levers and tools for increasing the competitiveness of enterprises before the heads of enterprises and managers. Any enterprise is a complex system consisting of a large number of interconnected, multifunctional elements characterized by the probabilistic nature of processes and the presence of conflicting forces. Therefore, it is not surprising that there are many approaches to determining the factors of an enterprise's competitiveness, each of which can be used as a resource for managing the level of competitiveness.

Analysis of recent research and publications. Such scientists as O.G. Yankovy, S.O. Shevelyova,

I.Z. Dolzhanskyi, T.O. Zagorna, T.M. Plotitsina, O.V. Reshetnikova, Yu.P. Kalyuzhna, M.N. Malyshev, L.V. Fomchenkova, I.A. Zhuzhghina and others. But, despite the fact that there was a fairly wide interest in the issues raised, the issue of determining the system of factors for the development of the enterprise's competitiveness does not lose its relevance and requires new approaches to solving these issues.

Formulation of the goals of the article. The purpose of the research is to determine the factors of development of the enterprise's competitiveness, which means, firstly, consideration of the universal elements that make up the enterprise's competitiveness in the context of existing approaches; as well as the development of an author's approach to determining the system of enterprise competitiveness factors.

Presentation of the main research material. Let's consider the concept of enterprise competitiveness in more detail. Attention should be paid to the ambiguous interpretations of the essence of the concept of "enterprise competitiveness" by modern economists.

According to the definition of O.G. Yankovo [1, p. 15], "enterprise competitiveness is a complex economic category that expresses the result of the interaction of all elements of the system of internal (production, economic, scientific and technical, etc.)

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and external (life-creating, adaptive) relations between industrial enterprises regarding the possibility of realizing this type of product on a specific market or its segment".

According to S.O. Shevelova, [2, c. 11], "the competitiveness of an enterprise is its ability to maintain stable positions on the market, operate profitably, be attractive to investors, and earn a good image among consumers and various business entities." FROM.

Dolzhansky and T.O. Zagorna [3, p. 21] interpret the competitiveness of the enterprise as "the ability to produce and sell products quickly, in sufficient quantity, with a high technological level of service and as an opportunity to effectively dispose of own and borrowed resources in the conditions of a competitive market."

T.M. Plotitsina [4, p. 205–209] grouped the definitions of enterprise competitiveness, which were proposed by Russian scientists, into three groups:

1) definitions based on the internal and external activities of the firm;

2) definitions based on the commodity component of competitiveness;

3) definition combining the product and the subject's production activity.

In general, after studying various interpretations of the concept of the competitiveness of an enterprise, it can be concluded that it is quite broad, has a dynamic nature and therefore requires constant assessment of its level, monitoring of indicators that characterize it, and research into the sources of its formation: production, technical and environmental, implementation, marketing, innovation-investment, professional qualification-personnel, organizational-economic.

Many scientists believe that internal (endogenous) and external (exogenous) factors are the main conditions for forming and ensuring the competitiveness of an enterprise. Factors that provide competitive advantages of enterprises are widely presented in both foreign and domestic literature. Depending on their scientific views and the field of research, different authors justify a different set of factors that have an impact on the competitiveness of enterprises. It should be noted that the factors of the enterprise's competitiveness act systematically, which strengthens the effects of the influence of each individual factor. Scientists note that the enterprise can manage the internal factors of competitiveness independently. Their actual presence depends on the existing management system at the enterprise and the attitude of the owners to their field of activity. These include: the activities of the company's management, the system

of technical equipment, access to quality and cheap resources, financial support, product sales, innovations, etc.

I.Z. Dolzhansky and T.O. Zagorna [3, c. 32] the external factors of competitiveness include: economic relations, the political situation in the state, the location of production forces, the presence of competitors on the market, the availability of raw materials, the general level of equipment and technologies, the industrial management system, the concentration of production, the legislative framework, etc. The internal factors include: the level of conformity of production process technologies; management system and methods; long-term planning system; level of production process organization; orientation to the marketing concept; degree of satisfaction of additional needs of a specific consumer; innovative nature of production; the quality of the development of new products from the point of view of the optimality of indicators.

According to these scientists, the enterprise needs to pay considerable attention to the study of external and internal factors of competitiveness, attach great importance to the analysis of its strengths and weaknesses in order to assess real opportunities in competition and accumulate financial resources, due to which it could increase the level of competitiveness and ensure its success in the market. In the process of such research, qualitative and quantitative indicators are used, which indicate the level of stability of the enterprise, the ability to manufacture and sell products that are in demand, in the optimal volume, and also ensure the achievement of intended and stable results. The spectrum of these indicators should include: the efficiency of the enterprise's production and sales activities (based on the study of the dynamics of sales volumes in both value and quantitative terms, order portfolio, loading of production capacities, size and direction of investments); efficiency of capital investments, reserves for reducing production costs. The analysis of circulation costs is also of great importance in order to find and eliminate unproductive costs in the entire system of movement of goods from the seller to the buyer [5, c. 87].

O.V. Reshetnikova and Yu.P. Kalyuzhna [7, p. 160] add a logistics component to the internal factors of competitiveness, in particular, the time of logistics operations, the quality of service provision, and logistics costs.

Analysis of the works of other scientists showed that some authors note the impact on the competitiveness of the enterprise of such factors as: quality, price, reliability, time and costs. However, there is no ranking of factors according to the degree

of their influence. It should be noted that most of the above factors for the development of the competitiveness of the enterprise, which are proposed by many authors, represent group factors that combine the effects of the primary factors of competitiveness. Indeed, each of such factors as technological level, economic potential or level of management of the enterprise is almost impossible to determine with a single indicator. This means that group factors of enterprise competitiveness also belong to the class of latent characteristics. They require an appropriate definition based on expert or mathematical and statistical evaluation methods. It is clear that such an assessment is possible only on the basis of the system of technical-technological, economic and other features of the metric scale, which would characterize the above-mentioned group factors. Thus, among the internal primary

factors, indicators of the state and efficiency of the use of fixed and working capital, financial coefficients of liquidity and solvency, business activity of the enterprise, etc. can be distinguished. Among the external primary factors of the enterprise's competitiveness, one can name the competitive structure of the industry, political risks of business activity, the presence of a network of wholesale and retail product distributors in the region, etc.

Summarizing the material presented above, we offer the following list of factors for the development of the enterprise's competitiveness (Fig. 1).

Thus, we selected and grouped the factors that are part of various approaches and, according to the authors, have the greatest influence on the competitiveness of the enterprise.

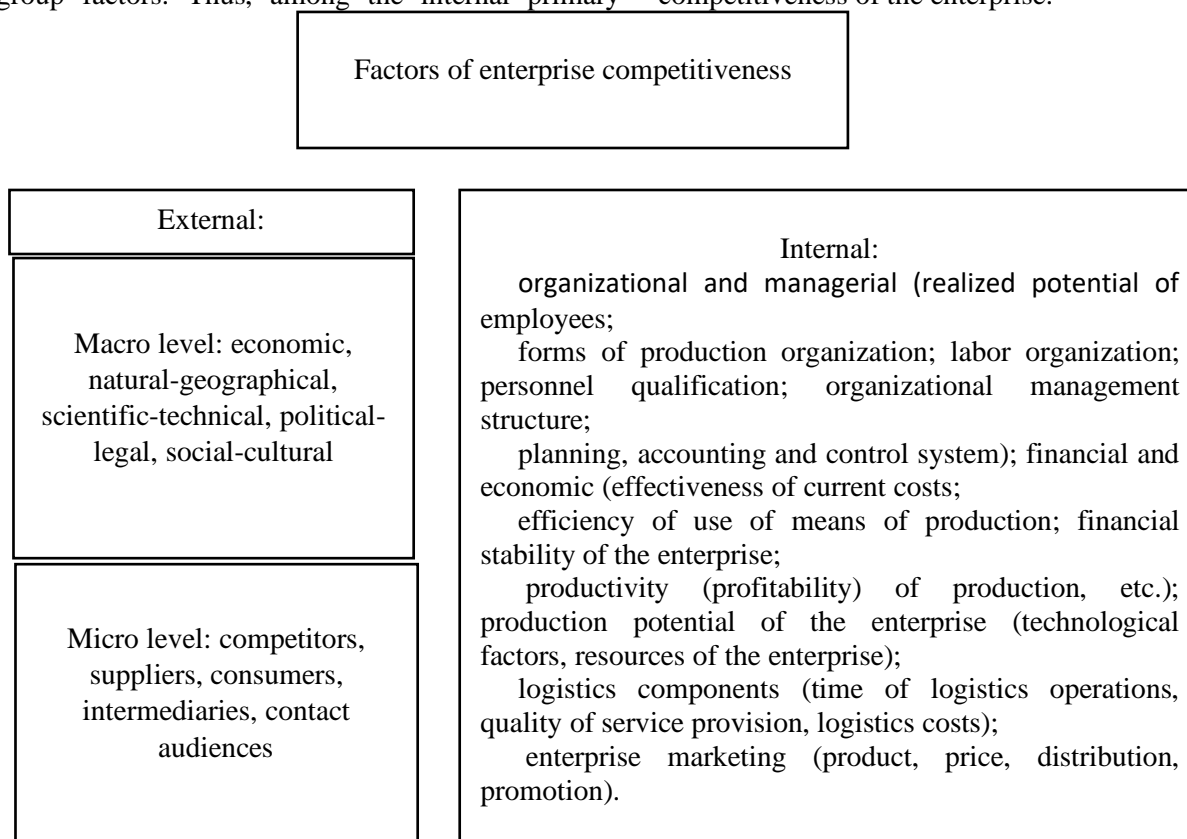


Fig. 1. Factors of enterprise competitiveness Source: developed on the basis of [1; 7]

In the author's approach, organizational and managerial, financial and economic factors, production potential of the enterprise, logistics components, as well as marketing of the enterprise are distinguished among the internal factors of the enterprise's competitiveness.

Conclusions. Thus, the article highlighted competitiveness factors present in various approaches to determining the level of competitiveness of the enterprise. The author argued

the universal nature of these factors in the context of a systemic approach to the concept of enterprise competitiveness. Based on the results of the study of existing approaches, the author proposed his own system of factors for the development of the enterprise's competitiveness, which includes both external and internal factors. The external factors of competitiveness at the macro level include economic, natural-geographical, scientific-technical, political-legal and socio-cultural factors. Micro-level

factors of competitiveness include competitors, suppliers, consumers, intermediaries and contact audiences. The author referred to the internal factors as organizational and managerial, financial and economic, production potential of the enterprise, logistics components, as well as the marketing mix

of the enterprise. It is the internal factors of competitiveness that the enterprise can manage independently and fully. There is no doubt that the complex work on the selected factors will enable the enterprise to successfully develop its competitiveness and be successful in the market.

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