

MODERN TOOLS FOR EVALUATING OF THE COMPANY COMPETITIVENESS RESOURCE BASED ADVANTAGES THEORY

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Abstract. The modern tools for evaluating the competitiveness of the company based on the sources of sustainable competitive advantages have been grounded. It will allow implementing an integrated model of the assessment of the enterprise competitiveness at the operational, tactical and strategic level.

Keywords: Competitiveness of the company, methods of competitiveness evaluation, competitive advantages, resources and capacities of the company, the value of the product.

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Introduction

The issues of competitiveness at certain times were of great interest for many scientists-economists who represented various scientific schools. As a result, the fundamental basis of the competitiveness theory was laid down by the works of J. Schumpeter, P. Heine, F. Hayek, K. Marx, J. Mill, A. Marshall, J. Robinson, E. Chamberlain, J. B. Barney (Barney, 1991), A. Lerner, K. Wicksell, J. Ke, M. Klos (Ke J., 2015; Baran, Klos, 2014). The problem of competitiveness in scientific literature and practice began to be actively studied only in the last two decades.

In scientific papers, the general issue of managing competitiveness is traditionally analyzed, but the study of the peculiarities of developing a strategy for its provision is debatable, fragmentary. In particular, a complete scientific form for theoretical awareness of the importance of the theory of resource advantages hasn't been found, the theoretical aspects for the management of the competitiveness dynamics have not been sufficiently worked out; the sectoral peculiarities of the intensification of the internal economic potential of implementing sustainable competitive advantages haven't been fully taken into account.

The significance and relevance of these problematic issues predetermined the choice of the theme for this scientific article, as well as they determined the purpose of the research.

Justification of the methodology for evaluating the competitiveness of the enterprise based on the sources of sustainable competitive advantages

One of the analytical tools that can be used to identify organizational capacities is:

- functional analysis, i.e. to identify the company's specific capacities for sustainable development in each functional area of activity. Such capacities are manifested through the presence of clearly worked out procedures (operations, processes);

- analysis of the chain of value creation according to M. Porter (Porter, 1987). To do this, the decomposition of the company's activities is made in the context of the main and auxiliary processes of the chain, and for each of them the ability of the enterprise to ensure sustainable development is determined.

The evaluation of resources and capacities of the company is based on two criteria: the possibility of generating economic benefits (rent); the ability to create an innovative value for the consumer. At the same time, the diagnostics of the profitability potential of resources and competencies is carried out in three directions: assessment of the level of achieved competitive advantage; assessment of the sustainability of the competitive advantage; assessment of the level of development of results (Fig. 1).

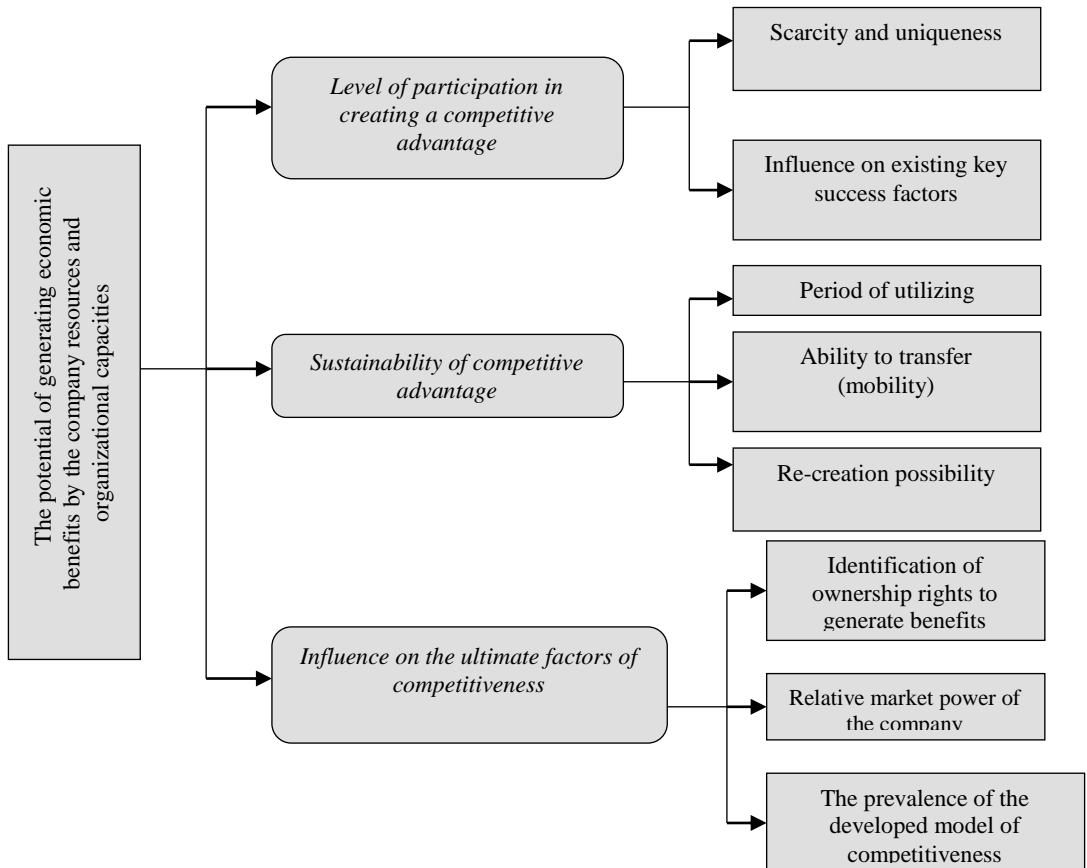


Fig. 1. "Tree" of potential of generating economic benefits by resources and capacities

In order to identify the competitive advantage achieved, two conditions must be fulfilled: the uniqueness or scarcity of the resources, competencies or organizational capacities that the company possesses, and their interconnection and influence on the formation of key success factors.

The evaluation of the sustainability of the competitive advantage involves determining the period of its effective use for proactive development, the level of mobility (transfer costs among competitors, availability of information on sources of competitive advantage, the possibility of complementing competitive advantages, etc.). The influence on the ultimate factors of competitiveness is characterized by the relative importance of resources, capacities and competences of the company in the process of transformation of the level of competitiveness (operational, tactical, strategic) (Radko, 2012).

To evaluate the resources and capacities of the company in the other direction - the opportunity to create an innovative value for the consumer - it is recommended to use the matrix "the relative value of resources / capacities - the relative value (quality) of products (services)" (Fig. 2).

The value (quality) of the product (service) created by resources and capacities

		lower	equal	higher
The cost of company resources	lower	1 <i>Uncertain competitive position</i>	2 <i>Dynamic competitive advantage (tactical level of competitiveness)</i>	3 <i>Sustainable competitive advantage (Strategic level of competitiveness)</i>
	equal	4 <i>Competitive weakness</i>	5 <i>Competitive balance</i>	6 <i>Temporary competitive advantage (operational level of competitiveness)</i>
	higher	7 <i>Competitive weakness</i>	8 <i>Competitive weakness</i>	9 <i>Uncertain competitive position</i>

Fig. 2. The matrix of the position of competitiveness of the enterprise

The usage of the proposed matrix allows us to identify the type of competitive advantages of the enterprise or the type of a competitive position. As it can be seen from the figure 2, in the matrix plane there are 6 types of cells:

- an uncertain competitive position – it characterizes two extreme positions of the enterprise among competitors, low costs - low value of the product (services), or high value, subject to unreasonably high costs for its creation;

- a competitive weakness - the enterprise is loss-making, and its market power is weak, since high costs of resources do not provide manufacturing of the product of the required value level;

- a competitive balance - a position that is characteristic for enterprises approaching the market leaders. Qualitative changes in production technologies and taken into account changes in consumer demands may become the basis for the formation of a higher level of competitive advantage for such companies;

a temporary competitive advantage - it is achieved by the enterprise in the short term and is widespread among other competitors;

a dynamic competitive advantage – it characterizes the high level of efficiency of the enterprise usage of resource potential in comparison with competitors. However, it creates an unstable market position, since the company's products do not differ in their value from competitors;

a sustainable competitive advantage - it is typical for market leaders who have significantly shifted from their closest competitors and created high resource or marketing barriers for rivals (Radko, Matsyura, 2013).

The graphic interpretation of the competitive position of the company in the coordinate system "cost of resources / capacities - the value of products (services)" is shown in Fig. 3

Guided by the logic of a proposed by us transformed model of strategic analysis for sustainable competitive advantages, it is necessary to determine the consistent link between the internal elements of competitive advantages, namely: strategic resources, organizational capacities and competencies.

The main task of the strategic analysis of resources, organizational capacities and competencies of the company is to determine a sustainable competitive advantage and to develop a mechanism for its support and development in order to increase the competitiveness of the enterprise in the long term. The goal set involves performing several tasks. In the first place, it is necessary to model the internal structure of the relationship between the existing resources, capacities and competencies of the company. To do this, in the process of forming a system of business processes of the company, the capacities and resources involved in creating the product (services) are determined and their impact on the final consumer value is estimated. The determination of the set of the company competencies is carried out on the basis of studying the peculiarities of the business system functioning with the use of expert assessments.

As an instrument for identifying the relationship between "resources - capacities - competencies - competitive advantages", it is expedient to use the methodology of forming relational matrices. A relational approach, in particular, is used to generate and analyze databases.

Therefore, the analysis of the above approaches and methods shows that in the modern literature the issue of evaluating the competitiveness of enterprises is reflected quite widely. Existing techniques are not without contradictions as to the factors of which character (internal or external) have a decisive influence on the level of competitiveness of the enterprise. Obviously, even for enterprises of the same industry, the priority of these factors will be different.

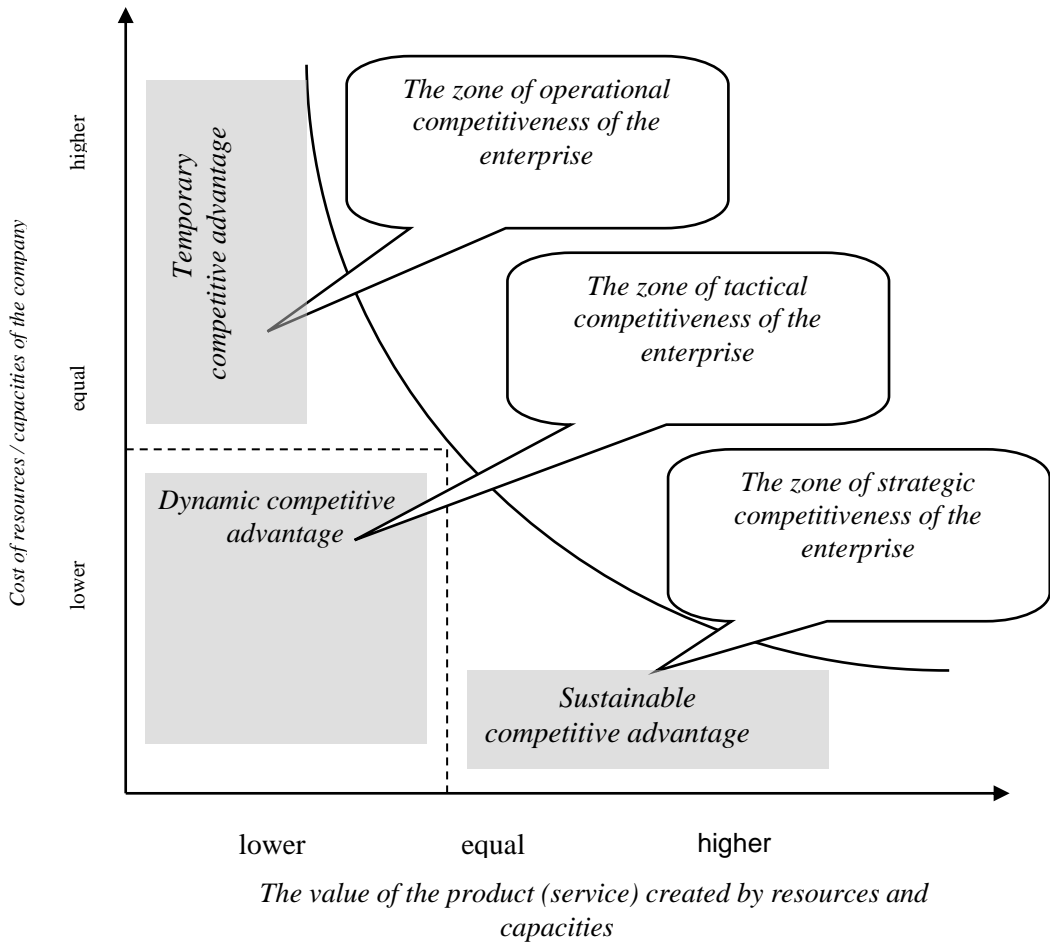


Fig.3. Graphic interpretation of the competitive position of the company

Conclusions and suggestions

The most significant drawback of a large part of the worked out techniques is the lack of consideration of the time factor, that is, the evaluation of the competitiveness of the enterprise in the dynamics. Instead, most methods are based on fixed valuation parameters that characterize selected business areas in statics, or on a given date based on past events. Such logic of determining the competitiveness of an enterprise does not correspond to the current realities of the functioning of enterprises in a highly dynamic market, where the life cycles of products, technologies, enterprises, industries and competitive advantages that can be used to ensure competitiveness are reduced.

That is why we have grounded the modern tools for evaluating the competitiveness of the enterprise based on the sources of sustainable competitive advantages. The use of the proposed tools will enable an integrated model for evaluating the competitiveness of the enterprise at operational, tactical and strategic level.

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