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**ЧИННИКИ КОНКУРЕНТНОГО
РОЗВИТКУ ПІДПРИЄМСТВА В
УМОВАХ ТУРБУЛЕНТНОГО
ЗОВНІШНЬОГО СЕРЕДОВИЩА****FACTORS OF COMPETITIVE
DEVELOPMENT OF THE
ENTERPRISE UNDER THE
TURBULENT EXTERNAL
ENVIRONMENT**

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У статті аналізуються чинники розвитку підприємства в умовах ринкової конкуренції. Дано визначення поняття «конкурентний розвиток підприємства». Отримала подальший розвиток класифікація чинників конкурентного розвитку, що враховує турбулентність сучасного ринку та дуагенну взаємодію чинників зовнішнього і внутрішнього середовища підприємства. Дана оцінка впливу турбулентних і дуагенних чинників на формування цілей конкурентного розвитку підприємства.

Ключові слова: конкуренція; конкурентний розвиток; турбулентна економіка; зовнішнє середовище підприємства; екзогенні, ендогенні і дуагенні чинники.

В статье анализируются факторы развития предприятия в условиях рыночной конкуренции. Дано определение понятия "конкурентное развитие предприятия". Получила дальнейшее развитие классификация факторов конкурентного развития, учитывающая турбулентность современного рынка и дуагенное взаимодействие факторов внешней и внутренней среды предприятия. Дана оценка влияния турбулентных и дуагенных факторов на формирование целей конкурентного развития предприятия.

Ключевые слова: конкуренция; конкурентное развитие; турбулентная экономика; внешняя среда предприятия; экзогенные, эндогенные и дуагенные факторы.

The article analyzes the factors of enterprise development in conditions of market competition. There is a definition of the concept of "competitive development of the enterprise". The classification of factors of competitive development was further developed, taking into account the turbulence of the modern market and the duageny of the interaction of the external and internal environment of the enterprise. The significance of the influence of turbulent and duagenic factors on the formation of the goals of competitive development of the enterprise is estimated.

Keywords: competition; competitive development; turbulent economy; enterprise environment; exogenous, endogenous and duagenous factors.

Formulation of the problem. The transformation of the system of economic relations, manifested in the intensification of corporate activity and the globalization of competition in world markets, raises the question of factors that determine the competitiveness of domestic industrial enterprises in the global environment and form effective models for managing them. The fundamental basis of the theory of competition provides only a partial answer to these questions and requires substantiation of new relevant approaches to identify success factors of industrial enterprises in the context of global shifts and turbulence in the external competitive environment. There is a growing need to review existing and develop new methodological principles for managing competitive development, which stimulates activity and ensures the success of industrial enterprises in world markets.

Thus, the refinement of the classification of an enterprise development factors in an unstable competitive environment and the assessment of the degree of their influence are quite an urgent task.

Analysis of recent research and publications. M. Porter determined that the globalization of industries and the internationalization of firms leads to a paradox. It would seem that the globalization of competition should reduce the role of the country, but in reality the opposite statement is true. With rare exceptions, the home country is becoming increasingly important to ensure competitive positions, since it is a source of experience and technologies which such a competitive advantage is based on [1]. The point of view of M. Porter is shared by other scientists, such as Z. Brzezinski [2], A. Filipenko [3], M. Gelvanovskiy [4], E. Korotkov [5] and others. Therefore, the home country of industrial enterprises is one of the influential factors of competitive development, their activity and effective management.

However, this is far from the only factor determining the effectiveness of enterprises in the competition. The success of an enterprise in competition is the result of the influence of many factors, but more and more representatives of the scientific community agree that not only real and potential determinants come to the forefront of global competitive interaction, but also factors of turbulent external environment and duagenic influence.

Statement of purpose of the article. Thus, the purpose of this article is clarifying the classification of the factors of competitive development of an enterprise, taking into account the activation of turbulent processes in the world economic system and the increasing role of duagenic factors of interaction between elements of the external and internal environment, as well as assess the degree of influence of these factors on the formation of enterprise development goals.

The main material of the research. To achieve the goal of this article, first of all, it is necessary to generalize the existing points of view on the classification of factors as for competitive development.

Moreover, from our point of view, in determining the essence of the competitive development of an enterprise, attention should be focused on the aggressive influence of the external environment and the need to constantly resist this influence. Proceeding from this, the competitive development of the enterprise as a socio-economic system should be understood as the process of implementing structural changes based on the inherent ability of the enterprise to change, justified by the used competitive strategy and leading to the emergence of new qualities in the enterprise,

thereby ensuring its stability and increasing the ability to resist the destructive influence of the external competitive environment [6, p.29].

The proposed classification (Table 1) takes into account the unstable state of the modern world economic system, as well as the features of the country's economic development.

Table 1

Classification of factors that affect the competitive development of industrial enterprises (finalized by the author on the basis of [7, p. 23])

Classification criteria	Kinds of factors
in the direction of influence	positive; negative; neutral
by nature of influence	extensive; intensive
by type of influence	civilizational; macroregional; integration; spatial
by nature of assessment	objective; subjective
by nature of manifestation	common; specific
by the level of difficulty	simple; complex
by communication level	structural; cause and effect; quasi-causal; defining; correlation
by source of occurrence	exogenous (external); endogenous (internal); duagenous
by possible management	managed; partially managed; uncontrollable
in the field of formation (external)	political; social; economic; technological; environmental; legal; cultural
by duration of action	long term; medium term; short term
by the time of manifestation	real; potential
on the stability of manifestation	stable; unstable; turbulent

All industrial enterprises are dynamic open socio-economic systems. Elements and factors of influence of these systems change in time and in space. The processes that occur in such a system turn out to be similar to the phenomena of turbulence. In the technical sciences, turbulence is a vortex, disordered movement of particles of a liquid or gas. In socio-economic systems, the turbulence of the external environment when interacting with the system forms a disturbance – an effect that can be formalized.

We believe that an understanding of the nature of turbulence in socio-economic systems determines its key characteristics – these are objects (subjects) of influence, duration of influence, path of influence and type of energy of influence. We detail each of the components of the proposed classification using table 2.

Table 2

Classification of environmental turbulence factors of industrial enterprises
(finalized by the author based on [8]).

Classification feature	Characteristic
by the object (subject) of the influence of turbulence	industrial enterprises; banking institutions; insurance companies; real sector of the economy; domestic and foreign market of goods and services; competitors; government agencies, etc.
by force of influence	subcritical; negative; critical; destructive; supercritical
by duration of influence	long term; medium term; short term
by the influence method	regulatory; organizational; economic; social labour; integrated
by the type of influence energy	vortex type; front type; chain type

Unpredictable changes in the market or political situation in the country (bankruptcy of banking institutions, a sharp change in the exchange rate of the national currency or stock indices, problems in the real estate market, and the state of emergency) instantly affect the performance of industrial enterprises, both within the country and outside its borders. This is due to the high degree of mutual interweaving of international economic relations, while the geographical proximity of economies is optional.

As a result, negative consequences for enterprises begin to increase: the supply of finished products decreases, banking institutions cease lending and require

repayment of debts, employers dismiss staff, and economic activity indicators decrease for a sufficiently long period of time. Top management of enterprises becomes more attentive in decision-making, reducing funding for new developments, reducing marketing and advertising costs. The issue of survival comes to the fore. Some economists believe that in the near future there will be an increase in the number of turbulence zones in the world, which will be manifested in the rapid changes in the political leadership of developing countries, an increase in the number of military conflicts and a decrease in the cost of state budgets for social needs [9]. All of the above belongs to the factors of exogenous macroeconomic impact on industrial enterprises under turbulence.

Taking into account the dual nature of exogenous and endogenous factors that allow us to determine the nature, structure and basic characteristics of industrial enterprises, it seems appropriate to identify the duogenous factors of competitive development, that is, factors of the relationship of elements of the external and internal environment of enterprises. In our opinion, the importance of duogenic factors in the context of economic growth of the business, increased competition, as well as an increase in the number of business contacts and, as a result, internal and external communications of the enterprise will increase. Based on this, the following classification of factors of competitiveness of industrial enterprises in the conditions of turbulence of the external environment is proposed (Fig. 1).

The turbulence of the external environment and the duality of the factors of competitive development determine the urgent need to develop new models for managing industrial enterprises that take into account the peculiarities of the domestic economy, as well as the interaction of the above factors (needs, resources and opportunities).

The management process of domestic industrial enterprises involves planning, organization, motivation and control that are necessary to formulate and achieve the set goals. In this regard, the control process contains two important sub-processes: managing the system in space and time to achieve the goal, which is actually the process of its functioning; development of new target development vectors of the enterprise after reaching a certain goal, which forms the development process.

It can be said that the process of enterprise development is a process of transformational (not reformatory) transformations that change the trajectory and, consequently, the paradigm of system development, which is based on a significant change in the behavior of system-forming factors (enterprise resources). Based on this, we can conclude that the objects of the development management process are the goals of the enterprise, the desire to which allows the selection or creation of the necessary development paradigm [10, p. 216].

The goal of competitive development of domestic enterprises is influenced by three components: fluctuations of the world economy, which are the reflection of the main tendencies of development of the world space in the conditions of progressive globalization; fluctuations of the national economy (enterprise macro-environment) that characterize the socio-economic level of the state's development; restrictions on the internal, external, and duogenic environment of the enterprise, which include the genetic propensity of the enterprise to develop, as well as its economic and organizational capabilities. On this basis, the main goal of competitive development of domestic enterprises should be consistent with these components, which are the key to

long-term and efficient functioning of the enterprise in the conditions of market turbulence.

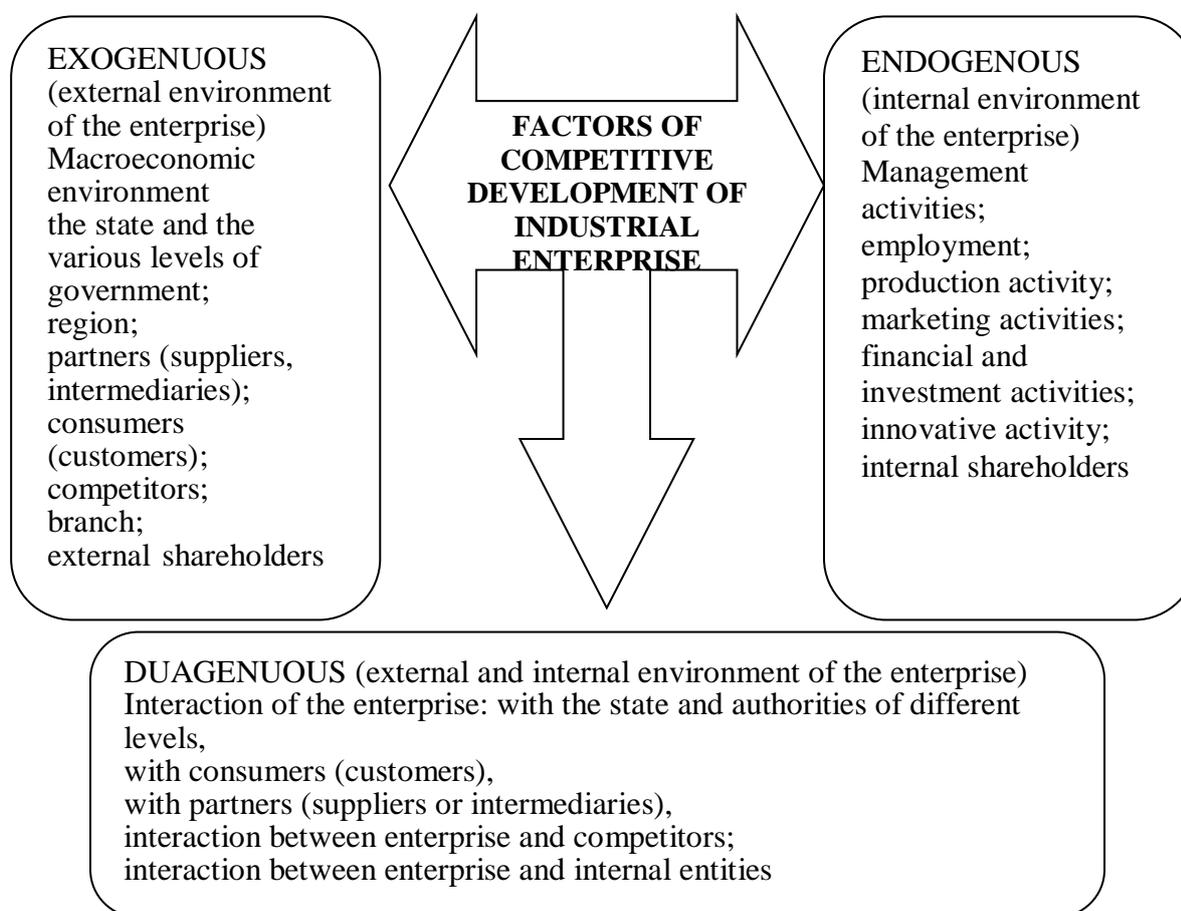


Fig. 1. Classification of factors of competitive development of an industrial enterprise in the conditions of turbulent external environment (generalized by the author [6, p. 60]).

The goal of competitive development of domestic industrial enterprises, chosen and justified by certain criteria, should have a hierarchically embedded structure of the goals of functioning and be an effective tool for managing the behavior of the enterprise in space and time.

Conclusions and recommendations for further research. Creating the goals of competitive development and functioning of the enterprise is a complex and a combined process that needs to solve complex problems based on accounting and analysis of the influence of numerous factors and indicators varying on the level of economic generalization. The solution of these problems allows the creation within the organizational structure of an enterprise of an independent unit - Department of Competitive Development, which provides close cooperation not only with functional units of the enterprise, but also with independent consulting agencies (firms), which provide specialized services for the assessment and analysis of macroeconomic trends. Based on this, the managers of the top management unit, in particular, the head of the development department, should act as subjects of managing the competitive development of the enterprise. Determination of the object and subject of management

of competitive development of the enterprise allows to study the given process systematically and plays a crucial role in the development of the mechanism of management of competitive development.

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