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FORMATION OF COMPETITIVE ADVANTAGES OF THE RETAIL ENTERPRISE

ФОРМУВАННЯ КОНКУРЕНТНИХ ПЕРЕВАГ ПІДПРИЄМСТВА РИТЕЙЛУ

Urgency of the research. Rapid changes require retail enterprises to create competitive advantages, strengthen their competitive potential, allowing them to stay on the crest during intensive growth of competition.

Target setting. Formation of competitive advantages is one of the most important and complex tasks for each enterprise of domestic retail.

Actual scientific researches and issues analysis. The theoretical and methodological basis of scientific research in the area of competitive advantage consists of the works of J. Schumpeter, M. Porter, M. Tracy, F. Viersem, H. Hamel, K. Prahal, P. Drucker, K. Kristensen, A. Matveev, S. Orlova, V. Tsarev, in the retail sector – S. Dominguez, A. Mazaraki, T. Melnyk.

Uninvestigated parts of general matters defining. There is a need to deepen and improve the theoretical and methodological foundations of the system of forming competitive advantages of the retail enterprise on the basis of using the internal (existing competitive potential) and external (favorable factors of the external environment) sources.

The research objective. The justification of the process of forming the competitive advantages of the retail enterprise, which is represented by a number of successive stages, deserves particular attention.

The statement of basic materials. The system of formation of competitive advantages of a retail enterprise on the basis of the use of internal and external sources is considered in this article.

The authors present a step-by-step sequence of forming competitive advantages, developed technology for the formation of competitive advantages, a comprehensive multi-criteria system for assessing the internal capabilities (competitive potential) of the retail enterprise.

Conclusions. The presented system of formation of competitive advantages on the basis of use of internal and external sources provides practical tools for creating a set of actual competitive advantages of the retail enterprise in order to increase its competitiveness.

Keywords: enterprise; retail; competitiveness; competitive advantage; competitive potential; formation; evaluation.

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Urgency of the research. Retail is one of the most dynamic spheres of the economy, where relations with almost all its other actors are involved. The multimillion-dollar retail market, producers and intermediaries, logistics and transportation companies, control and management bodies are trying to

Актуальність теми дослідження. Стрімкі зміни вимагають від підприємств ритейлу формування конкурентних переваг, зміцнення конкурентного потенціалу, що дозволяє залишитись на гребні хвилі під час інтенсивного росту конкуренції.

Постановка проблеми. Формування конкурентних переваг є одним з найбільш важливих і складних завдань для будь-якого суб'єкту вітчизняного ритейлу.

Аналіз останніх досліджень і публікацій. Теоретико-методологічну базу наукових досліджень у галузі конкурентних переваг складають праці Й. Шумпетера, М. Портера, М. Трейсі, Ф. Вірсема, Г. Хамел, К. Прахала, П. Друкера, К. Крістенсена, А. Матвеева, С. Орлова, В. Царьова, у галузі ритейлу С. Домінгуеса, А. Мазаракі, Т. Мельник.

Виділення недосліджених частин загальної проблеми. Потребують поглиблення та удосконалення теоретико-методологічні засади системи формування конкурентних переваг підприємства ритейлу на основі використання внутрішніх джерел (існуючого конкурентного потенціалу) та зовнішніх (сприятливих чинників зовнішнього середовища).

Постановка завдання. На особливу увагу заслуговує обґрунтування процесу формування конкурентних переваг підприємства ритейлу, який представлено низкою послідовних етапів.

Виклад основного матеріалу. У статті розглянуто систему формування конкурентних переваг підприємства ритейлу на основі використання внутрішніх та зовнішніх джерел.

Авторами представлено поетапну послідовність формування конкурентних переваг, розроблено технологію формування конкурентних переваг, комплексну багатокритеріальну систему оцінки внутрішніх можливостей (конкурентного потенціалу) підприємства ритейлу.

Висновки. Представлена система формування конкурентних переваг на основі використання внутрішніх та зовнішніх джерел надає практичний інструментарій щодо створення сукупності актуальних конкурентних переваг підприємства ритейлу з метою підвищення його конкурентоспроможності.

Ключові слова: підприємство; ритейл; конкурентоспроможність; конкурентна перевага; конкурентний потенціал; формування, оцінка.

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direct their efforts to improve the conditions for satisfying the consumers' demands. Changes that occur in any sector of the economy, certainly affect the retail market, which in turn affects all segments of the population, most of the business community and is a reflection of the state economic policy. Such a high socio-economic importance of retail, its key role in meeting the needs of the population in goods and services attracts attention to solving problems in this area.

The world processes of globalization and internationalization, the chosen Eurointegration course of Ukraine's development strengthen the competitive requirements for national retailers in accordance with international standards and the interaction principles. At the same time, when growing competition between domestic and foreign participants, market transformations take place: optimization of the structure of existing trade networks; new stores opening, mainly on leased areas; reformatting, for example, selling "Billa Ukraine" stores in the regions and concentrating on the capital; gradual transition of retail to the electronic segment; consolidation of the grocery retail market, like the purchase of the national supermarket chain "Karavan" by French "Auchan"; the rapid development of online retail and the emergence of omni-channels for the goods sale; creation of offline retailers, if not site projects, then own branded online stores; the return to the market of some retailers, for example, the Netherlands Spar with the use of a multi-format franchise with "VolWest"; distribution of various payment systems; volume growth in non-cash payment for purchases and the number of transactions on plastic cards; availability of a ramified transport and logistics infrastructure, etc. These and many other modern transformations are powerful drivers of active transformation of Ukrainian retail, increased competition in the market, increased aggressiveness of the competitive environment.

Such rapid changes require the domestic retailers to constantly improve the competitiveness of their services, expand their market share by creating competitive advantages, strengthening their competitive potential, allowing them to remain on the crest of the wave during intense competition, meeting the needs of consumers at a higher level compared with rival retailers.

Target setting. The practice of modern retail proves that without the availability of sustainable competitive advantages it is impossible to ensure long-term effective operation, the success of the enterprise and its development in an aggressive competitive environment, to achieve the leading market positions. Formation of competitive advantages in the conditions of Eurointegration changes is one of the most important and complex tasks for any subject of domestic retail.

Actual scientific researches and issues analysis. Theoretical-methodological base of scientific research in the field of competitive advantages is made by the works of well-known foreign and domestic scientists: J. Schumpeter [1], who substantiated the leading role of innovation in economic development and the creation of competitive advantages; M. Porter [2; 3], who singled out five most typical innovations, formed competitive advantages and defined three basic strategies for creating sustainable competitive advantages; M. Tracy and F. Viersem [4], who in the theory of "value disciplines" suggest the formation of strategic competitive advantages based on improving production processes, products or customer service techniques as directions, create value for consumers; H. Hamel and K. Prahal [5] with intellectual values; J. Womack, D. Jones [6] of the theory of "lean production"; W. Chan Kim and R. Mauborgne [7] with the theory of "blue oceans"; H. Chesbrough [8] with a proposal to search for the company new ways of forming competitive advantages in the global business environment; and also P. Drucker [9], K. Kristensen [10], A. Matveiev, S. Orlov [11], L. Balabanova, V. Kholod [12], etc. S. Domínguez [13], A. Mazaraki, T. Melnyk [14] and others studied competitive advantages in the field of retail.

Uninvestigated parts of general matters defining. Despite a large number of existing scientific developments in the field of competitive advantages, the general principles, sources and directions of formation have been determined in the works. The universal approaches to development and implementation of the company's competitive advantages have been used without taking into account the industry specificity. All researches of competitive advantages at retail enterprises are based on general principles, have a fragmentary nature and are focused on solving rather narrow problems. The theoretical-methodological foundations of the competitive advantage system of the retail enterprise require deepening and improvement based on the use of internal (existing competitive potential) and external sources (favorable environmental factors).

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The research objective. Special attention should be paid to the justification of the process of formation of competitive advantages of the retail trading companies (RTC), represented by a number of successive stages, namely: the formation of the maximum possible set of competitive advantages both in all types and directions of activity and sources; creation of an information base for the formation of competitive advantages of retail enterprises based on the use of external and internal sources; determine the internal capabilities of the enterprise to ensure the implementation of individual benefits with the set formed at the first stage by assessing the competitive potential of the trading enterprise according to the relevant criteria and indicators; determination of criteria for assessing the favorable conditions and environmental factors of the RTC for the ideas implementation on competitive advantages with the set formed at the first stage; creation of actual competitive advantages set in different types / directions and sources of formation that can be realized by the retailer due to internal opportunities and favorable factors of the external environment; the organization of work on formation of competitive advantages of the retail enterprise.

The statement of basic materials. The system of forming competitive advantages developed by the authors is aimed at creating a set of actual competitive advantages of the retail enterprise based on the use of internal sources (existing competitive potential) and external (favorable environmental factors). It is based on the following approaches:

- system-functional, which allows to separate the individual elements of the system - three units that have different caseload;
- process, through which the process of formation passes all the mandatory stages from generating an idea to creating a competitive advantage in the necessary sequence;
- value-oriented, which makes it possible to choose the ideas aimed at the formation of valuable competitive advantages for the consumer.

Fig. 1 provides an overview of the system of forming competitive advantages of a retail enterprise.

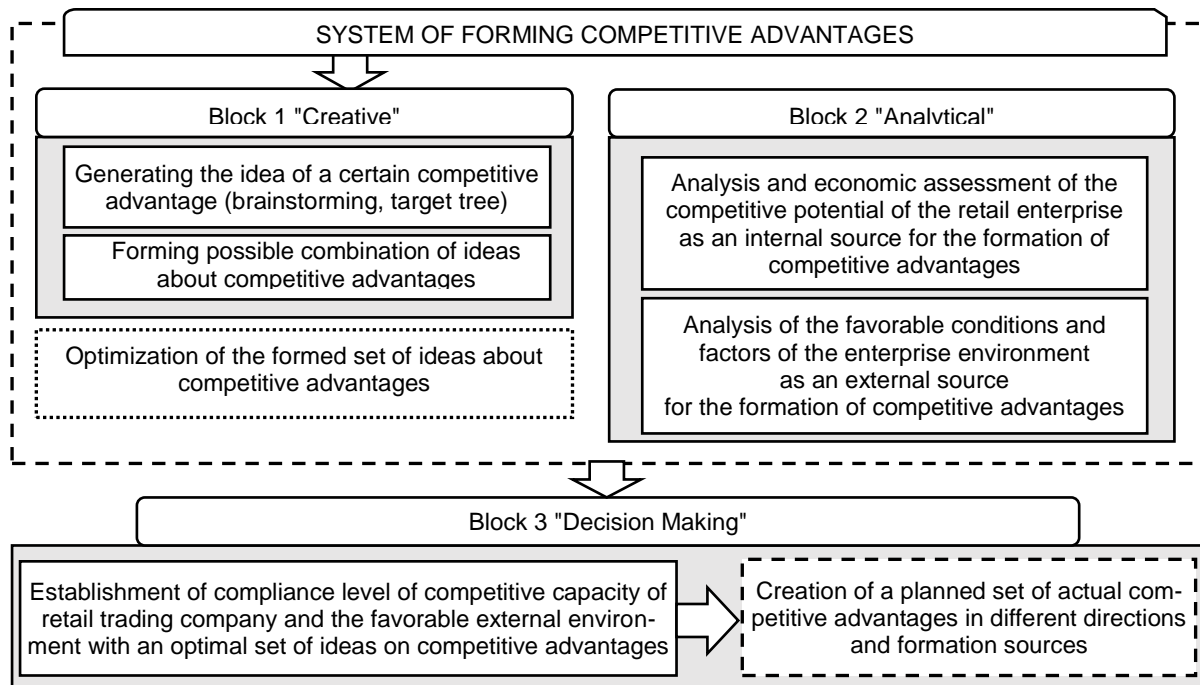


Fig. 1. Flowchart of the retail enterprise competitive advantages formation system

Source: created by the authors

The process of forming competitive advantages of a retail enterprise is proposed to be carried out according to a number of consecutive stages. At the first stage, the formation of the maximum possible set

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of ideas for competitive advantages is carried out both in all types (operational, financial, investment) and activities of the retail company, as well as in external (favorable legal framework, geographical location, etc.) and internal sources (internal business processes, management, resources, etc.).

The second stage is devoted to the creation of information base for the retail enterprise competitive advantages formation based on the use of both external and internal sources. The optimal information base should provide the following [15]:

- structuralization and allocation of priority information, as well as its perception as event that meet the needs of this type of business. For example, for domestic retail trade, when developing the information base for identifying existing or potential competitive advantages for the current stage of the formation of the economic system of the national, regional and micro levels, against the background of specific features of the Ukrainian retail business environment, knowledge about the distribution of their own brands products and mobilization prospects by attracting and efficiently using the necessary resources for its provision becomes important;
- flexible structure to provide the necessary sequence of actions in a specific environment, which is able to be transformed in accordance with various factors of the internal and external environment, which impact has a dynamic tendency to change priorities, especially in the trading business;
- information balance through the introduction of indicative panels of various projections of the retail enterprise function for business monitoring.

When creating an information base, it should be taken into account that the quality of management decisions depends on the timeliness of information resources and the reliability of their sources, and the introduction of information technologies at enterprises contributes to the formation of a unified information system, implementation of a number of opportunities, the receipt of various types of effects and the potential development as a whole [16].

The third stage determines the internal capabilities of the enterprise to ensure the implementation of individual ideas with the set formed at the first stage by assessing the competitive potential of the trading enterprise according to the relevant criteria (Fig. 2).

The competitive potential of enterprises is considered by scientists as [12; 15–17]:

- "complex of opportunities and resources of enterprises that provide competitive advantages in the market and achieve strategic competitive goals";
- "systemic resources formation, characterized by appropriate quantitative and qualitative indicators (parameters) and reflects the opportunities for active, dynamic self-development in the process of purposeful activity in the environment, that changes rapidly".

In other words, "the competitive potential of an organization is determined by a set of parameters that determine the opportunity (potential) and ability of the organization to function effectively in the market (to retain and increase its market share, to have a high level of profitability) in the future" [15].

A comparative analysis of existing developments of well-known scientists in the field of competitive potential of the enterprise [12; 15-17] confirmed its close relationship with competitive advantages. Thus, competitive advantages are based on the specific resources of the enterprise, which are its potential [17]. At the same time, the relationship between the enterprise's potential and its level of competitiveness is clear: the level of competitiveness is the realization of the potential. Consequently, "an enterprise can not reach a high level of competitiveness without capacity, but the potential does not guarantee its achievement, that is, the potential may not be realized." Thus, the necessary condition for the development of the company competitive advantages is the sufficiency of its competitive potential, as one of the enterprise activities.

The conducted research shows that there are practically no differences between scientists in determining the essence of competitive potential and its role in the process of forming competitive advantages. We support professor V. H. Shynkarenko's position, that it is the availability of competitive potential that becomes an indispensable condition for preserving and increasing competitive advantages. With such a vision, the competitive potential of the enterprise is the basis for the formation of competitive advantages.

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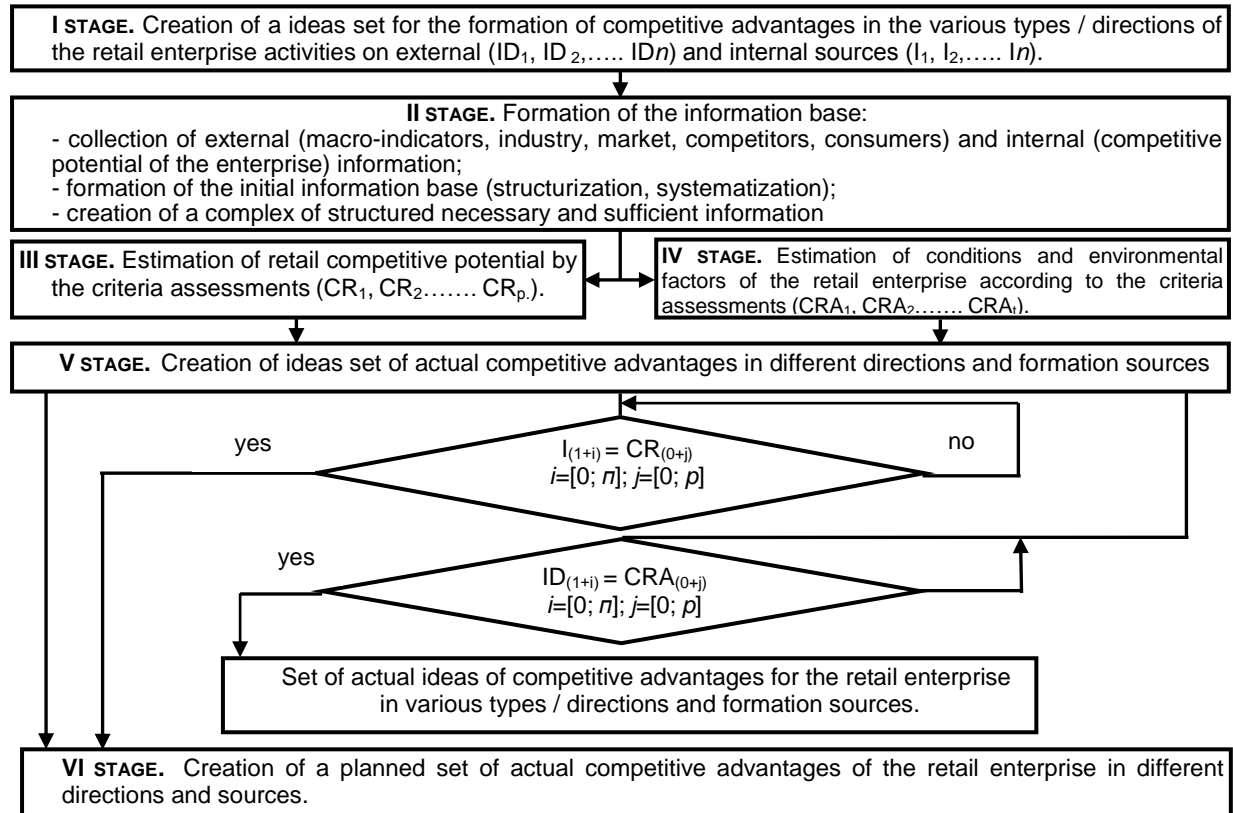


Fig. 2. Technology of retail enterprise competitive advantages formation

Source: created by the authors

It is advisable to determine the internal capabilities of a retail enterprise to create competitive advantages by assessing the competitive potential in the directions shown in Figure 3. The purpose of this assessment is to determine the internal capabilities of the enterprise in comparison with the main competitors. This causes specific requirements for the competitive capacity assessment system, namely the system should be comprehensive and multi-criteria, which will provide an assessment in all areas (complexity) and criteria; to allow to carry out an estimation concerning the basic competitors both in a statics, and in dynamics; contain quantitative and qualitative indicators.

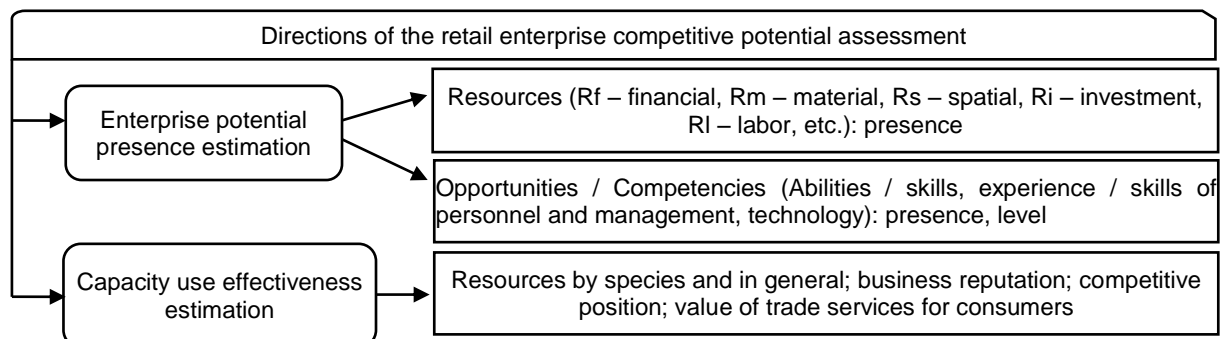


Fig. 3. Directions of the retail enterprise competitive potential assessment

Source: created by the authors

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Based on specified requirements, a complex multi-criteria system for assessing the competitive potential of a retail enterprise has been developed. It is a set of defined criteria for assessing the internal capabilities of the enterprise (security, conformity, effectiveness) and the corresponding subsystems of qualitative and quantitative both absolute and relative valuation indicators (Fig. 4).

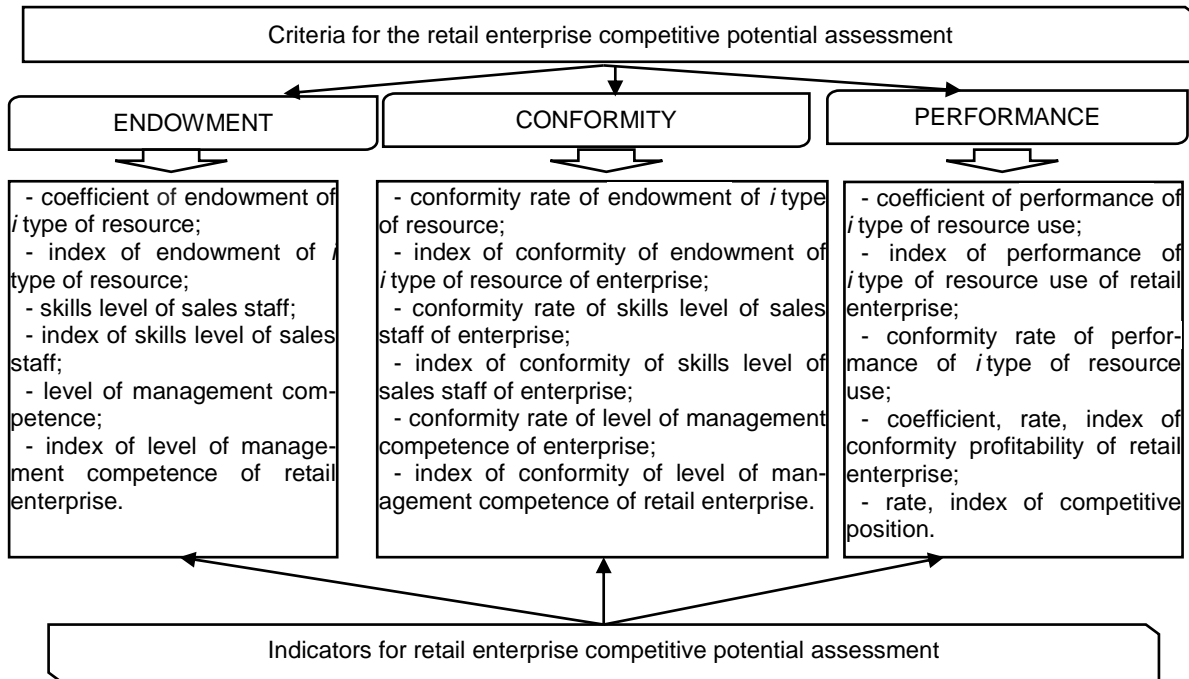


Fig. 4. Complex multi-criteria system for assessing the competitive potential of a retail enterprise

Source: created by the authors

The "Endowment" criterion corresponds to a set of indicators that can identify

- first, the enterprise endowment with all kinds of resources (financial, material, labor, spatial, investment, etc.). In order to provide a possibility of comparison with competitors, it is proposed to calculate the relevant coefficients for such a relatively unchanged indicator as trade area of retail enterprise;
- second, the enterprise endowment level with certain types of resources, according to main competitors within the strategic group both in statics and in dynamics. As a strategic group, according to M. Porter's theory, there can be both a separate industry and a specific group of competitor companies operating on a specific consumer market or its segment.

According to the indicators of the "conformity" criterion, the following compliance is established: a) the endowment of each type of enterprise resource, b) the skills level of sales staff, c) the level of management competence of the retail enterprise by the average value in the competitive group both in statics and in dynamics. The value of the indicators is compared with one:

- if the value of the indicator is less than one, then it is less than the average level relative to competitors;
- if the value of the indicator is equal to one, then it is on an average level relative to competitors;
- if the value of the indicator is greater than one, then it is more than the average level relative to competitors. In this case, the enterprise has real opportunities to form competitive advantages in the relevant areas / sources.

At the fourth stage, the criteria for assessing the favorable conditions and environmental factors of the retail trading companies, the implementation of ideas about the competitive advantages of the set formed in the first stage are being determined.

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The fifth stage envisages the creation of the set of actual ideas of competitive advantages in different types / directions and sources of formation that can be implemented by the retailer due to internal opportunities and favorable factors of the external environment. This happens by establishing the compatibility of the capabilities of the existing competitive potential and environmental conditions in the implementation of certain ideas.

At *the sixth stage*, the work is aimed at forming competitive advantages of the retail enterprise on a set of topical ideas, determined at the previous stage.

Conclusions. The presented system of step-by-step formation of competitive advantages based on the use of internal (existing competitive potential) and external (favorable external factors) sources will provide practical tools for creating a set of actual competitive advantages of the retail enterprise with the aim of increasing competitiveness.

Further research is aimed at developing a concept for the formation, implementation and development of competitive advantages of the retail enterprise, which contains a theoretical-methodological (scientific and applied basis) and practical components.

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