

---

**УПРАВЛІННЯ ПІДПРИЄМСТВОМ**

---

UDC 658.018

**O. I. Gonchar**, Doctor of Economic Sciences,  
Associate Professor**ANAGEMENT POTENTIAL OF THE COMPANY WITH REGARD FLOCK BUSINESS LIFE**

**Abstract.** *The existing approaches concerning enterprise potential structuring were summarized, and their advantages and disadvantages were identified. Basic structure of building elements as a set of interrelated and interacting elements was grouped. A conclusion is made that*

*It is concluded that the construction of hierarchical structure of the enterprise potential model is possible provided the availability of certain functional relationships between components.*

*The attention is focused on the production and functional relationships between the elements of economic potential, which are formed at each enterprise individually, depending on the characteristics of activity and industry sector.*

*Considering the impossibility of identifying the production and resource potential levels (since not all the available resources of the enterprise involved in the activity) and, given the principle of capacity building emergence (which causes an increase in the result of the integration of resources compared to the amount of their effectiveness) reasonable approach to its elements identification is substantiated. It is pointed out that the structure of the capacity should be investigated not in three, but in four levels and taking into account the characteristics of the formation of the enterprise potential in current market conditions. At the same time, resource, industrial, economic and institutional levels are justified.*

*According to the results of the analysis it is proved that the enterprise potential under current conditions is an important and dynamic characteristic of an enterprise as a whole. It reflects the state of the enterprise with respect to the requirements of the external and internal environment and opportunities on the basis of the density of its communication elements determined the value of the enterprise market opportunities. Effective use and capacity building on the one hand, solves the question of satisfying consumer needs, maintenance of stable position on the market and obtaining stable economic benefits and development of internal enterprise capabilities, on the other hand.*

*The necessity of taking into account the business stages in justifying decisions on enterprise potential management is substantiated.*

**Keywords:** *enterprise potential structure; elements; administrative decisions; improvement; development.*

**O. I. Гончар**, д. е. н., доцент**УПРАВЛІННЯ ПОТЕНЦІАЛОМ ПІДПРИЄМСТВА ІЗ ВРАХУВАННЯМ ЖИТТЄВИХ СТАДІЙ БІЗНЕСУ**

**Анотація.** *Узагальнено існуючі підходи щодо структуризації потенціалу підприємства. Вказано на неточності та недоліки. Згрупована базова структура елементів потенціалу, як комплекс взаємопов'язаних та взаємодіючих елементів. Зроблено висновок про те, що побудова ієрархічної моделі структури економічного потенціалу суб'єкта господарювання можлива за умов наявності визначених функціональних взаємозв'язків між складовими.*

*Акцентовано увагу на виробничо-функціональних зв'язках між елементами економічного потенціалу, які формуються на кожному підприємстві індивідуально залежно від особливостей діяльності та галузевої приналежності.*

*Зважаючи на неможливість ототожнення виробничого і ресурсного рівнів потенціалу (оскільки не усі доступні підприємству ресурси залучаються у діяльність) та, враховуючи принцип емерджентності формування потенціалу (який обумовлює збільшення результату від інтеграційного використання ресурсів порівняно із сумою їх результативності) обґрунтовано підхід до ідентифікації його елементів. Вказано на необхідність досліджувати структуру потенціалу не на трьох, а на чотирьох рівнях та із врахуванням особливостей формуван-*

---

**УПРАВЛІННЯ ПІДПРИЄМСТВОМ**

---

ня потенціалу підприємства у сучасних ринкових умовах. При цьому, обґрунтовуються рівні: ресурсний, виробничий, господарський та інституціональний.

За результатами проведеного аналізу доведено, що потенціал підприємства у сучасних умовах є важливою і динамічною характеристикою підприємства в цілому. Він відображає стан підприємства відносно вимог зовнішнього та можливостей внутрішнього середовища і на основі щільності зв'язку його елементів визначається величина ринкових можливостей суб'єкта господарювання. Ефективне використання і нарощення потенціалу вирішує, з однієї сторони, питання задоволення споживчих потреб, утримання стійких позицій на ринку і одержання стабільних економічних вигод та розвиток внутрішніх здатностей підприємства, з іншої сторони.

Доведено необхідність врахування життєвих стадій бізнесу при обґрунтуванні рішень щодо управління потенціалом підприємств.

**Ключові слова:** потенціал підприємства; структура; елементи; управлінські рішення; удосконалення; розвиток.

О. И. Гончар, д. э. н., доцент

**УПРАВЛЕНИЕ ПОТЕНЦИАЛОМ ПРЕДПРИЯТИЯ С УЧЕТОМ ЖИЗНЕННЫХ СТАДИЙ БИЗНЕСА**

**Аннотация.** Обобщены существующие подходы к структуризации потенциала предприятия. Указано на неточности и недостатки. Представлена базовая структура элементов потенциала, как комплекс взаимосвязанных и взаимодействующих элементов. Сделан вывод о том, что построение иерархической модели структуры экономического потенциала субъекта хозяйствования возможно при условии наличия определенных функциональных взаимосвязей между составляющими.

Акцентируется внимание на производственно-функциональных связях между элементами экономического потенциала, которые формируются на каждом предприятии индивидуально в зависимости от особенностей деятельности и отраслевой принадлежности.

Ввиду невозможности отождествления производственного и ресурсного уровней потенциала (поскольку не все доступные предприятию ресурсы привлекаются в деятельность) и, учитывая принцип эмерджентности формирования потенциала (который обуславливает увеличение результата от интеграционного использования ресурсов по сравнению с суммой их результативности) обоснован подход к идентификации его элементов. Указано на необходимость исследовать структуру потенциала не на трех, а на четырех уровнях. При этом, необходимо учитывать особенности формирования потенциала предприятия в современных рыночных условиях. Обоснованы уровни формирования потенциала: ресурсный, производственный, хозяйственный и институциональный.

По результатам проведенного анализа доказано, что потенциал предприятия в современных условиях является важной и динамичной характеристикой предприятия в целом. Он отражает состояние предприятия относительно требований внешней и возможностей внутренней среды. На основе сбалансированности и оптимальности связей его элементов, определяется величина рыночных возможностей предприятия. Эффективное использование и наращивание потенциала решает, с одной стороны, вопрос удовлетворения потребительских нужд, сохранение устойчивых позиций на рынке и получение стабильных экономических выгод, с другой стороны.

Доказана необходимость учета жизненных стадий бизнеса при обосновании решений по управлению потенциалом предприятий.

**Ключевые слова:** потенциал предприятия; структура; элементы; управленческие решения; совершенствование; развитие.

**Relevance of the research topic.** Current integration, internationalization processes and, consequently, increased competition, form a threat to business. For this reason, attention should be paid to

---

**УПРАВЛІННЯ ПІДПРИЄМСТВОМ**

---

the study of uncertainties and emerging new risks and threats. In this context, particular attention should be paid to the study of economic potential of industrial enterprises management issues.

**Target setting.** Under current conditions domestic enterprises management are not always able to quickly and adequately consider the dynamic environmental conditions. This problem is caused by the imperfection of management tools as businesses in general, and their potential. On the other hand, an important issue that needs to be addressed is the search for forms and methods of business structures management as open complex dynamic systems that are changing over time. Enterprise potential belongs to such systems as well.

Effective enterprise potential management should be based on the principles and methods of system-synergetic approach, to consider the properties of integrity, complexity, consistency and dynamic behaviour of these systems.

**Review of recent papers and research.** Methodological aspects of enterprise potential management issue was studied by such scientists as: O.M.Anisimova, A. B. Brutman, I. Z. Dolzhanskyi, T. O. Zahorna, I. M. Karapeichyk, N. S. Krasnokutskaya, Ye. V. Lapina, I. M. Riepina, O. S. Fedonina, A. V. Cherep and others.

Despite the existence of different approaches to defining the essence of the enterprise potential and its structuring, the peculiarities of its development management under current conditions of a dynamic external environment require further refinements and developments.

**Basic material presentation.** The basis for practical actions in modern enterprise capacity management, the rationale for its development prospects are theoretical research in the field of building structuring, identifying its elements and determining the characteristics of their formation. Summarizing the results of modern scholars' scientific research on basis of the enterprise potential structuring, it should be noted that scientists have controversial approaches to its structure defining. Indeed, depending on the industry sector, type of business activity and the specificity of its work the constituents of various entities potential can be modified. However, the basic structure must include a set of elements. The major ones are: information, labour, innovation, investment, financial, organizational and administrative, resource, functional (production) and market potentials [1, p. 36].

However, this approach is descriptive and only outlines the main elements of enterprise potential structure, as each of these types of potentials is also a structured element. For example, it is believed that technological and resource potentials are parts of production potential, or investment potential is part of the financial one, that is, they are components of a lower order due to the fact that they have common characteristics and reflect the overall activity direction of the enterprise [2, p. 48].

Surely the logical connection between the production and the resource or technological potentials do exist, and we believe that the construction of the hierarchical structure of a business entity economic potential model is possible provided the availability of certain functional relationships between the components.

Production and functional links between the elements of the economic potential are generated at each enterprise individually, depending on the characteristics of activity and industry sector [3, p. 184].

To build a potential model adequate to present-day market conditions it is necessary to study the characteristics of its operations and explore the essence and fullness of each of its components.

The most well-known approach to structuring enterprise potential is the one made by Krasnokutskaya N. S. She has suggested a multi-level structural model of enterprise potential formation, which includes production, market and collective potentials [2, p. 29]. Under the proposed approach, the author considers financial resources a material basis for enterprise potential, which is reflected in its balance. Krasnokutskaya N. S. also notes that the value of the total potential is the result of joint efforts for realization of its elements, and which, depending on the interests of the owners may be expressed or potential profits, remaining at the enterprise disposal, or its cost [2, p. 30].

However, this approach can be considered somewhat simplistic. In our opinion, it is impossible to identify the manufacturing and resource potential levels, since not all the available (or affordable) enterprise resources are involved in the enterprise activities or just in productive activities. In addition, the emergence (non-additive) principle of capacity building leads to the deviation (increase) of results from the integration use of resources compared to their effectiveness amount.

**УПРАВЛІННЯ ПІДПРИЄМСТВОМ**

Given the above and considering the characteristics of the enterprise potential formation under current market conditions, we think it necessary to carry out the identification of its elements and explore its structure not in three, but four levels, namely: resource; manufacturing; hardware; institutional (Fig. 1).

Thus, the level of enterprise resource potential is determined by the available resources and those that can be borrowed and it also characterizes its ability to pursue opportunities for productive potential development, the performance of the functions, achieving the objectives of maximizing positive result and formation of development prospects.

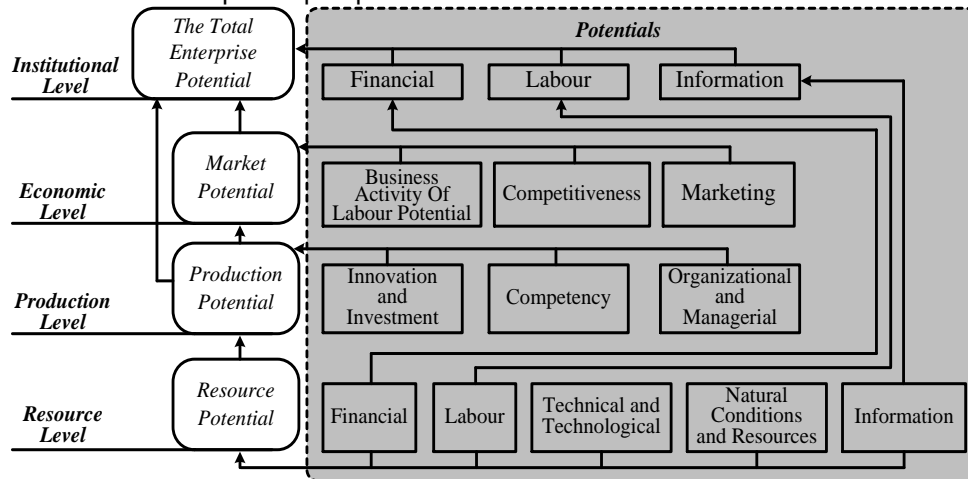


Fig. 1 Hierarchical model of the enterprise potential

Enterprise production potential forms existing enterprise possibility of using means of labour and other resources in order to maximize the volume of output (works, services). In other words, it measures the product amount that can be obtained under conditions of maximum utilization of production factors.

Using the productive capacity to a certain extent depends upon the available resources or, in other words, natural resource potential, and is determined by the natural resources available and / or is at enterprise disposal for implementation of the approved production program.

Natural resource potential is multicomponent. However, the components of nature become natural resources only when society involves them into production process as an object or instrument of labour. In other words, the natural resources availability and their use in the production process form natural conditions and resources potential of the enterprise, affect the results of its work and development prospects.

Thus, the important features of the resource potential are its limitations and exhaustion. These resource potential traits acquire particular relevance under competitive and resource-intensive condition, as a result requires a search for new alternative sources of resourcing. In this regard, a modern production places great emphasis on secondary raw materials as one of the factors to save primary resources. Therefore, under current economic conditions a cycle of the "raw material - production - production - raw materials." is often practiced.

Based on the available resources and approved production program, the enterprise uses a particular technology, which is based on a set of methods, techniques and ways of feedstock processing, natural resources and incoming raw materials, works and services. The enterprise technological potential formation depends upon the type of product that is produced or planned, given its quality and packaging, as well as on the basis of available raw materials and equipment.

The mentioned potential type is closely linked to technical, scientific and technical potentials. Depending on the type of enterprise activity they may be equal with technological potential, and otherwise be on the level of the lowest order, that is to be part of its structure.

---

**УПРАВЛІННЯ ПІДПРИЄМСТВОМ**

---

The level of production program performance, the use of available resources and technologies to a large extent depend on organizational structure. Formation of organizational and management potential is carried out on the basis of the strategic goals, objectives, available ways and means of achieving them, the management system, competence and experience of management staff.

Effective organizational and management enterprise potential is expressed in the ability to respond to dynamic changes in external and internal environments and adequately adapt to further strategic objectives. Thus, the internal enterprise infrastructure must meet the criteria of flexibility and mobility, which will ensure proper transmission of management decisions rate. It all depends on the correct construction of the organizational structure, and professional level of management and competence of employees.

The reason for the decline in business activity of domestic enterprises and the emergence of bankruptcy risk is the lack of work for effective monitoring of the results, detection of losses, downtime and the impact of external factors, and enterprise adaptation to the conditions that develop.

Science and best practices prove and confirm that the key to development of entrepreneurship under modern conditions is introduction of innovative systems and technologies. The innovative approach allows restarting economic activity, renewing the relations of production and motivational priorities of employees, ensuring the rationality of technological processes and the use of available resources as well as enhancing the economic efficiency as a whole.

The fierce competition and dynamic external and internal environment require constant improvement, adaptation and creation of something new, which together lead to a new level of business, based on the adoption and use of innovative solutions.

The development of innovative enterprise potential is possible only on the basis of development of all its business units and activities that are being implemented. Therefore, the implementation of innovative projects into practice is closely linked to other forms of enterprise potentials, such as investment, characterized by appeal to raise funds and the ability to cover them. In turn, the latter depends on the financial and its perfection measure.

A key factor in the use of innovative potential level is information provision, which is manifested in the optimal use and speed of information flows passage in the enterprise. Under modern conditions the reaction rate on external information and the ability to use it in a timely manner can not only survive under difficult conditions of uncertainty, but also to strengthen its competitive position in the market.

Accordingly, innovative development allows enterprise to increase its overall potential, its economic assessment (economic potential) and achieve strategic goals by adjusting and improving the current problems. Therefore, the company's ability to innovate is directly influenced by the amount and the level of its economic potential efficiency use.

The actual implementation of innovative projects should be supported by existing financial potential of the enterprise. In addition, the financial potential provides the transformation of resource, manufacturing and market potentials into enterprise activity results.

Most authors of modern scientific publications identify the financial potential with financial resources [4]. However, we believe these concepts are not identical, although they are similar in nature. Financial resources should be considered as part of the financial capacity, ie it is their own and borrowed funds and savings that are involved, and are formed in the course of financial and economic activity. A financial potential should be seen as the ability of available financial resources to repay debt obligations, which arise and generate revenues or other economic advantages in the implementation of statutory activities.

At the same time, it is an important investment potential, which characterizes the economic attractiveness of the enterprise and the ability to attract resources for expanded reproduction of its total potential (economic assessment) as a whole. Investment attractiveness of the enterprise creates a clear financial and property status, structure and composition of financial flows, as well as the level of profitability of operations, together determine the payback period of investments and the income from them. In this regard, the investment potential in scientific publications is often considered as part of the financial one.

---

**УПРАВЛІННЯ ПІДПРИЄМСТВОМ**

---

In practice, the use of investment potential is closely linked to the innovation one, since the attraction of investments under current environment requires the introduction of innovative approaches of doing business [5, p. 8].

The final stage of the operating cycle is the realization of finished goods, works and services. The volume and efficiency level in their implementation are determined by enterprise market potential, that is, the ability to overcome competition in order to meet the needs of consumers and the use of potential markets for the planned performance, and vice versa. The enterprise market potential is often referred to as a sales, marketing, marketing in scientific publications and periodicals. However, we consider the implementation of the developed strategy of the enterprise regardless of the type of economic activity involves the study of supply and demand trends at the relevant market, segmenting it according to certain criteria, defining the range of potential customers and their consumer needs, the benefits of rivals and effective marketing policy. Together, they determine the means and resources, capacity and capabilities of the competitive behaviour in the market in order to achieve strategic goals of the enterprise and thereby form its market potential.

Given the market economy nature, which is characterized by uncertain behaviour, formation and use of market potential of domestic enterprises is a prior task and a prerequisite for top-level management in achieving strategic goals and objectives.

Grounded in Fig. 1, hierarchical enterprise potential model is a theoretically generalizing one, since the structure shows the formation of the aggregate potential of the enterprise (its economic assessment) for comprehensive visibility. That is, a formation of a hierarchical structure of the enterprise potential enables evaluating the actual state of affairs at the enterprise, identifying the main action priorities and optimizing the current process of its development strategy implementation for the future.

Considering the nature and features of construction the above types of enterprise potentials, we believe that there is a close relationship and interdependence between them, since the formation, use and stockpiling of each is closely connected with processes of other types of potentials. Thus, the use of enterprise productive potential depends on the use of network marketing, that is, the market potential and vice versa. Also, the production potential is expressed directly in the level of formation and use of technological, resources and institutional enterprise potentials, etc. A financial and information potentials have an undeniable impact on the level of total use since the availability of funding resources, information on the possibility of their involvement play an important role in financing completeness, implementation of production tasks and ensuring development.

Thus, an economic potential is a basis of enterprise functioning, a means to achieve its goals, and a source of its development. Despite this conclusion, it is necessary to distinguish the following features that are peculiar to enterprise:

- it is a dynamic multi-component system and is manifested only as a result of its implementation;
- its use should be accompanied by the accumulation of qualities and properties;
- a potential realization process should be effective and continuous.

So, the importance of each potential type is rather clear. Therefore, we believe, for the enterprise management it is necessary to maintain the proportionality of formation and building of each potential type, since a low level of development and use of one or unequal growth of some of them affects the functioning of the others. This leads to an imbalance of enterprise potential structure and decreases effectiveness of its use to achieve the strategic goals and objectives.

Thus, the potential building process is directly related to the areas of implementation of enterprise strategy, providing for the establishment and organization of the totality of resources and opportunities so that the result of their interaction was a success factor in the implementation of the enterprise economic activity.

Thereby, the enterprise potential as a complex and multi-faceted substance is modified during the period from creation to the moment of liquidation of the enterprise, changing its value, volume, structure, components and relationships between them. So, should a certain dependence of the enterprise potential from the life stages of activity that is shown in Fig. 2 should be taken into account.

**УПРАВЛІННЯ ПІДПРИЄМСТВОМ**

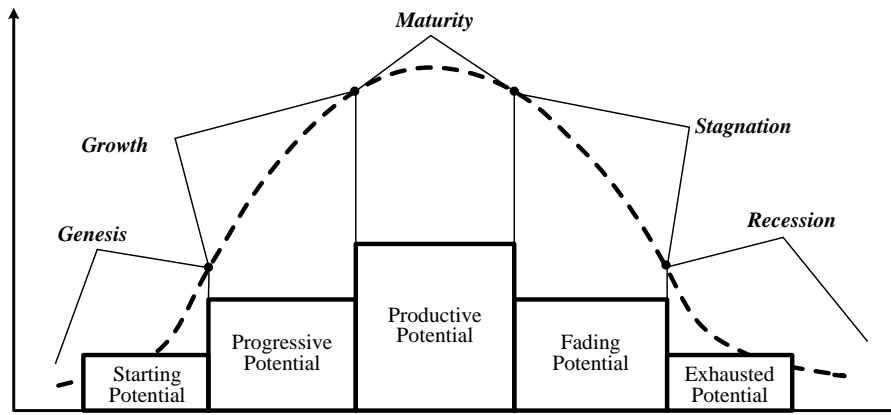


Fig. 2. Dependence of the enterprise potential from business life cycle stages.

**Conclusion.** Thus, the value of the existing enterprise potential is directly related to business development.

On business life cycle stage of "genesis" and "growth" potential value is characterized by an increase in the number of available resources and enterprise opportunities to enhance and improve the ability to perform complex production functions, to overcome market entry barriers, threats and withstand pressure of the existing competition. In this case, the relationship between potential components enhances and improves, their interaction productivity increases, and emergence is growing on the basis of synergy, the best overall economic results are achieved. The life cycle stages of "recession" and "stagnation" of enterprise activity has the opposite situation, which is characterized by low utilization level and as a whole of the existing potential, reduction of existing action possibilities and is accompanied by other negative trends. That is why, in our opinion, it is important to assess a balance level of the enterprise activity at different stages of enterprise life cycle and take into account the peculiarity of the results in the evaluation process.

**Литература**

1. Гончар, О. І. Актуалізація управління потенціалом підприємства за умов євроінтеграції : монографія / О. І. Гончар. – Хмельницький : ХНУ, 2015. – 333 с.
2. Краснокутська, Н. С. Потенціал підприємства: формування та оцінка : навч. посібник / Н. С. Краснокутська. – Х. : ХДУХТ, 2004. – 287 с.
3. Верховская, О. Р. Динамические способности фирмы: что необходимо, чтобы они были способностями / О. Р. Верховская // Вестн. С.-Петерб. университета. Сер. 8, Экономика. – 2006. – № 4. – С. 183–185.
4. Репіна, І. М. Підприємницький потенціал: методологія оцінки та управління / І. М. Репіна // Вісн. Укр. акад. держ. управ. при Президентіві України. – 1998. – № 2. – С. 262–271.
5. Войнаренко, М. П. Управління ризиками в інноваційній діяльності / М. П. Войнаренко, О. І. Гончар, Тадеуш Троціковскі // Вісн. Хмельниц. нац. університету. Економічні науки. – 2014. – № 4, Т. 3. – С. 7–11.

**References**

1. Gonchar, O. I. (2015). Aktualizatsiia upravlinnia potentsialom pidpriemstva za umov yevrointehratsii [Actualization of the enterprise management capabilities in terms of European integration]. Khmelnytskyi : XNU, p. 333 [in Ukrainian].
2. Krasnokutskaya, N. S. (2004). Potentsial pidpriemstva: formuvannia ta otsinka [Enterprise potential: formation and evaluation]. Khmelnytskyi : XDUXT, p. 287 [in Ukrainian].
3. Verkhovskaya, O. R. Dinamicheskie sposobnosti firmy: chto neobkhodimo, chtoby oni byli sposobnostiami [The dynamic capacity of the company: what makes them capacities]. Vestn. S.-Peterb. universiteta. Ser. 8, Ekonomika, № 4, p. 183–185 [in Russian].
4. Rypina, I. M. (1998). Pidpriemnytskyi potentsial: metodolohiia otsinky ta upravlinnia [Entrepreneurial capacity assessment methodology and management]. Visn. Ukr. akad. derzh. uprav. pry Prezydentovi Ukrainy – Bulletin of National Academy of Public Administration under the President of Ukraine, № 2. – S. 262–271 [in Ukrainian].
5. Voinarenko, M. P., Gonchar, O. I., (2014). Upravlinnia ryzykamy v innovatsiinii diialnosti [Risk management in innovative activity]. Visn. Khmelnyts. nats. universytetu. Ekonomichni nauky – Bulletin of Khmelnytsky National University. Economics № 4, p. 7–11 [in Ukrainian].

Надійшла 19.09.2016

**Бібліографічний опис для цитування:**

Gonchar, O. I. Anagement potential of the company with regard flock business life / O. I. Gonchar // Науковий вісник Полісся. – 2016. – № 3 (7). – С. 190-196.