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**THEORETICAL AND METHODOLOGICAL ASPECTS  
OF THE ENTERPRISE COMPETITIVE POTENTIAL  
AND FEATURES OF IDENTIFICATION OF THE FACTORS  
OF INFLUENCE ON ITS LEVEL**

***Summary***

*Ensuring the growth of market value, the effective activity of industrial enterprises, and the high pace of their development in modern conditions requires an appropriate approach to the formation of its competitive strategy, the identification of competitive advantages, which in turn requires the determination of the role and importance of competitive potential in the activities of enterprises. It is emphasized that the competitive potential has its own manifestation in competitiveness since it depends to a large extent on the optimal combination of certain types of resources involved in the production process, the level of organization of production and labour, and the efficiency of the enterprise management system. Based on scientific research of the essence and characteristics of external and internal environments, statistical information, expert and socio-economic surveys, the main groups of factors influencing the competitive potential of the enterprise are substantiated. The stage-by-stage approach to the expert evaluation of the influence of different groups of factors on the level of competitive potential of the enterprise is proposed, according to the results of which external and internal factors are ranked by the level of significance of their influence on the competitive potential of a particular enterprise.*

## **Introduction**

In the Ukrainian economy, the role of industry – its largest sector – remains leading. It is the industrial sector of Ukraine that is an important factor in the country's economic development, which in one way or another affects all its other spheres and industries. Suffice it to remind that it produces about 40% of the total Ukrainian output of goods and services, 80% of their exports, creates more than 30% of gross value added. The enterprises of the industrial complex employ more than 3 million people. Industrial production accounts for one-fifth of the value added, as well as more than half of the export potential of the state. This area concentrates about one-third of the basic means of production used in the economy. With all the complexity of today's situation, industrial production is one of the main sources of salary for hired workers, profits of entrepreneurs, tax and currency revenues of the state [1, p. 107].

The successful operation of industrial enterprises in a complex and dynamic market space requires a revision of the conceptual approach to managing their competitiveness, in particular, by mobilizing efforts to adapt management systems and the complex use of their own competitive capacity. Therefore, today, when the role of consumers grows, the risk and uncertainty of the operating conditions of the enterprises increases, their degree of dependence on the marketing environment increases, competition for sales markets intensifies, the focus of enterprise management not on the study of competitors, customers, intermediaries, suppliers or the environment but its internal capabilities, which are unique and inherent only to a certain enterprise, that is, on the existing and potential competitive advantages of the enterprise – on its competitive potential, becomes actual.

### **Part 1. The place and role of competitive potential in ensuring the competitiveness of industrial enterprises**

Therefore, in the market conditions of management, competitive potential acquires particular relevance exactly as one of the main characteristics of the stability of the enterprise, the possibilities for its further development.

It should be noted that the basis of content saturation of concept of competitive potential of the enterprise is the concept of competition, which is considered as the main driving force of the evolution of relationships between actors operating in a particular environment. Competition arises in the case if many close in their consumer properties of goods are sold in the same market. The essence of the competition is to preserve or improve the position of the enterprise in a certain market, which is achieved due to differences in the enterprise's goods from competing products as by the degree of satisfaction of the specific needs of the buyers of these goods, sob y the volume of expenses incurred to meet these needs.

Thus, operating in a changing market environment, enterprises must have the ability to withstand competition, that is, they must be competitive. The concept of enterprise competitiveness can be characterized as the ability of an enterprise to create and market products with higher consumer value than the competitors, achieving the goals in all strategic economic zones, which are formed taking into

account resource and market opportunities of the enterprise [2, p. 86]. Consequently, the competitiveness of an enterprise is determined by the ability of an enterprise to use its aggregate competitive potential, which, in turn, should be sufficient to maintain or expand the market share that it occupies in terms of a competitive struggle. At present, the competitive potential has its own manifestation of competitiveness since it depends to a large extent on the optimal combination of certain types of resources involved in the production process, the level of organization of production and labour, the efficiency of the enterprise management system, it is a reflection of the state of the enterprise's internal environment and, at the same time, is both an independent system and a system of higher order (enterprise) [3, p. 364].

Considering the competitive potential as a combination of resources and capabilities of the enterprise, which, in a rational use, will form its competitive advantages, which will provide the enterprise with stable competitive positions in the markets in the long-term, we note that it plays a key role in the formation of competitive advantages of the enterprise. This is due to the fact that the competitive potential includes all the potential opportunities and resources that help to provide the enterprise with a high competitive status in the market.

In addition, as noted by I.P. Otenko, the competitive potential is the basic concept of strategic enterprise management [4, p. 25]. It is precisely in the system of strategic management of the enterprise that the competitive potential acquires specific features that make it possible to distinguish the following characteristics:

- competitive potential determines the guidelines for enterprise development and is the starting point for establishing its strategic goals, which, in turn, determine the directions of the formation, use, and development of the most competitive potential;
- competitive potential is the starting point for developing a strategy of enterprise activity. Analysis of the internal and external environment as a strategy development tool is aimed at assessing the competitive potential;
- competitive potential is the basis for ensuring high performance of the enterprise. There is a close link between the size of the competitive potential and the enterprise performance, which is conditioned by the transformation of existing resource potential into key results;
- competitive potential is a prerequisite for ensuring the enterprise competitiveness due to the defining concepts owned by the enterprise and its personnel;
- competitive potential is a complex characteristic of the processes of interaction of all functional subsystems of the enterprise;
- competitive potential determines the type of reproduction at the enterprise. Depending on the amount of strategic resources and capabilities, the enterprise chooses a simple or expanded type of re-activity of its activities. At the same time, an important role is played by the availability of reserves and opportunities that are not used;
- competitive potential is the determining factor in the survival of an enterprise in the context of the spread of crisis phenomena;

– competitive potential substantiates the nature of transformational processes in the enterprise. Depending on the stage of the life cycle, which has competitive potential, and in accordance with the external conditions, the enterprise chooses the means of transformation of its activities (reorganization, restructuring, reengineering of business processes, etc.);

– competitive potential determines the type of enterprise response to dynamic and unpredictable changes in the external environment of its operation. Enterprises that do not have sufficient competitive potential choose reactive (past-oriented adaptation) or inactive (present-oriented adaptation) policy of responding to external changes. The enterprises, which have a powerful competitive potential, choose an active position and carry out preventive measures of the preactive (preparation for changes) and interactive (producing changes) character [5, p. 298].

The issue of ensuring competitive advantages in the market is one of the most relevant to date and, therefore, there is an urgent need to create an effective competitiveness management system at each enterprise, which will allow securing competitive positions in the market and will also help to achieve and maintain long-term competitive advantages. However, for conducting competitive struggle, it is necessary to take into account at the enterprise that the external environment significantly affects the adequacy and efficiency of the competitive potential of the enterprise. The availability of the necessary amount of material resources, in particular, the unique, introduction of process and product innovations at the enterprise, the sufficiency of financial resources, and the availability of qualified personnel under conditions of competitive forces do not always allow competing effectively in the market. Therefore, one of the most important tasks in the process of managing the enterprise competitive potential is to analyse the influence of factors of the external and internal environment on the development of competitive advantages of this enterprise. An important component of managing an enterprise's competitiveness is the study of a set of factors which influence may increase or decrease the level of competitive potential of the enterprise.

It is worth noting that the very term “factor” – a condition, the driving force of any process, phenomenon [6, p. 1526]. In other words, the factor is regarded as an essential circumstance in the phenomenon, in the investigated process, the original component of something [7].

According to B. Raizberg, factors are the parameters that determine the nature and effectiveness of the course of economic processes that determine the quantity and quality of the economic product that is being produced [8, p. 318].

Therefore, factors should be understood as internal and external forces, tools that determine the objective and subjective impact on the formation of a competitive environment. Their inclusion allows formulating a balanced approach to managing the competitiveness of the enterprise.

Specifying the essence of the factors of influence on the competitive potential of the enterprise, we note that they are a combination of all the driving forces and the reasons that determine the dynamics of this indicator. Since the competitive potential of an enterprise is a polystyrene system, and any system operates in a

relevant environment that significantly affects it, the impact on the system should be considered and investigated from two perspectives: the external environment, that is, on the part of macro and micro environment, in which an enterprise operates; the internal environment of the enterprise, consisting of a number of links and areas of activity (resources) [9, p. 148].

Therefore, in order to forecast, predict, control, smooth, and prevent negative factor manifestations, as well as stimulate, create, maintain, strengthen the positive factor influence on the competitive potential of an enterprise, it is necessary to clearly identify factors that are uneven in nature, nature, degree, and the mechanism of influence on the competitive position of the enterprise. The study of views of scientists-economists on the essence of the competitive potential of the enterprise proves that there is no single list of factors that characterize a certain influence on its formation and use. Today, scientists put forward several key aspects of ranking the factors, on which the level of competitive potential as a whole depends.

So, H.A. Ivashchenko divides the factors of competitiveness by the possibilities of management into primary, subjective, regulated, controlled, planned; by the degree of action – into static, dynamic, discrete, continuous; by the possibilities of measurement – into measurable, weakly-measurable, immeasurable [10, p. 34].

According to S.V. Heneralova [11, p. 64], competitiveness depends on a number of components that can be divided into three groups: techno-economic, commercial, and regulatory. The first ones include quality, sales price, and costs for operation or in use. The second are market conditions, service, advertising, company image. Factors of the third group reflect the requirements of technical, environmental safety, as well as patent and legal requirements.

B.M. Kurhanska distributes the factors to those that affect the competitiveness of the enterprise by sector – of direct action (external, internal), the form of influence (direct and indirect), the nature of the action (organizational, economic, industrial, scientific and technical, marketing), as well as factors of indirect action (political, international, cultural, socio-demographic, and psychological) [12, p. 21]. Consequently, the factors of the external environment, i.e. factors of external influence, arising outside the enterprise (at the state and world levels), play the leading role in shaping the behaviour of an enterprise in a competitive environment.

For the first time, the external environment of the enterprise was identified as a dynamic, complex, and heterogeneous system by such scholars as P. Lawrence and J. Lorsch. They proved that the external environment influences different parts of the enterprise in different ways, as each component or subdivision of the enterprise reacts differently to the same factors of the environment depending on the type of activity, technology, structure [13, p. 412].

Thus, the external environment of the enterprise is a combination of active actors and factors that arise in the socio-economic life of the country and are beyond the scope of direct control by the management of the enterprise and can affect the state of its internal environment.

The elucidation of promising positive results that can be achieved by the enterprise in case of successful implementation of strategic actions and forecasting

of possible complications as a result of the uncertainty of external factors is possible on the basis of an analysis of the external environment characterized by the following features:

- complexity (the presence of a large number of factors in different combinations);
- interconnection and interdependence of factors (the change of some of them (for example, political or economic) leads to significant changes in others (for example, socio-demographic or legal));
- uncertainty (strategic decisions are made in terms of incomplete information about the external environment);
- multivariate development of the environment (it is very difficult to predict the effect of its factors in the strategic period);
- dynamism and variability (changes in the external environment occur quite dynamically, with increasing speed) [14, p. 112].

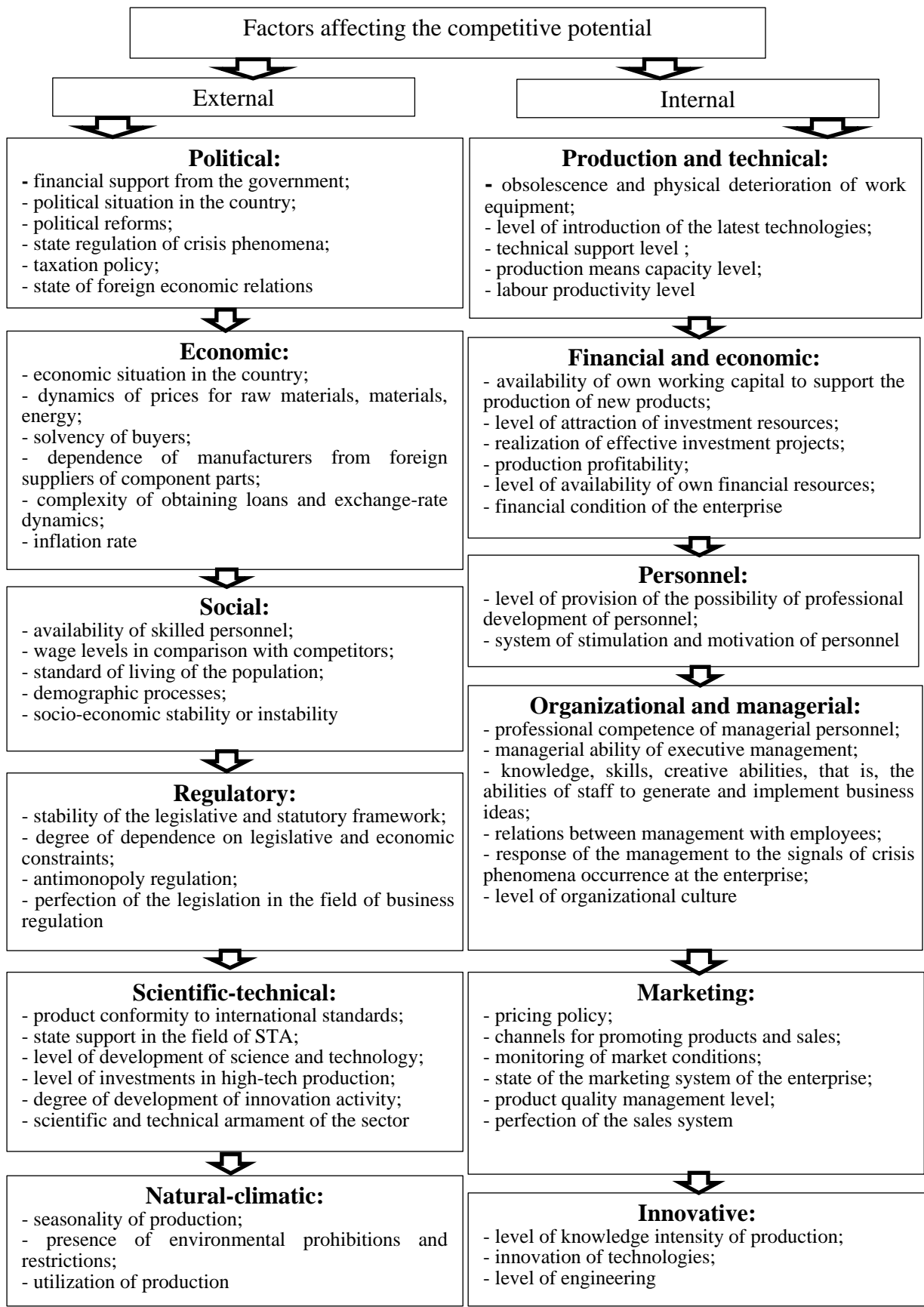
Changing environmental conditions affects all the most important performance indicators of the enterprise, thus changing its competitive position. At the same time, the company that was able to adapt to the new state of the environment in the most appropriate way and in the shortest possible time is more competitive. In a certain sense, factors of the environment from the standpoint of competitiveness of the enterprise should be regarded as primary factors.

The assessment of the environmental impact on the competitive potential of the enterprise is carried out in accordance with the following parameters: assessment of changes affecting various aspects of the competitive potential; identification of factors that threaten the potential of the enterprise; identification of factors that provide more opportunities for achieving common goals for the enterprise as a result of the plan's adjustment.

The dynamics of changes in external factors (factors of international, macro and meso environments) can significantly affect all processes occurring at the enterprise, and in itself the enterprise has a very little effect on them. Therefore, these factors are poorly managed by the enterprise. However, managers of the enterprise should monitor changes in the factors of its external environment and react to them by adjusting the enterprise activities. Internal factors (factors of direct influence) depend on the enterprise; they are laid down in its organizational structure, management structure, professionalism of the personnel, and are managed by the management of the enterprise, therefore, changing the parameters of the internal environment allows adequately responding to external changes.

The internal environment is the elements and factors that determine the internal state, the strengths and weaknesses, and the efficiency of the enterprise. Analysis of the internal environment reveals the competitive potential of the enterprise, which is effective in the process of achieving the identified strategic goals.

On the basis of scientific research, the essence and characteristics of the external and internal environment, statistical information, expert and socio-economic surveys, we consider it appropriate to distinguish the following main groups of factors that affect the competitive potential of the enterprise (Fig. 1).



**Fig. 1. Factors of external and internal influence on the competitive potential of an industrial enterprise**

Thus, to the factors of the internal environment of the enterprise, most scientists include its production and financial potential; marketing, enterprise management and organizational structure, research and development work. There is another approach that distinguishes the key areas of the enterprise environment, by which the strengths and weaknesses of the enterprise can be identified, namely, personnel, management, production, marketing, finance, and accounting. Thus, among the internal factors, I. Dolzhanskyi and T. Zahorna [15, p. 74] reckon the system and methods of enterprise management, the level of technology and the organization of the production process, the long-term planning system, orientation on the marketing concept and the innovative nature of production. S. Heneralova believes that [11, p. 65] the competitiveness of an enterprise depends on a number of components, which can be divided into three groups: techno-economic, commercial, and regulatory. The first ones include quality, sales price, and costs for operation or in use. The second are market conditions, service, advertising, company image. Factors of the third group reflect the requirements of technical, environmental safety, as well as patent and legal requirements.

It is worth noting that one of the first steps towards managing the competitive potential of enterprises should be not only the delineation of factors on the external and internal but also the definition among these groups of factors those that positively and negatively affect the competitive potential.

## **Part 2. Features of identification of factors of influence on the level of competitive potential of an industrial enterprise**

In order to more extensively analyse the factors of external and internal environment, it is expedient to study the degree of influence of these factors on the competitive potential of machine-building enterprises.

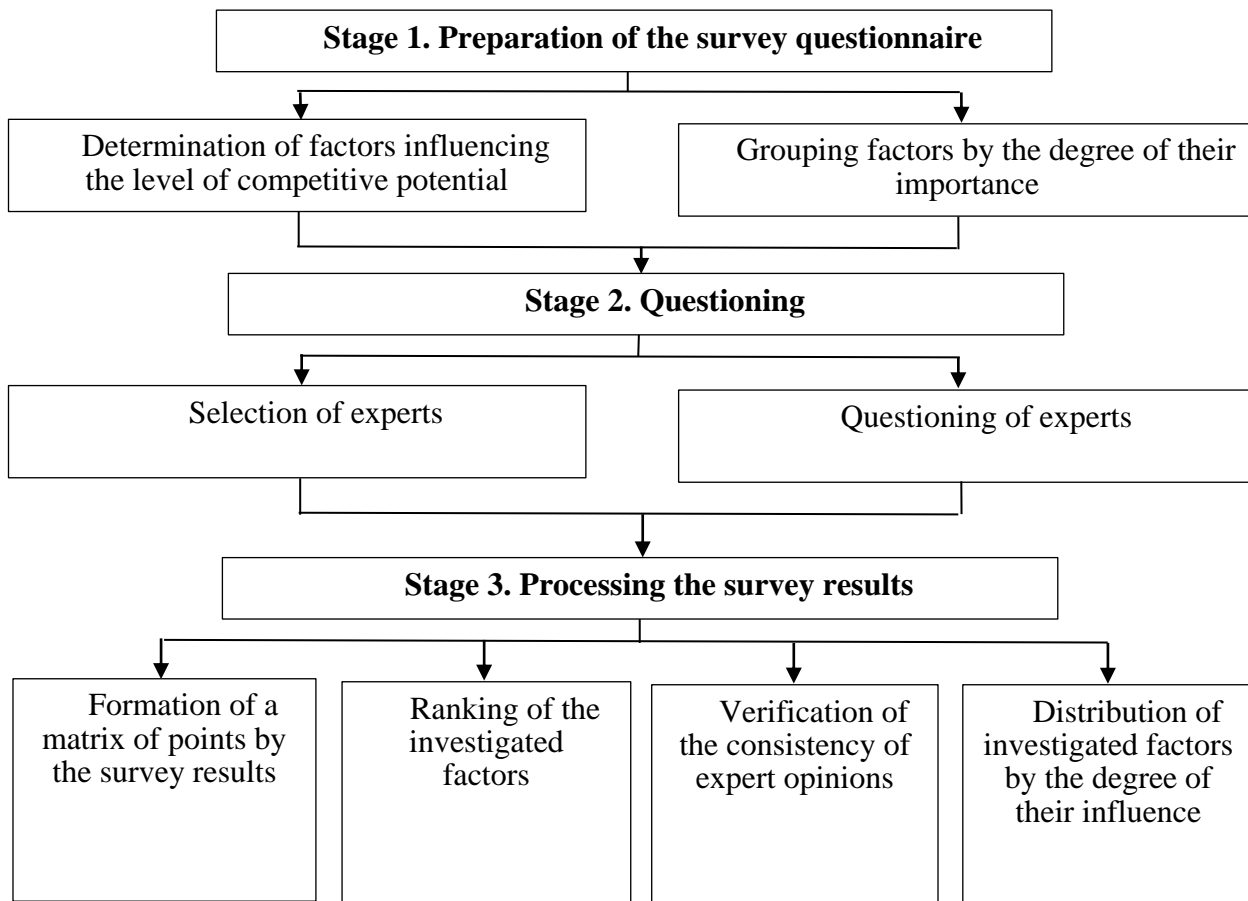
As information on each factor is not sufficiently complete, the justification and assessment of its impact cannot be made on the basis of accurate calculations. In this regard, in order to determine the impact on the level of competitive potential of an enterprise, it is advisable to use the expert estimation method.

We propose to rank the factors of influence on the level of competitive potential by means of expert evaluations in three stages (Fig. 2).

At the first stage, the selection and grouping of the most important factors influencing the level of competitive potential of the enterprise by the results of statistical data and scientific research are carried out.

Questionnaires contain questions that allow assessing the relative importance of certain factors in a 100-point system. An expert can give each researched indicator a certain number of points – from 0 to 100. Zero refers to indicators that, according to the expert, do not affect the phenomenon under study; 100 points are assigned to the most important indicator. Within these limits, the expert may provide the same number of points for two or more indicators if they, in his opinion, are equivalent.

At the second stage of the expert assessment of the influence of factors on the competitive potential of the enterprise, the selection of experts and actually the questioning are conducted.



**Fig. 2. Stages of expert evaluation of the influence of factors on the level of competitive potential of an industrial enterprise**

The third stage involves processing the survey results and consists of a certain sequence of steps.

The first step in processing the data of the expert survey is the formation of a matrix (table) of points based on the score of the individual factors contained in the questionnaires.

The next step is to transform the matrix of points into a matrix of ranks. The ranking is the placement of factors in ascending (or descending) order of any inherent property. Rank is, in essence, a serial number that defines the place of each factor in the aggregate. If an expert gives the same number of points to several factors, they will be assigned standardized ranks. Standardized rank is a fraction of the division of the sum of places occupied by factors of the same rank, by the total number of such alternatives.

Indicators in the matrixes of points and ranks serve as an information base for the calculation of a number of statistical characteristics of the expert survey results.

A prerequisite for an expert assessment is the coherence of expert opinions. To confirm the consensus of expert opinions, the coefficient of concordance (W) is calculated, and its significance is determined according to the Pearson criterion.

The coefficient of concordance is calculated by the formula:

$$W = \frac{\sum_{j=1}^n (\Delta d_j)^2}{\frac{1}{12} m^2 (n^3 - n) - m \sum_{i=1}^m T_i}, \quad (1)$$

where  $m$  – the number of experts in the survey;

$n$  – the number of investigated factors;

$(\Delta d_j)^2$  – deviation square of general ranks;

$T_i$  – a correction for matching ranks of an expert.

The deviation square is equal to:

$$(\Delta d_i)^2 = (S_i - \bar{S})^2, \quad (2)$$

where  $S_i$  – the sum of rank evaluations of experts for each indicator;

$\bar{S}$  – the average value of the sum of ranks for all indicators;

In turn, the sum of rank evaluations of experts for each indicator is determined by the formula:

$$S_i = \sum_{j=1}^m X_{ij}, \quad (3)$$

where  $X_{ij}$  – rank received by the  $j$ -th factor from the  $i$ -th expert.

The average value of the sum of ranks for all indicators is calculated by the formula:

$$\bar{S} = \frac{m(n+1)}{2}, \quad (4)$$

Thus, the deviation of general ranks will be equal to:

$$\Delta d_i = \sum_{j=1}^m X_{ij} - \frac{m(n+1)}{2}, \quad (5)$$

The correction of coincidence of ranks of an  $i$ -th expert is determined by the expression:

$$T_i = \sum_{l=1}^{L_i} (t_l^3 - t_l), \quad (6)$$

where  $L_i$  – the number of groups of the same ranks in the ranking of the  $i$ -th expert;

$t_l$  – the number of identical ranks on the  $l$ -th group of bound ranks when ranking the  $i$ -th expert.

If the ranks do not match then  $T_i = 0$ .

The coefficient of the concordance  $W$  varies from zero to one  $0 \leq W \leq 1$ , and at  $W = 0$  there is a complete inconsistency; at  $W = 1$  there is a complete unity of expert judgment.

The statistical significance of the coefficient of concordance is checked by the Pearson criterion ( $\chi^2$ ):

$$\chi_p^2 = \frac{\sum_{j=1}^n (\Delta d_j)^2}{[mn(n+1)] - \frac{1}{n-1} \sum_{i=1}^m T_i}, \quad (7)$$

$\chi_p^2$  – estimated value of the Pearson criterion.

The calculated value ( $x_p^2$ ) is compared with the tabular value ( $x_t^2$ ) for  $n-1$  degrees of freedom and at a given level of significance  $\alpha$  (0,05). If  $x_p^2 > x_t^2$ , then the rank relationship between the opinions of experts is considered significant, the coefficient of concordance can be trusted, and conclusions obtained on its basis are valid. If  $x_p^2 < x_t^2$ , take a hypothesis about the absence of a rank correlation between the opinions of experts. The last step is the distribution of the factors under study by the degree of influence. After reviewing the main provisions of the method of expert assessments, let us dwell on the results of specific studies, namely, the assessment of the influence of a number of factors on the level of competitive potential (Table 1).

Table 1

**List of investigated factors**

External factors	
X <sub>1</sub>	political
X <sub>2</sub>	regulatory
X <sub>3</sub>	social
X <sub>4</sub>	economic
X <sub>5</sub>	natural
X <sub>6</sub>	scientific-technical
Internal factors	
X <sub>7</sub>	financial and investment
X <sub>8</sub>	organizational and managerial
X <sub>9</sub>	manufacturing and technological
X <sub>10</sub>	marketing
X <sub>11</sub>	innovative
X <sub>12</sub>	personnel

Mathematical calculations based on the results of an expert survey begin with the formation of the matrix of points (Table 2).

Table 2

**The matrix of points of factor estimation**

Factors	Experts									
	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	11	12
x <sub>1</sub>	100	95	100	100	97	100	90	100	95	97
x <sub>2</sub>	90	100	87	95	95	95	97	80	90	95
x <sub>3</sub>	70	80	75	75	80	85	80	65	70	75
x <sub>4</sub>	97	97	90	85	100	92	95	90	85	90
x <sub>5</sub>	35	37	35	45	40	35	45	40	37	30

1	2	3	4	5	6	7	8	9	11	12
x <sub>6</sub>	75	75	70	70	85	75	70	70	75	70
x <sub>7</sub>	98	87	95	97	90	90	100	95	100	100
x <sub>8</sub>	80	77	80	68	75	70	77	75	80	80
x <sub>9</sub>	95	85	84	80	87	80	75	85	78	85
x <sub>10</sub>	65	70	65	65	60	58	60	60	57	65
x <sub>11</sub>	77	90	85	90	70	87	85	74	92	88
x <sub>12</sub>	68	74	72	78	82	74	65	67	68	68

According to the matrix of points, the ranking of point scores was carried out, the results of which are summarized in Table 3.

Table 3

**The matrix of ranks of factor estimation**

Factors	Experts										Sum of ranks, S <sub>i</sub>	Average sum of ranks, S	Deviation, Δd <sub>j</sub>	Square deviation, (Δd <sub>j</sub> ) <sup>2</sup>
	1	2	3	4	5	6	7	8	9	10				
x <sub>1</sub>	12	10	12	12	11	12	9	12	11	11	112	65	47	2209
x <sub>2</sub>	8	12	9	10	10	11	11	8	9	10	98		33	1089
x <sub>3</sub>	4	6	5	5	5	7	7	3	4	5	51		-14	196
x <sub>4</sub>	10	11	10	8	12	10	10	10	8	9	98		33	1089
x <sub>5</sub>	1	1	1	1	1	1	1	1	1	1	10		-55	3025
x <sub>6</sub>	5	4	3	4	7	5	4	5	5	4	46		-19	361
x <sub>7</sub>	11	8	11	11	9	9	12	11	12	12	106		41	1681
x <sub>8</sub>	7	5	6	3	4	3	6	7	7	6	54		-11	121
x <sub>9</sub>	9	7	7	7	8	6	5	9	6	7	71		6	36
x <sub>10</sub>	2	2	2	2	2	2	2	2	2	2	20		-45	2025
x <sub>11</sub>	6	9	8	9	3	8	8	6	10	8	75		10	100
x <sub>12</sub>	3	3	4	6	6	4	3	4	3	3	39		-26	676
Σ	78	78	78	78	78	78	78	78	78	78	780	x	12608	

The verification of the correctness of the matrix compilation based on the calculation of the control sum is carried out according to the formula:

$$\sum X_{ij} = \frac{(1+n)n}{2} = \frac{(1+12)12}{2} = 78.$$

Thus, the resulting equality between the sum of columns of the matrix and the control sum are equal to each other, which indicates the correctness of the matrix compilation.

The consistency of expert opinions is confirmed by the calculation of the coefficient of concordance of individuals:

$$W = \frac{12 \cdot 12608}{10^2 \cdot (12^3 - 12)} = 0.882.$$

The obtained concordance coefficient, which is equal to 0,882, testifies to the high degree of consistency of expert opinions.

According to Pearson's criterion, the significance of the coefficient of concordance is calculated:

$$x_p^2 = \frac{12 \cdot 12608}{10 \cdot 12(12+1)} = 96,98.$$

Thus, the calculated concordance coefficient  $x_p^2=96,98$  for the table value  $x_{i^2}^2 = n-1=12-1=11$  at a given level of significance  $\alpha = 0,05$ , is 19,67.

Since inequality  $96.98 > 19.67$  is obtained, it can be argued that the coefficient of concordance is statistically significant, and therefore the conclusions obtained on its basis should be trusted.

Thus, the analysis of the conducted questionnaire allows singling out the most important factors influencing the competitive potential of the industrial enterprise. For the convenience of analysing the factors of influence on the competitive potential, it is expedient to arrange them according to their level of significance in the ascending order (Table 4).

Table 4

**Results of ranking of factors of influence on the enterprise's competitive potential by the level of significance of their influence in the ascending order**

Factors		Total sum of ranks
External		
x <sub>5</sub>	natural	10
x <sub>6</sub>	scientific-technical	46
x <sub>3</sub>	social	51
x <sub>2</sub>	regulatory	98
x <sub>4</sub>	economic	98
x <sub>1</sub>	political	112
Internal		
x <sub>7</sub>	financial and investment	20
x <sub>11</sub>	innovative	39
x <sub>9</sub>	manufacturing and technological	54
x <sub>8</sub>	organizational and managerial	71
x <sub>12</sub>	personnel	75
x <sub>10</sub>	marketing	106

Based on the results of the expert evaluation conducted, it can be concluded that among the external factors, the most significant influence on the competitive potential of the industrial enterprise is made by political, economic, and regulatory

factors. This influence is caused by the political situation in the country, frequent changes in the legislative and regulatory framework, economic instability, high inflation, rising exchange rate dynamics, rising prices for raw materials, materials, energy, etc.

Social and scientific-technical factors that manifest themselves in the form of socio-economic instability, low living standards of the population, low rates of development of science and technology, low activity of innovation activity, weak state support for scientific-and-technological advance, etc. have a somewhat less degree of influence. The group of natural factors has little impact on the competitive potential of the enterprise.

Among the internal factors, the most influential on the competitive potential of the enterprise are financial-investment, innovation, and manufacturing and technological. These factors are manifested in low profitability (or even loss) of production, the inadequate financial condition of the enterprise, lack of financial resources and low investment attractiveness, low level of knowledge of the production process, and the slow introduction of latest technologies, obsolescence and physical deterioration of fixed assets. The organizational and managerial and personnel factor groups have a significant influence on the competitive potential of the enterprise, among which are: weak management level, the insufficient professional competence of managerial personnel, lack of highly skilled personnel and problems of professional development, ineffective system of incentives and motivation of labour, etc. The least impact is made by marketing factors.

Thus, a detailed analysis of the external and internal environment of the operation of industrial enterprises allows timely detecting manifestations of crisis situations and making adjustments to the strategy of enterprise development in general and the competitive strategy in particular.

### **Conclusions**

Therefore, based on the conducted study of the place and role of the competitive potential in ensuring the competitiveness of industrial enterprises, as well as the features of identification of factors of influence on its level, one can draw the following conclusions. The competitive potential of the enterprise combines simultaneously three levels of ties and relations: – the competitive potential reflects the past, that is, the set of properties accumulated by the system in the process of its formation and those that predetermine the possibility of its functioning and development. It can be noted that it actually acquires the meaning of the term “resource”; – competitive potential characterizes the level of practical survival and the use of available opportunities. This ensures the delimitation of realized and unrealized opportunities, that is, coincides partially with the concept of “reserve”; – competitive potential focuses on development (on the future). The proposed approach to the identification of factors that positively and negatively affect the level of competitive potential enables to establish interrelation between stimulating (positively affecting) factors and the creation and strengthening of competitive advantages, which is the basis for the formation of the competitiveness of

industrial enterprises. Concerning the factors that negatively affect the competitive potential of enterprises, their timely detection and identification of the causes of their occurrence and ways to overcome it will help to minimize the negative effects of their influence both on the competitive potential of the enterprise and the prospects of their financial and economic development in the future.

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