

## THEORETICAL AND METHODOLOGICAL BASES OF ENTERPRISE'S COMPETITIVENESS ON THE GLOBAL MARKET

**Tkachenko Yu. V., PhD, Associate Professor**  
*Yaroslav Mudryi National Law University*

**Rykhliuk M.M., student**  
*National Technical University of Ukraine "Kyiv Polytechnic Institute"*

В статті розглянуто сутність поняття конкурентоспроможність, теоретичні основи конкурентоспроможності підприємства на світовому ринку, теоретичне обґрунтування, розглянуто науково-методичні підходи та практичні пропозиції, спрямовані на оцінку та забезпечення конкурентоспроможності підприємства на світовому ринку як фактору підвищення конкурентоспроможності промисловості України в умовах сучасних економічних процесів.

**Ключові слова:** конкуренція, конкурентоспроможність, оцінка, стратегія конкурентоспроможності, ефективність, економічний розвиток.

**Problem statement.** Competitiveness – one of the main categories, which is widely used both in theory and in practice of economic sciences and is a multidimensional concept, which in translation from Latin means struggle, competition to achieve the best results [1, p. 28].

Scientific achievements of domestic and foreign scientists in outlined range of issues demonstrates the diversity of researches associated with competition and competitiveness of business entities. Today it is one of the most common topics among economists.

**Analysis of recent researches and publications.** Thus, we consider it necessary to particularly emphasize on the works of R. Fatkhutdinov [16], P. Zavyalov [14], G. Azoyev [9], N. Pertsovskiy [12], M. Klimenko [1] and a number of other equally eminent scientists. Theoretical heritage of theory of competitiveness also includes scientific works of foreign and domestic economists: Z. Vasilyeva [17], M. Porter [2], A. Gradov [15], V. Shynkarenko [19], P. Belenky [18], M. Yermolov [6], S. Yaroshenko [8] and others.

Evaluation of enterprise's competitiveness issue received considerable attention from both foreign and domestic researchers. Researches of such scientists as Zhovnovach R. [23], V. Martynenko [31], Minyaylenko I. [33], Nurmahanbetov K. [30], Poklonskyi F. [25], Fathutdinov R. [16] and others are dedicated to theoretical and practical problems of evaluation of enterprise's competitiveness. They consider evaluations of enterprise's competitiveness, which have its own features of justification the effectiveness of application of the approaches for the calculation of competitiveness indicators, and with consideration of factors for evaluation. These features are caused by specific enterprises and industries, on example of which it is held testing of proposed methods.

But the vast majority of methods is based on:

- on identifying the list of factors, that determine the competitiveness of enterprise;
- on using rough estimates based on "expert methods", for which are inherent such features as subjectivity and conventionality;
- on complicated constructions that are idealized, introducing new definitions and indicators for economic science, building different matrixes, new coordinate systems.

The logical justification of used theoretical models, in terms of theory, has no doubt,

but in particular economic conditions of enterprise functioning, these models seem too abstract;

- traceable bringing different by nature technical-economic indicators together into a single index of competitiveness of enterprises, which is inappropriate. So most of the economic factors in each particular economic situation, which are determined in enterprises of different industries of economy, differently effects on their competitiveness [21, p. 70].

**The purpose of the article, objectives and research methodology.** Today, there is a number of definitions of “competitiveness” concept, but there is no single interpretation, as some researchers believe that the competitiveness of enterprises – a category that is directly determined by the characteristics of their products; other researchers take as a basis the efficiency of the production process or strategic planning of enterprises development, their ability to implement new technologies and to fight with rivals on the markets and so on.

It should be noted that the problem of evaluation enterprise’s competitiveness is also not enough investigated. In particular, it is necessary to make further clarification and reasonable use of indicators that reveal industrial features of enterprise’s competitiveness and correspond to situation on the target market.

In this regard, the main task is to analyze the modern techniques, in order to systematize them and identify those that will reduce terms with determination of level of enterprise’s competitiveness and fallibility of assessment results and the cost of their obtaining.

**Main results of research.** Basis for understanding the essence of the concept of enterprise’s competitiveness is the research of M. Porter, who published the theory of competitive advantage, according to which competitiveness can be estimated within groups of enterprises belonging to the same industry [2].

G. M. Skudar continued thoughts of M. Porter, arguing that competitiveness is a multilateral economic category, which can be seen at the level of product, commodity producers, industry and country. He substantiates that the competitiveness is caused by social, political, and economic factors of commodity producer’s position or country on foreign and domestic markets [3, p. 31]. In a global economy, competitiveness can be defined as the ability of company or country to confront to international competition on both their own market and the markets of other countries.

Professor V. Andrianov believes that the country's competitiveness index combines competitiveness of the product, manufacturer, and industry competitiveness. In general terms it can be described as the ability of a country produce goods and services that meet international requirements under free trade conditions [4, p. 39].

Based on these affirmations, we can note that there is an opportunity to highlight three key levels, on which the formation of competitiveness is made:

- Micro level, where occurs the production of goods with a competitive advantage and the identification of competitive enterprises;
- Meso level, where competitive industries are forming;
- Macro level, which defines competitiveness of territories, regions and countries.

The competitiveness of any country depends on the competitiveness of regions affected by enterprises of certain sectors in the region [5] and, in turn, the competitiveness of industry in the region – is aggregated competitiveness of its enterprises, so, we consider, that the starting point of our research must be the definition of competitiveness at the level of enterprise.

Thus, Porter believed that enterprise's competitiveness is a comparative advantage over other firms [2, p. 76], the ability of market relations subject to be on one level with similar entities, available on the market that compete with each other. In our opinion, this definition is incomplete because the objective of any company is to improve performance, including in comparison with competitors.

A. Yanovsky notes that in the broad sense competitiveness of enterprise is a multi-level category, as it involves an assessment of all functional areas of their activity (production, human resources, finance, scientific researches, marketing) [7, p. 22]. Again, the author ignored enterprise relationships with the environment.

A. Marenych and I. Astakhov argue that competitiveness is a complex characteristic of enterprises activities, based on an analysis of various aspects of industrial and economic activity (production potential, labor resources, materials provision, financial performance, etc.) and allows to determine the enterprises "strengths" in competitive struggle, to find ways to achieve competitive advantages [10, p. 23]. Authors are focusing only on industrial and economic activities, not including other areas that also make a significant impact on the competitiveness of enterprises.

L. Kalashnikova [11] considers enterprise's competitiveness as a comprehensive concept that is characterized by the system and quality of management, product quality, breadth and depth of assortment, demanded by society or its individual members, stable financial position, ability to innovate, efficient use of resources, targeted HR politics, level of commodity circulation system and company service. From this definition it is not clear whether this is a permanent process, whether it is a systematic purposeful work, based on a strategic approach.

P. Kaninskiy under competitiveness of enterprise understands its ability to generate profits sufficient to playback simple or advanced manufacturing, motivation and improving of product properties [13, p. 532]. In our view, the concept of enterprise's competitiveness is much wider than just the redistribution of received funds.

R. Fatkhutdinov considers competitiveness as a property of the object, which is characterized by a certain degree of real or potential satisfaction of specific needs compared to similar objects that are on the market [16, p. 35]. He noted that competitiveness of enterprise – is its ability to produce competitive products.

We agree with the definitions R. Fatkhutdinov, but believe that competitiveness depends not only from the competitiveness of products or services that it sells.

According to P. Belenky [18, p. 10], competitiveness is a generalized indicator that reflects the effectiveness of all complex of management mechanisms, and to study its providing problems must be approached comprehensively considering all the factors and mechanisms. We consider such definition the most general and comprehensive, but in this is its disadvantage.

V. Shynkarenko and A. Bondarenko believe that competitiveness – a dynamic characteristic of the enterprise's ability to adapt to external changes and thus provide a certain level of competitive advantages [19, p. 14]. We believe this definition is the most appropriate of all we discussed.

Therefore, from the foregoing we can make such conclusions:

- competitiveness of enterprise is a relative term and, accordingly, in relation to various competitors may have different levels;
- the higher competitiveness of enterprise is provided by better results on international (global) markets;

- competitiveness of enterprise – is the result of effective economic activity of enterprise under conditions of competitive market;
- competitiveness of enterprise is seen as a comprehensive comparative characteristic of the enterprise that reflects a set of advantages over competitors, harmonious development of the enterprise;
- an integral part of enterprise's competitiveness on the market is the marketing component, namely: customer satisfaction, positive image, the presence of a strong trade mark etc.;
- the basis for competitiveness of enterprise is competitiveness of products or services, which it produces or provides, but these categories, although they are interrelated, are not identical.

Within the previous assertions it is necessary to additionally emphasize that, indeed, the company can not be competitive if its products are not in demand. However, not everything depends on the products, as enterprise's competitiveness may be provided either by access to cheaper raw materials or by selling it at dumping prices. Significant differences between the terms of competitiveness of goods and enterprise are explained due to the fact that:

- results of evaluation of products competitiveness are valid only in the short-term period, while enterprise's competitiveness should be considered in the long term;
- competitiveness of the products is the unit measure towards a comprehensive indicator of enterprises competitiveness, ie competitiveness of the products is considered concerning its individual species and enterprises competitiveness covers the whole range of their products;
- assessment of enterprises competitiveness is carried out either by the enterprises or their proxies, while purchasers estimate competitiveness of the products, which become commodities on the market, at the time of realization.

Thus, in our opinion, the category of "enterprise's competitiveness" should be ensured by indicators such as high production efficiency, which is realized through modern equipment, technologies, qualified personnel and the ability to occupy and retain for a long-term own market niche. The last is realized through effective use of the principles of marketing management.

It should be noted that statement, given by us combines the opposing views of scholars, some of whom believe that for competitiveness the processes, that take place in the internal environment of the enterprise are in priority, while others believe that adaptation to external economic conditions is more important, ie the ability of enterprises to bring its internal environment in line with the external conditions. In our case, a connecting strategic link between internal and external environment of the enterprise is the competitiveness management.

Thus, the results of the research allow to argue that the category of "enterprise's competitiveness" is characterized by a list of properties that are shown in fig. 1.

*Comparability* indicates that enterprise's competitiveness is defined and explored in comparison to competitors that manufacture similar products or substitute products, operating on the same market or comparison occurs with ideal enterprise (usually provided by acquiring of monopoly position on the market by investigated enterprise).

*Spatiality* emphasizes that competitiveness of the enterprise is determined within the particular market, since under equal conditions enterprise can be identified as competitive on one market and not competitive – on the other.

*Dynamism* contains in itself that the concept of competitiveness is limited in time, because the enterprise can be competitive in one period and lose those positions in another; that competitiveness is variable. This property also indicates that researches in the field of competitiveness should be implemented permanently.

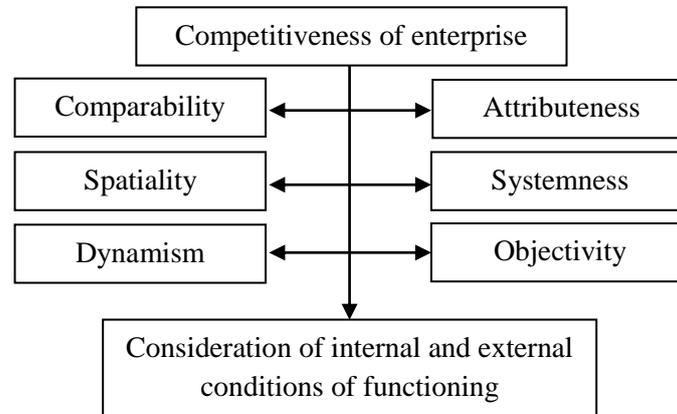


Fig. 1. Properties of the category “enterprise’s competitiveness” [20]

*Objectivity* involves isolating of the list and totality of parameters that form enterprise’s competitiveness, namely: high quality and low prices of the products, modern equipment and technology, highly qualified personnel, a positive image of the products and brand of the enterprise, advanced marketing communications and promotion channels, availability of financial opportunities for the development, availability of own space, buildings, facilities and other fixed assets, the availability of patents for unique inventions, the use of advanced management technologies etc.

*Attributeness* identifies unique characteristics which primarily form the competitive advantage of the enterprise (unique products, an additional range of services, the original production technology, resource-effectiveness of the products, etc.).

*Systemness* involves consideration of all the totality or the optimal number of parameters and conditions that form the competitiveness of industrial enterprise, as well as relationships between them and mutual influence.

Taking into account internal and external conditions of functioning emphasizes that during the assessment, forecasting and management of competitiveness of industrial enterprise it must consider the whole set of factors that have affected or could potentially affect its formation.

It is clear, that given composition of the properties is not exhaustive, but sufficient, in our opinion, to disclosure theoretical foundations of enterprise’s competitiveness [20].

From the material above, we can conclude that for the efficient functioning on the market it is not enough to only evaluate competitiveness of enterprise and make certain decisions on this basis. However, it is necessary to be prepared for different market situations. However, competitiveness management will help the enterprise to continuously develop and manage all processes in the enterprise, which will ensure its competitive advantages with all the consequences for the successful activity of the enterprise.

The variability of the environment is stimulating enterprises to implementing new methods, systems and approaches to improve its competitiveness. For successful operation of any enterprise on the market, its competitiveness evaluating is an objective necessity. In particular, the process

---

of identifying the strengths and weaknesses of the enterprise gives an opportunity to improve its activities and identify its hidden potential.

Evaluation of enterprise's competitiveness involves the calculation of a set of indicators that characterize the permanence of enterprise's activity, show the results and possibilities of all structural divisions of enterprise, the ability to quickly respond to external changes by analyzing strengths and weaknesses that form its competitiveness in the market environment.

This evaluating complex may consist of the following factors: the need for capital investments – actual and for the future, including by certain types of products and specific markets; range of competitive products, their quantities and value; set of markets or their segments for each product; the need in means to demand formation and sales promotion; list of measures and means by which the company can provide for itself the advantage on the market; creation of an encouraged impression about the enterprise among consumers, making high-quality products, constant updating of the product assortment, based on its own development and inventions which are secured patent protection, decent and honest performance of obligations under agreements regarding the supplies term of goods and services [22, p. 152].

Consideration of these indicators requires a detailed study of the competitiveness of products, manufactured by enterprise, its potential (financial, production, labour, innovational, etc.), organizational and management opportunities, marketing, market activity of enterprise and the impact of entities of evaluation activity. The entities are: enterprises-competitors, enterprises-consumers (processors of raw materials), investors or owners and the state.

Calculation of indicators to measure competitiveness of enterprises should be carried out according to the principles: consistency, comprehensiveness, objectivity, optimality, scientific, agility, continuity, comparability, effectiveness of research, information provision. Compliance with these principles together will allow to achieve their goals and gain an accurate assessment enterprise's competitiveness in application of optimal method, accepted for the enterprise [23].

The study of contemporary scientists' works concerning the evaluating of enterprise's competitiveness gives grounds to note the following.

Some scholars, including Rybnytskyi D., Gorodnya T., Lvivska K. [24] Poklonskyi F., Mamchenko E. [25], in their methods are using competitiveness of the products produced by this enterprise as one of the main factors, as products are a kind of reflection of the work of the entire enterprise, all its units and services. Thus, the products of the company determine its success, and consequently its competitiveness.

Scientists, including Borodin A., Terenina N. [21], Khrushch N., Vaganova L. [26], Parsyak V., Dybach I. [27], Nurmahanbetov K., Esmahulov N. [30], Zhovnovach R. [23], Poklonskyi F., Mamchenko E. [25], Martynenko V. [31], Fatkhutdinov R. [16], and others, in the choice of evaluation method of enterprise's competitiveness level believe that it depends on the calculation and analysis of indicators of potential (resources) of the enterprise. The potential characterizes its capabilities in the implementation of ongoing activities, but each author identifies their characteristics while making evaluation.

So, scientists Khrushch N., Vaganova L. [26] offer three approaches to building competitiveness indicators for its evaluation. First, receiving forecasted indicators of enterprise's performance as a result of economic and mathematical modeling of its activity – that is evaluating future activities; secondly, evaluating of competitiveness on the basis of actual data of the enterprise's activities in the past – ie evaluation of past events; and the third – the implementation of technologically acceptable potential opportunities of the enterprise,

that allows to evaluate its current state. But the most common and effective is a combination of the second and third approaches, ie building competitiveness indicators based on features of past actual activities of the enterprise using characteristics of its potential modern opportunities (potentials).

Borodin A., Terenina N. [21, p. 70], Fatkhutdinov R. [16] use method of rating marks when determining the competitiveness of enterprises, analyzing application of the potential of the enterprise to carry out production and business activities.

Fatkhutdinov R. [16] when evaluating the competitiveness of enterprises focuses on identifying its key factors of success, during performance of consecutive stages, that allow to make a rating.

Since competitiveness is determined by the success, achieved in production, marketing and management, then using sequential paired comparisons of all known general indicators, which are used during planning, accounting, reporting and after obtaining the financial result of business activities of enterprise. Parsyak V, Dybach V. [27] propose to single out three of the most important that are key in these areas: the cost of manufactured products (for production), products sales volume (for marketing), income (for management). Assessment and analysis of the values, received on them as a result of the company activity allows to determine the potential for raising the competitiveness of enterprise [27, p. 59].

Nurmahanbetov K., Esmahulov N. [30] for evaluation of enterprise's competitiveness level suggest to use a generic indicator that consists of basic, reduced to a single evaluation. As basic indicators may be: expert's opinions; average industry indicators; indicators of competing enterprise or market leader; indicators of evaluated enterprise for previous periods.

Martynenko V. [31] convinced that the most effective for the evaluation of enterprise's competitiveness is to use calculation of viability index, which corresponds to the scale of determination the viability level of the enterprise. The calculation of this coefficient is also used by ukrainian enterprises in the diagnosis of bankruptcy. Economic-mathematical model to determine the viability of industrial enterprises has the form (1.1):

$$Kzh. = 1,0Kp.l. + 2,5Ka.l. + 2,86Km.v.k. + 2,0Km.v.pr. + 3,33Kr.pr. \quad (1)$$

where  $Kzh.$  – coefficient of industrial enterprises viability;

$Kp.l.$  – coefficient of current liquidity;

$Ka.l.$  – coefficient of absolute liquidity;

$Km.v.k.$  – coefficient of own funds mobility;

$Km.v.pr.$  – coefficient of property for production purposes;

$Kr.pr.$  – coefficient of net profit of product's sales.

Obtained values correspond to the following levels: 2,25 and lower – very low, 4,15-2,26 – low, 4,99-4,16 – average and 5,0 and above – high.

Important role for the evaluation of enterprise's competitiveness plays a right choice of competing companies. Plyaskina A. points out several approaches to determine the following enterprises:

- selection of the closest competitors. Analysis of the success of their work provides a necessary and sufficient information to develop measures to counter in both tactical and strategic directions;

- selection of stronger competitors (with higher market share). The results of analysis contribute to the development of model of competitive behavior on the market, where the means

of their implementation are imitation, finding new ways, confrontation with the leader and other actions;

- selection of enterprises, which own a large total part of the market (over 50%).

The analysis allows to circumstance conclusions for various conjunctural situations and to develop either attacking or defensive actions;

- selection of all existing competitors in geographical range of the market. The results of analysis are required for use in development programs of enterprise [32, p. 57- 58];

– selection of all possible competitors. In addition to existing enterprises it is considering all that can be converted to production or sale of new products without significant time and resources spending [25, p. 124]. The analysis reveals strong positions of the enterprise and allows to develop measures for their further and long-term consolidation in the environment.

According to the majority of methods of evaluation offered above enterprise's competitiveness, for example in the pulp and paper industry, should be carried out by simple financial coefficients that are most appropriate in the assessment of economic entity's activity according to the industrial, scientific, technical, financial and other potentials of the enterprise considering indicators for previous periods, as noted Nurmahanbetov K., Esmahulova N., using the scores technique, authored by the Minyaylenko I., Mykytenko O. and conducted in compliance of phases: preparatory, calculated and recommendational.

The preparatory phase involves the selection of indicators to assess industrial, scientific, technical, financial and other potentials of enterprise.

Calculated stage involves the following steps: first, based on initial data defining coefficients by components of company's potential to provide them with the relevant points; secondly, summarizing points by the components of enterprise's potential; third, determining characteristics of each component of enterprise's potential depending on its significance and marks, obtained during the application of distribution by categories.

On the final, recommendational stage it is conducting development of measures program to improve efficiency of potential application and determination of ensuring the level of capabilities and opportunities of enterprise [33, p. 32].

Overview of modern methods of evaluating enterprise's competitiveness showed that they all have a significant drawback: evaluation of enterprise's competitiveness only establishes its status, but in the current market conditions, it should give a forecast for the future to get real results and avoid losses.

For evaluation of enterprise's competitiveness effective is the simultaneous use of different methods, the results of which complement each other and allow you to get the most complete picture about its level. As for the pulp and paper industry, for its enterprises are acceptable comprehensive methods based on the classification of categories that analyze values of coefficients in the disclosure of production, financial, innovational, labor, marketing and other aspects of enterprise's activity. Thus, the direction of future research is to develop optimal method that will in short time and with minimal costs quantitatively and qualitatively evaluate the formation and management of enterprise's competitive advantages and their potential. [34]

**Conclusions.** From the material above, we can make a conclusion that for the efficient functioning on the market is not enough only to evaluate competitiveness and make certain decisions on this basis. It should be prepared for different market situations. However, competitiveness management helps the company to continuously develop and manage all processes

in the company, which will ensure its competitive advantages with all the consequences for the success of the company.

For evaluation of enterprise's competitiveness effective is the simultaneous use of different methods, the results of which complement each other and allow you to get the most complete picture about its level. As for industrial enterprises the acceptable are comprehensive methods based on the classification of categories that analyze values of coefficients in the disclosure of production, financial, innovational, labor, marketing and other aspects of enterprise's activity.

### Література

1. Клименко С.М. Управління конкурентоспроможністю підприємства / С.М. Клименко, Т.В. Омеляненко, Д.О. Барабась та ін. – К. : КНЕУ, 2008. – 520 с.
2. Porter M.E. Competitive Advantage of Nations / M.E. Porter. – New York : Free Press, 1990. – 426 p.
3. Скударь Г.М. Управление конкурентоспособностью крупного АО : проблемы и решения / Г.М. Скударь. – К. : Наук. думка, 1999. – 496 с.
4. Андрианов В. Конкурентоспособность России в мировой экономике / В. Андрианов // Экономист. – 1997. – № 10. – С. 37-47.
5. Арнаут І.П. Дослідження підходів щодо дефініції конкурентоспроможності підприємства І.П. Арнаут // Інноваційна економіка. – 2012. – № 3. – С. 111-114.
6. Ермолов М.О. Чем отличается конкурентоспособность фирмы от конкурентоспособности товара / М.О. Ермолов. – М. : Мысль, 1990. – 229 с.
7. Яновский А. Конкурентоспособность товара и товаропроизводителя / А. Яновский // Бизнес-Информ. – 1996. – № 5. – С. 21-23.
8. Ярошенко С.П. Принципы конкурентоздатности сферы материального производства / С.П. Ярошенко // Региональные перспективы. – 1998. – № 1(2). – С. 37-39.
9. Азоев Г.Л. Конкурентные преимущества фирмы / Г.Л. Азоев, А.П. Челенков. – М. : Новости, 2006. – 267 с.
10. Маренич А. Управление конкурентоспособностью предприятия / А. Маренич, И. Астахов // Бизнес-Информ. – 1996. – № 5 – С. 23-27.
11. Калашникова Л.М. Конкурентоспособность предприятия и их продукции / Л.М. Калашников // Машиностроитель. – 2003. – № 11. – С. 15-18.
12. Перцовский Н.И. Международный маркетинг : учеб. пособие / И.А. Спиридонов, С.В. Барсукова; под ред. Н.И. Перцовского. – М. : Высшая школа, 2001. – 239 с.
13. Основы аграрного підприємництва / за ред. М.Й. Маліка. – К. : Інститут аграрної економіки, 2000. – 582 с.
14. Завьялов П.С. Маркетинг у схемах, рисунках, таблицях / П.С. Завьялов. – М. : ИНФРА-М, 2001. – 496 с.
15. Экономическая стратегия фирмы // под. ред. А.П. Градова. – СПб. : Специальная литература, 2000. – 589 с.
16. Фатхутдинов Р.А. Конкурентоспособность организации в условиях кризиса: экономика, маркетинг, менеджмент / Р.А. Фатхутдинов. – М. : Маркетинг, 2002. – 892 с.
17. Васильева З.А. Иерархия понятий конкурентоспособности субъектов рынка / З.А. Васильева // Маркетинг в России и за рубежом. – 2006. – № 2. – С. 83-90.
18. Беленький П.Ю. Дослідження проблем конкурентоспроможності / П.Ю. Беленький // Вісник НАН України. – 2007. – № 5. – С. 9-18.
19. Шинкаренко В.Г. Управление конкурентоспособностью предприятия / В.Г. Шинкаренко, А.С. Бондаренко. – Харьков : Изд-во ХНАДУ, 2003. – 186 с.
20. Мануйлович Ю.М. Дослідження сутності та трактування поняття конкурентоспроможності підприємства / Ю.М. Мануйлович // Маркетинг інновацій. – 2013. – № 4. – С. 274-282.
21. Бородин А.В. Современные подходы к оценке конкурентоспособности предприятий / А.В. Бородин, Н.Л. Теренина // Казанская наука. – 2012. – № 3. – С. 69-72.
22. Франів І.А. Теоретичні аспекти управління конкурентоспроможністю підприємства / І.А. Франів, Л.М. Коваль, Р.Р. Русин-Гриник // Механізм регулювання економіки. – 2010. – №3, Т. 1. – С. 149-153.

23. Жовновач Р.І. Теоретико-методологічні підходи до оцінки конкурентоспроможності підприємств / Р.І. Жовновач // Наукові праці Кіровоградського національного технічного університету. Економічні науки. – Кіровоград : КНТУ, 2011. – С. 106-113.
24. Рибницький Д.О. Сучасні підходи до оцінювання конкурентоспроможності підприємства / Д.О. Рибницький, Т.А. Городня, К.А. Львівська // Науковий вісник НЛТУ України. – 2010. – Вип. 20.9. – С. 227-230.
25. Поклонский Ф.Е. Развитие конкурентоспособности продукции, що випускається, як результат ефективного використання потенціалу підприємства / Ф.Е. Поклонский, Е.Ю. Мамченко // ДонДУУ МЕНЕДЖЕР. – 2007. – №3 (41). – С. 121-126.
26. Хрущ Н.А. Сучасні методичні підходи до оцінки конкурентоспроможності підприємства / Н.А. Хрущ, Л.В. Ваганова // Вісник Хмельницького національного університету. – 2010. – № 5, Т. 3. – С. 153-156.
27. Парсяк В. Аналітичні передумови управління конкурентоспроможністю невеликих підприємств / В. Парсяк, І. Дибач // Економіст. – 2010. – №8 – С. 56-59.
28. Нурмаганбетов К.Р. Методика оценки конкурентоспособности предприятия легкой промышленности / К.Р. Нурмаганбетов, Н.Д. Есмагулов // Организатор производства. – 2009. – №2. – С. 90-93.
29. Мартиненко В.П. Методи оцінки конкурентоспроможності суб'єктів господарювання / В.П. Мартиненко // Формування ринкових відносин в Україні. – 2008. – № 10(89). – С. 42-45.
30. Пляскіна А.І. Оцінка конкуренції та конкурентоспроможності суб'єктів харчової промисловості / А.І. Пляскіна // Актуальні проблеми економіки. – 2006. – №2(56). – С. 52-59.
31. Міняйленко І.В. Науково-методичні аспекти оцінювання потенціалу підприємств легкої промисловості / І.В. Міняйленко, О.В. Микитенко // Вісник Хмельницького національного університету [Електронний ресурс]. – 2011. – №1. – Режим доступу: [http://www.nbu.gov.ua/portal/Soc\\_Gum/Vchnu\\_ekon/2011\\_1/031-035.pdf](http://www.nbu.gov.ua/portal/Soc_Gum/Vchnu_ekon/2011_1/031-035.pdf).
32. Зайцева Л. О. Аналіз сучасних методів оцінки конкурентоспроможності підприємства // Економічний аналіз: зб. наук. праць / Тернопільський національний економічний університет; редкол.: С. І. Шкарабан (голов. ред.) та ін. – Тернопіль: Видавничо-поліграфічний центр Тернопільського національного економічного університету «Економічна думка», 2013. – Том 14. – №3 – С. 12-17.

## References

1. Klymenko, S., & Omelyanenko, T., & Barabas, D. (2008) Management of enterprises' competitiveness. Kyiv : KNEU.
2. Porter M.E. (1990). Competitive Advantage of Nations. New York : Free Press.
3. Skudar, G. (1999) Management of competitiveness of big joint-stock company: problems and solutions. Kyiv : Naukova dumka.
4. Andrianov, V. (1997) Competitiveness of Russia in the world economy. Ekonomist, 10, 37-47 (in Rus.).
5. Arnaut, I. (2012) Research of approaches to the definition of enterprise's competitiveness. Innovatsiyna ekonomika (Innovative Economy), 3, 111-114 (in Ukr.).
6. Ermolov, M. (1990) What distinguishes the company's competitiveness from the competitiveness of goods. Moscow : Mysl.
7. Yanovskiy, A. (1995) Competitiveness of goods and commodity producer. Biznes-Inform, 5, 21-23 (in Rus.).
8. Yaroshenko, S. (1998) Principles of competitiveness of material production's sphere. Regionalni perspektivy (Regional perspectives), 1(2), 37-39 (in Ukr.).
9. Azoev, G., & Chelenkov, A. (2006) Competitive advantages of the firm. Moscow : Novosti.
10. Marenych, A., & Astakhova, I. (1996) Management of enterprises' competitiveness. Biznes-Inform., 5, 23-27 (in Rus.).
11. Kalashnikov, L. (2003) Competitiveness of enterprise and its products. Mashynostroitel (Machine-builder), 11, 15-18 (in Rus.).
12. Pertsovskiy, N., & Spiridonov, I., & Barsukova, S. (2001) International Marketing. Moscow : Vyschaya shkola.

13. Malik, M. (2000) Fundamentals of agricultural entrepreneurship. Kyiv : Instytut agrarnoi ekonomiky.
14. Zavyalov, P. (2001) Marketing in schemes, figures, tables. Moscow : INFRA-M.
15. Gradov, A. (2000) Economic strategy of the firm. Saint-Petersburg : Spetsialnaya literatya.
16. Fatkhutdinov, R. (2002) Competitiveness of the organization under crisis conditions: economics, marketing, management. Moscow : Marketing.
17. Vasilyeva, Z. (2006) Hierarchy of competitiveness of the market entities' concepts. Marketing v Rossii i za rubezhom (Marketing in Russia and abroad), 2, 83-90 (in Rus.).
18. Belenkyi, P. (2007) Research of problems of competitiveness. Visnyk NAN Ukrainy, 5, 9-18 (in Ukr.).
19. Shynkarenko, V., & Bondarenko, A. (2003) Management of enterprises' competitiveness. Charkiv : Izdatelstvo HNADU.
20. Manuylovich, Y. (2013) Research of essence and interpretation of the concept of enterprises' competitiveness. Marketing innovatsiy (Marketing of innovations), 4, 274-282 (in Ukr.).
21. Borodin, A., & Terenina, N. (2012) Modern approaches to the assessment of enterprises' competitiveness. Kazanskaya nauka (Kazakhstan's science), 3, 69-72. (in Rus.).
22. Franiv, I., & Koval, L., & Rusyn Grynyk, R. (2010) Theoretical aspects of management of enterprise's competitiveness. Mehanizmy reguliuvannya ekonomiky (Mechanisms of economic's regulation), 3, T. 1, 149-153. (in Rus.).
23. Zhovnovach, R. (2011) Theoretical and methodological approaches to assessment of enterprise's competitiveness. Naukovi pratsi Kirovogradskogo natsionalnogo tehnicnogo universytetu. Ekonomichni nauky (Scientific works of Kirovograd National Technical University. Economic Sciences). Kirovograd: KNTU, 106-113. (in Ukr.).
24. Rybnitskyi, D., & Horodnya, T., & Lvivska, K. (2010) Modern approaches to the evaluation of enterprise's competitiveness. Naukovyi visnyk NLTU Ukrainy (Scientific herald of NLTU of Ukraine), 20,9, 227-230. (in Ukr.).
25. Poklonskyi, F., & Mamchenko, E. (2007) Development of competitiveness of products as a result of effective use of enterprise's potential. DonDUU MANAGER, 3 (41), 121-126 (in Ukr.).
26. Khrushch, N., & Vaganova, L. (2010) Modern methodical approaches to the assessment of enterprise's competitiveness. Visnyk Khmelnytskogo natsionalnogo universytetu (Herald of Khmelnytsky National University), 5, T. 3, 153-156. (in Ukr.).
27. Parsyak, V., & Dybach I. (2010) Analytical preconditions of management of small enterprises' competitiveness. Economist, 8, 56-59 (in Ukr.).
28. Nurmahanbetov, K., & Esmahulov, N. (2009) Methods of competitiveness' assessment of enterprise of light industry. Organizator proizvodstva (The organizer of production), 2, 90-93. (in Rus.).
29. Martynenko, V. (2008) Methods of competitiveness' assessment of business entities. Formuvannya rynkovykh vidnosyn v Ukraini (Formation of market relations in Ukraine), 10(89), 42-45 (in Ukr.).
30. Plyaskina A. (2006) Assessment of competition and competitiveness of food industry entities. Aktualni problem ekonomiky (Actual problems of economy), 2(56), 52-59 (in Ukr.).
31. Minyaylenko, I., & Mykytenko, O. (2011) Scientific and methodological aspects of evaluating the potential of light industry enterprises. Visnyk Khmelnytskogo natsionalnogo universytetu (Herald of Khmelnytsky National University), 1. Retrieved from [http://www.nbu.gov.ua/portal/Soc\\_Gum/Vchnu\\_ekon/2011\\_1/031-035.pdf](http://www.nbu.gov.ua/portal/Soc_Gum/Vchnu_ekon/2011_1/031-035.pdf) (in Ukr.).
32. Zaytseva L. (2013) Analysis of modern methods of assessment of enterprises' competitiveness. Economic analysis. Ternopil National Economic University. Ternopil: Vydavnycho-poligrafichnyi tsentr Ternopilskogo natsionalnogo universitetu «Ekonomichna dumka» (Publishing and printing center of Ternopil National Economic University, "Economic Thought"), 3, T. 14, 12-17. (in Ukr.).

Стаття надійшла до редакції 30.10.2015.