

**Microeconomics**

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**SUSTAINABLE ENTERPRISE COMPETITIVENESS
IN THE CONTEXT OF ORGANIZATIONAL,
THEORETICAL AND METHODOLOGICAL
MANAGEMENT TOOLS**

Abstract

The article assesses the level of competitiveness of enterprises over time using the local taxonomic indicators of the development of production, financial, marketing and social sustainability and total integrated indicator of the state of

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sustainable competitiveness. The methodical approach to the assessment of the level of sustainable enterprise competitiveness and the impact of organizational and managerial potential on the sustainable enterprise competitiveness is improved. Conceptual bases of creation of organizational and managerial potential of sustainable enterprise competitiveness are developed. The authors propose a scientific and practical approach to modelling the influence of organizational and managerial potential on the overall integrated indicator of sustainable enterprise competitiveness, which centers on the identification of possible development scenarios shaped by organizational and managerial factors determining the efficiency of ensuring sustainable competitiveness of machine-building enterprises. Substantiation is provided for the creation of a mechanism ensuring the sustainable enterprise competitiveness that takes into account available organisational and managerial potential as the basis for making quality managerial decisions on improving the adaptability of enterprises to difficult and changing external conditions.

Key words:

Potential, sustainable competitiveness, organizational and managerial potential, organizational and managerial potential of sustainable enterprise competitiveness, integrated assessment, conceptual principles, mechanism, simulation model, enterprise development scenarios, management decisions.

JEL: C33, M11, L23, L62.

Topicality of research topic

The current state of Ukraine's economy is characterized by a decline in production, disparities and instability of enterprises, which brings to the forefront the problems of developing quality scientific and methodological tools for analysing the factors of determining the real position of enterprises in the market and assessing the potential of their sustainable competitiveness, especially the organizational and managerial aspects. The development of enterprises as a strategically important part of the national economy not only to increases the sustainable competitiveness of the entire industry, but also has a synergistic effect

on related industries, which, ultimately, can ensure economic growth in the country as a whole. The study of the problems of creating organizational and managerial potential of sustainable enterprise competitiveness provides insight into both the necessary resources and the design of a mechanism for their development so that a stable competitive status on the market is ensured for the long term.

Literature review and problem statement

Scientists, such as O. Yu. Amosov (2012), O. V. Arefieva (2004), N. L. Gavkalova (2007), N. V. Kuzmynchuk (2014), O. H. Melnyk (2007), I. P. Otenko (2004), L. M. Prokopyshyn (2009) have devoted scientific works to the issues of creating the enterprise potential, in particular organizational and managerial potential, and the mechanisms of its implementation. Among Ukrainian scientists who deal with the problems of ensuring the sustainable competitiveness of domestic enterprises are E. L. Andreeva (2014), V. L. Dykan (2011), I. V. Bulakh (2010), O. M. Trydid (2002) and others.

However, despite the large number of scientific papers, both theoretical and practical aspects of essence and methodical tools for creating the organizational and managerial potential of the enterprises remain insufficiently explored, while recommendations on improvement of sustainable competitiveness require further scientific substantiation.

The aim of the research is to substantiate the theoretical and methodological approaches to the creation of sustainable enterprise competitiveness in terms of organizational and management tools.

Research results

Trends in modern development of enterprises are characterized by adverse changes in external and internal conditions of operation, which lead to the destabilization of their activities. Therefore, one of the most important factors in improving competitive positions and strengthening competitive advantages is the development of scientific and theoretical foundations for potential of sustainable competitiveness of the enterprise in both organizational and managerial aspects.

Analysis of the concept of «sustainable competitiveness» showed that it should be considered in terms of competitive relations of economic entities on the market and sustainability, which combines stability, strength, reliability, security, resistance to external and internal negative changes, and skills to adapt to them. The sustainable competitiveness of the enterprise, of course, depends on the level at which management tasks are solved, how coordinated and harmonious actions of performers are, and therefore, directly depends on the organizational and managerial potential (Porter, 2008). Based on the study of structural components of the concept «organizational and managerial potential of sustainable enterprise competitiveness» the authors propose to define the concept as available and potential capacity of the enterprise to use management and organizational resources to achieve its goals and ensure the effective development of all functional elements of the enterprise, thus creating new advantages over competitors and increasing enterprise competitiveness in the long run (Fig. 1).

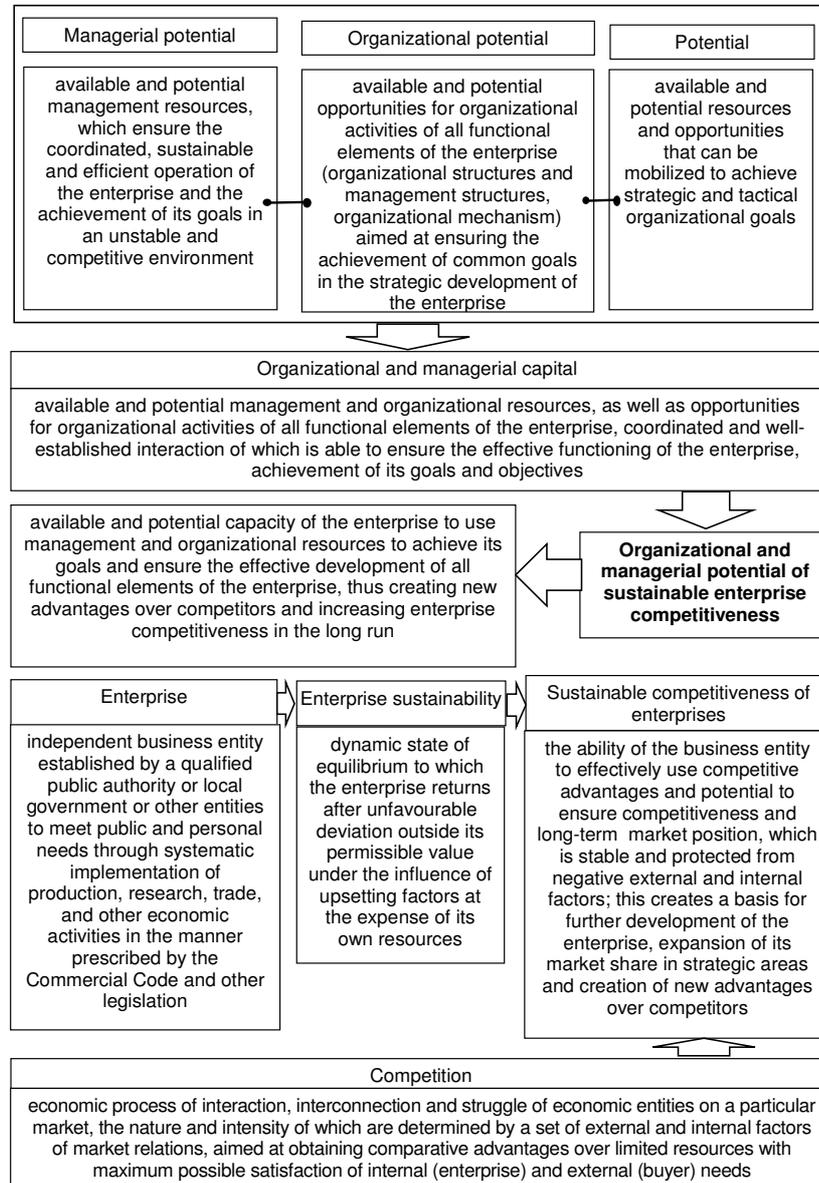
Theoretical and methodological tools for the formation of organizational and managerial potential of sustainable enterprise competitiveness include the definition of goals, functions, factors, resources, and principles, as well as determination of general economic and general scientific methods suitable for assessment of sustainable enterprise competitiveness, and in particular its organizational and managerial potential. To characterize the state of organizational and managerial potential and sustainable enterprise competitiveness, the authors used criterion method to form a system of indicators (Table 1-2). Both general theoretical (informative value, credibility) and analytical (relativity, consistency, dynamism) characteristics are put forward as selection criteria.

At the same time, it should be noted that most researchers do not take into account the importance of forming a single methodological approach to the group of indicators for assessing the sustainable competitiveness of the enterprise. These problems can be solved by generalizing the methodological approaches to the assessment of sustainable enterprise competitiveness and substantiating the signs that indicate that the necessary potential of sustainable enterprise competitiveness has been reached.

The proposed methodological approach to assessing the level of sustainable enterprise competitiveness (Fig. 2) allowed us to assess the development of organizational and managerial potential and sustainable competitiveness of enterprises in time. Having used qualitative characteristics of three levels: high, medium, and low, the conclusion was that a certain level of organizational managerial capacity did not always correspond to a similar level of competitiveness. Thus, at the average level of organizational and managerial potential, both high and low levels of sustainable competitiveness are possible.

Figure 1

Theoretical basis for the creation of organizational and managerial potential of sustainable competitiveness of enterprises



Source: created by the author.

Table 1

Indicators characterizing the organizational and managerial potential of sustainable enterprise competitiveness

Area of analysis	Indicator	Description
Organizational and managerial potential	Observance coefficient of hierarchy norms	Characterizes the actual number of management levels
	Autonomy coefficient of the organizational unit of the management structure	Characterizes the level of autonomy of structural units of the enterprise
	Decentralization coefficient of the management structure	Characterizes the level of decentralization of the enterprise management structure
	Efficiency coefficient of control systems	Characterizes the efficiency of the enterprise management system

Source: created by the author.

Table 2

Indicators characterizing the sustainable competitiveness of an industrial enterprise

Assessment area	Indicator	Description
Production sustainable competitiveness	Material consumption of production	Characterizes the amount of material costs per hryvnia of output
	Coefficient of service life of fixed assets	Characterizes the share of fixed assets suitable for operation
	Coefficient of assortment shifts	Characterizes the changes in the ratio of individual products in total production
Financial sustainable competitiveness	Coefficient of financial autonomy	Characterizes the ratio of equity to total capital (assets) of the organization
	Total liquidity ratio	Characterizes the ratio of current assets and short-term (current) liabilities of the organization
	Product profitability	Characterizes the efficiency of production, determined by the ratio of net profit to costs associated with the production and sale of products
	Accounts payable turnover ratio	Characterizes the increase or decrease in commercial credit pro-

Assessment area	Indicator	Description
		vided to the company by counter-parties
	Stability factor of economic growth	Characterizes the rate of increase of economic potential of the enterprise
Marketing sustainable competitiveness	Profitability of sales	Characterizes the financial performance of the enterprise, namely what part of the company's revenue is profit
	The ratio of marketing research costs to total sales	Characterizes the effectiveness of marketing activities, which is determined by the ratio of marketing research costs to sales
Social sustainable competitiveness	The ratio of the average wage at the enterprise to the average industry wage	Characterizes the level of remuneration of employees of the enterprise in comparison with the average industry values
	The share of employees who have undergone retraining and advanced training	Characterizes the activities on improving the skills of employees of the enterprise
	Staff stability ratio	Characterizes the stability of the staff of the enterprise

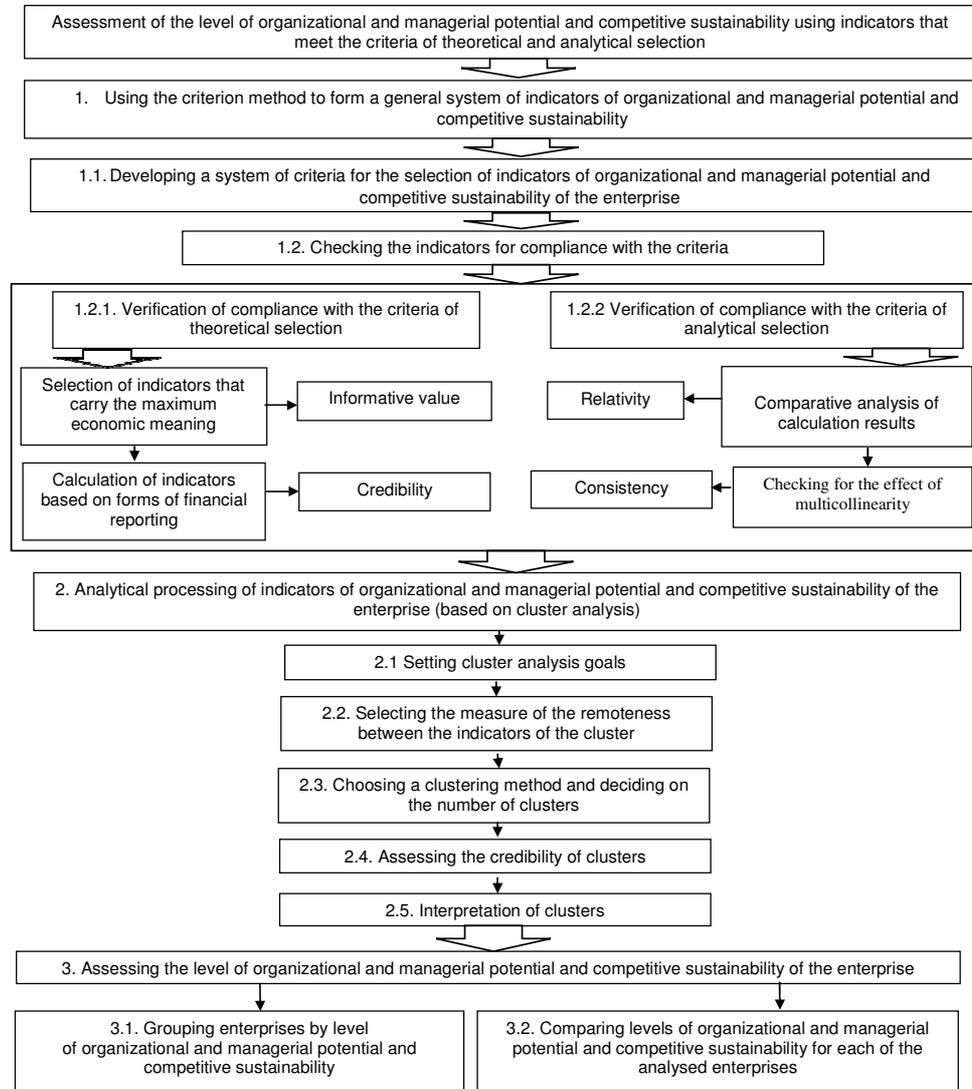
Source: created by the author.

Comprehensive diagnostics of the levels of sustainable competitiveness of machine-building enterprises was carried out in order to establish the real impact of organizational and managerial potential. It was conducted through a calculation of local indicators of production, financial, marketing and social sustainable competitiveness and determination of a generalized integrated indicator of sustainable enterprise competitiveness. Table 3 shows the dynamics of integrated indicators of sustainable competitiveness of the studied enterprises, calculated by the method of taxonomy (Table 3).

The data of Table 3 suggests that growth of the general level of sustainable competitiveness was not observed at any of the investigated enterprises. Only No.1 has a stable normal state; unstable and crisis states – in No.5 (2015–2017), No.7 (2015, 2017–2018) and No.8 (2015–2018); the most stable state – almost absolute stability – was observed only in 2015 in the following enterprises: No.2, No.6, No.9 and No.3. Determining the integrated indicator of sustainable enterprise competitiveness has established its dependence on many indicators of organizational and managerial potential, and eliminated the ambiguity of the assessment of the impact of factors and get a more accurate result.

Figure 2

Methodical approach to assessing the level of sustainable competitiveness of enterprises



Source: created by the author.

Table 3

**Integrated indicator of sustainable competitiveness of enterprises
in 2015-2018**

Enterprise*	Year			
	2015	2016	2017	2018
No.1	0,44	0,43	0,50	0,48
No.2	0,72	0,57	0,23	0,50
No.3	0,84	0,62	0,48	0,49
No.4	0,10	0,44	0,37	0,27
No.5	0,13	0,45	0,39	0,10
No.6	0,66	0,75	0,54	0,45
No.7	0,37	0,30	0,27	0,17
No.8	0,28	0,22	0,24	0,34
No.9	0,75	0,60	0,42	0,70

*In order to prevent any damage to the public image of the studied enterprises the authors do not reveal their name, but rather assign them numbers. Contact the authors of this study directly for results tied to real businesses.

Source: compiled by the authors.

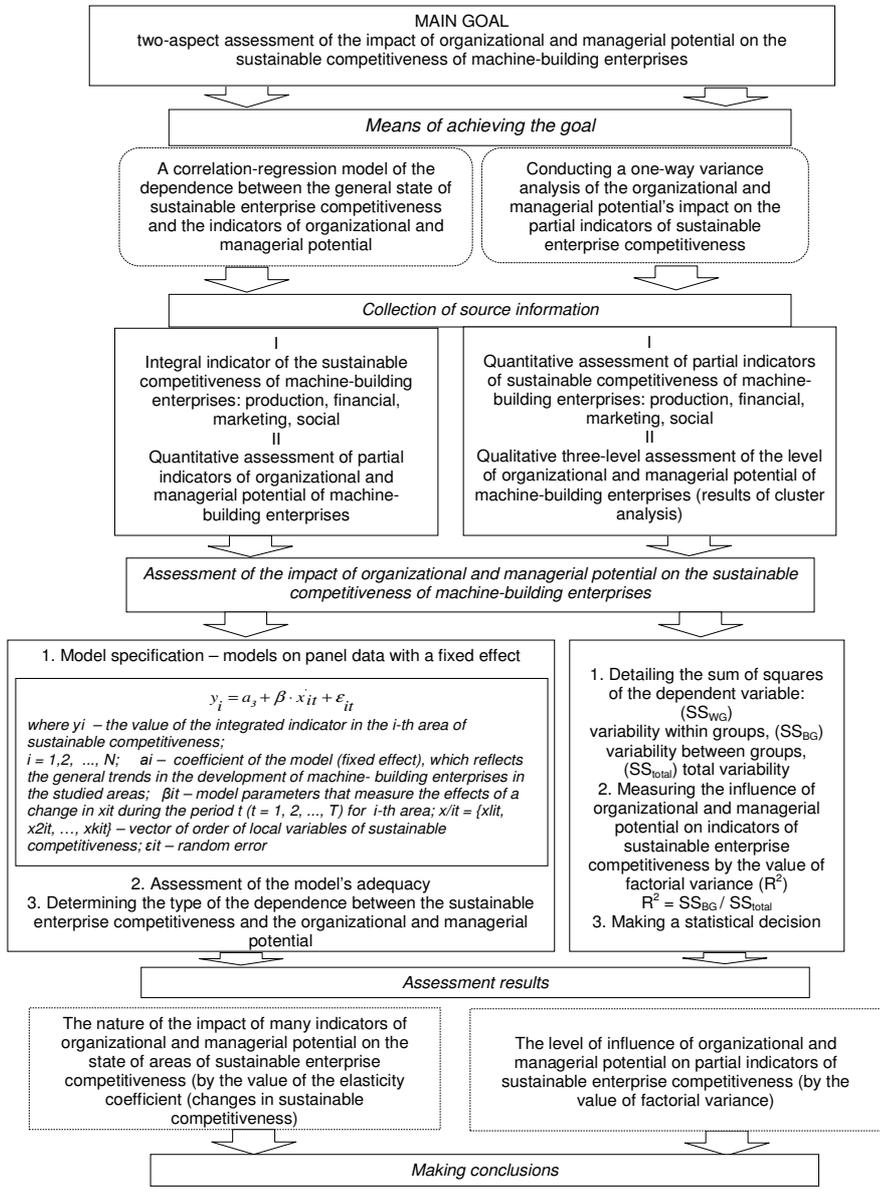
The methodological approach to the two-aspect assessment of the impact of organizational and managerial potential on the sustainable enterprise competitiveness proposed by the authors (Fig. 3) entails building a correlation-regression model with a fixed effect on panel data. It determines the dependence between the general integrated sustainable enterprise competitiveness and a set of organizational and managerial potential indicators. Additionally, a one-way analysis of variance is conducted to assess the impact of organizational and managerial potential on partial indicators in the established areas of sustainable competitiveness of the enterprise.

The results of the calculations allowed us to conclude that organizational and managerial potential has the biggest impact on ensuring the profitability of products, sales, as well as assortment shifts and material consumption of production.

The article proposes and substantiates the use of multifactor correlation-regression linear model as a research tool. Its use makes it possible to determine the impact of specific indicators of organizational and managerial potential on the sustainable competitiveness of the enterprise (Fig. 4).

Figure 3

Methodical approach to assessing the impact of organizational and managerial potential on the sustainable competitiveness of enterprises



Source: created by the author.

The use of panel data allowed use to increase the accuracy of assessments compared to those based on individual models of time or variation series and to develop meaningful practical recommendations for the measures influencing the sustainable competitiveness of enterprises. First, production sustainable competitiveness can be increased by further decentralizing the management structure. Second, a reduction in the autonomy of the organizational structure of management and increased efficiency of management systems provide a slight increase in the financial stability of the enterprise. Third, to increase marketing competitiveness, the most appropriate course of action is to increase the autonomy of the organizational structure of management, provided that the coefficients of compliance with the norms of hierarchy and decentralization of management are reduced. Fourth, compliance with the norms of hierarchy and a slight reduction in the efficiency of management systems will contribute to the growth of social competitiveness.

Thus, using the calculation results, a model of further measures was developed, as well as an appropriate organizational and economic mechanism for realizing the potential of management, both of which are most likely to contribute to the achievement of positive changes in all areas of competitiveness.

The authors have determined that the concept of creating organizational and managerial potential of sustainable enterprise competitiveness entails ensuring a stable competitive status of the enterprise in the long run by developing and implementing quality and timely management decisions on targeted, systematic and adequate distribution and use of competitive potential to achieve competitive advantages, thus implementing adequate enterprise development models. Since the organizational and managerial potential of sustainable enterprise competitiveness is a complex system, the conceptual framework is based on a substantiated system of principles of synergetic paradigm and the concept of competitive advantage (Mescon et al., 2004/1988).

The mechanism of creating organizational and managerial potential of sustainable enterprise competitiveness is an important component of the research concept (Fig. 5). It is a set of system-forming elements that exert purposeful organizational and managerial influence on sustainable enterprise competitiveness through a set of coordinated measures and tools necessary for their implementation, taking into account the influence of internal and external factors (Kuzmynchuk et al., 2020). The process of forming the organizational and managerial potential of sustainable enterprise competitiveness is one of the aspects of its competitive strategy, which requires the creation or activation of organizational capabilities and management competencies.

Figure 4

Econometric model of panel data for areas of sustainable competitiveness of enterprises

a) production sustainable competitiveness;

Enterprise	a_i – unknown parameter	Econometric model
No.1	-0,96	$y_1 = 3,37 x_{2,t-1} + 0,41 x_{3,t}$ (R=0,99), where y_1 – total production sustainable competitiveness; x_2 – autonomy coefficient of the organizational unit of the management structure; x_3 – decentralization coefficient of the management structure
No.2	-1,53	
No.3	-1,39	
No.4	-1,27	
No.5	-1,12	
No.6	-1,59	
No.7	-0,85	
No.8	-0,93	
No.9	-0,94	

b) marketing sustainable competitiveness;

Enterprise	a_i – unknown parameter	Econometric model
No.1	1,15	$y_3 = -0,13 x_{1,t} + 1,24 x_{2,t} - 0,02 x_{3,t}$ (R=0,99), where y_3 – total marketing sustainable competitiveness; x_1 – observance coefficient of hierarchy norms; x_2 – autonomy coefficient of the organizational unit of the management structure; x_3 – decentralization coefficient of the management structure
No.2	1,07	
No.3	1,14	
No.4	1,16	
No.5	1,14	
No.6	1,14	
No.7	1,12	
No.8	1,10	
No.9	1,14	

c) financial sustainable competitiveness;

Enterprise	a_i – unknown parameter	Econometric model
No.1	0,36	$y_2 = -1,51 x_{2,t} + 0,03 x_{4,t-1}$ (R=0,97), where y_2 – total financial sustainable competitiveness; x_2 – autonomy coefficient of the organizational unit of the management structure; x_4 – efficiency coefficient of control systems
No.2	0,34	
No.3	0,39	
No.4	0,24	
No.5	0,25	
No.6	0,35	
No.7	0,29	
No.8	0,02	
No.9	0,44	

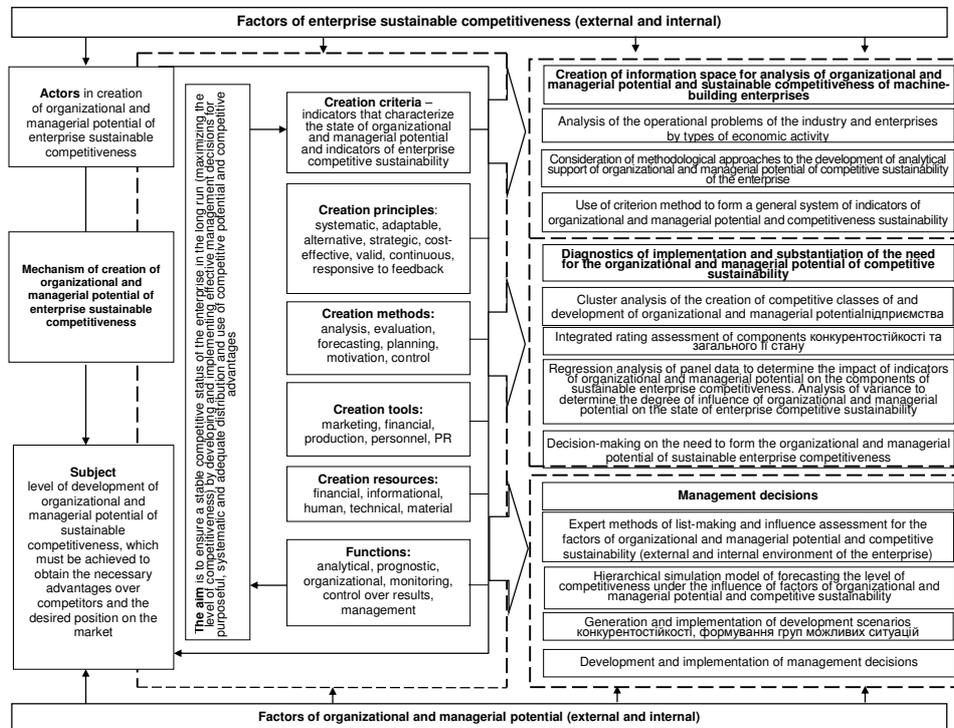
d) social sustainable competitiveness;

Enterprise	a_i – unknown parameter	Econometric model
No.1	-0,04	$y_4 = 0,32 x_{1,t} - 0,006 x_{4,t-1}$ (R=0,99), where y_4 – total social sustainable competitiveness; x_1 – observance coefficient of hierarchy norms; x_4 – efficiency coefficient of control systems
No.2	0,03	
No.3	0,28	
No.4	-0,05	
No.5	-0,10	
No.6	-0,57	
No.7	-0,24	
No.8	-0,18	
No.9	-0,25	

Source: created by the author.

Figure 5

Mechanism of creation of organizational and managerial potential of sustainable competitiveness of the enterprise



Source: created by the author.

The need to identify the dominant factors of organizational and managerial potential and sustainable competitiveness of enterprises is explained by the multifaceted nature of enterprises and a large number of destabilizing factors that negatively affect their operation and development. Taking into account various combinations of factors allows us to determine the current state of sustainable competitiveness in general and in its areas, i.e. to establish whether the existing state of the enterprise will be «fertile ground» for the development of any particular situation. The application of the obtained functions allowed for the prediction of the level of sustainable competitiveness of enterprises.

Evaluation of situations in terms of the level of sustainable enterprise competitiveness was carried out using discriminant functions, which are defined for

groups of relevant indicators for each cluster. The application of the obtained functions allowed for the prediction of the level of sustainable competitiveness of enterprises.

In order to take into account the systematized factors of organizational and managerial potential's influence on the production, financial, marketing and social components of sustainable competitiveness, a dynamic simulation model of different scenarios and their development in enterprises is built. In the process of building the model, a flow chart of relationships with the following main elements was used: compliance with the norms of the hierarchy; autonomy of organizational unit of management structure; decentralization of management structure; efficiency of management systems (Otenko & Maliarets, 2003). The implementation of this model involves the definition of diagnostic features in the areas of sustainable competitiveness, the resulting and control variables, the range of their changes, taking into account the degree of influence of factors, which, in turn, allowed forming a plan of experiments.

Within the framework of the conducted research and on the basis of the established rules, a possible strategy for developing sustainable enterprise competitiveness has been chosen with consideration to the changes in the general integrated indicator of sustainable enterprise competitiveness. The analysis of the obtained scenarios of competitiveness development at the investigated enterprises has shown dependence between the competitiveness indicators and the appearance and severity of management-related challenges, which require management measures to be developed for direct influence on the critical indicators and maintenance of enterprise's level of sustainable competitiveness.

The authors propose a set of applied recommendations to take into account the forecast level / state of competitiveness (for enterprises with a pessimistic development scenario) (Table 3) in the context of ensuring effective implementation of organizational and managerial potential and effective achievement of selected benchmarks to increase sustainable competitiveness.

The modelling has resulted in sixteen scenarios of ensuring sustainable enterprise competitiveness. The scenarios have been analysed for a representative enterprise of each competitiveness class and the most effective solutions and levers have been determined for regulating the process of forming organizational and managerial potential, as well as the direction of their influence and measures to prevent negative consequences.

Thus, the need to develop new methods, mechanisms and tools for effective management is proved based on the generalized provisions of theories and concepts of economics, management, marketing and logistics to substantiate the feasibility of continuous improvement of the creation of organizational and managerial potential of sustainable enterprise competitiveness.

Table 3

Development of organizational and managerial measures to regulate the state / level of sustainable competitiveness of enterprises

Enterprise	Scenario description	System of regulatory decisions and levers in organising enterprise management
No.3 <i>1 cluster</i> (high level of organizational and managerial potential and sustainable competitiveness)	Net influence of compliance with the hierarchy norms (S9)	1. Organisational growth: a) increase size of the enterprise itself: increase in the number of structural units and types of work (strengthening of horizontal differentiation); increased delegation of responsibilities; ensuring savings in administrative costs, which should offset the new problems of administrative complexity; b) increase in size due to diversification: increased specialization of professional skills and functions; additional bureaucratic procedures, in particular procedures for planning and allocation of production resources; 2. Professional development: increase in the number of specialized, professional workers; strengthening the specialization of professions and functions; (other structural features of development depend on the type of used equipment and technologies); 3. Strengthening organizational flexibility. Depends on the accepted methods, but is usually accompanied by: a) creation of new specialized roles for maintenance of vertical information systems (machine-building systems), for strengthening coordination of indirect, informal communications; b) intensification of internal relations due to the expansion of secondary relations, growth of delegation.
No.2 <i>2 cluster</i> (medium level of organizational and managerial potential and sustainable competitiveness)		
No.2 <i>2 cluster</i> (medium level of organizational and managerial potential and sustainable competitiveness)	Net influence of ensuring the autonomy of units of organizational managerial structure (S10)	1. Elimination of blurred functions and duplication of responsibilities and powers of employees of different departments. 2. Strengthening the personification of responsibility for the organization and performance of each function of the unit. 3. Ensuring the optimal level of decentralization. 4. Consolidation of the developed changes in the staff roster and regulations on structural divisions of the enterprise. 5. Information support of the enterprise (increase and planning of costs for the organization of information, for hardware and software, maintenance costs, staff).

Source: compiled by the author.

Conclusions

The study made it possible to clarify a number of concepts, which in turn allowed for the improvement of the conceptual apparatus that characterizes the creation of organizational and managerial potential of sustainable enterprise competitiveness. It is established that the effective use of managerial and organizational resources to achieve strategic and tactical goals of the enterprise will enable the enterprise to create new advantages over competitors and increase its long-term sustainable competitiveness.

The article forms a system of indicators, the selection of which was subject to their compliance with certain general and analytical criteria. On this basis, the authors improved the methodological approach to assessing the level of sustainable competitiveness of enterprises, which provides a comprehensive view of the general state of the enterprise. The economic and mathematical method of cluster analysis was used to assess the level of organizational and managerial potential and sustainable competitiveness of enterprises based on qualitative indicators. The changes in the level of sustainable enterprise competitiveness were investigated on the basis of values of local and general integrated indicators of sustainable competitiveness, calculated by the method of taxonomy.

The extent of enterprises' of sustainable competitiveness was determined using the scale of intervals of the integrated indicator; such result makes it possible to determine the most influential factors and identify parameters, the improvement of which maximizes the effectiveness of ascertaining potential organizational capabilities and management competencies in enterprises. The conducted two-aspect assessment of the impact of organizational and managerial potential and sustainable competitiveness of enterprises allowed us to conclude that in modern economic conditions, along with other factors, the appropriate levers of organizational and managerial potential are sufficiently used to influence sustainable competitiveness.

Conceptual bases of creating organizational and managerial potential of sustainable enterprise competitiveness have been developed. These synthesize principles of synergetic paradigm and provisions of the concept of competitive advantages. They are also key elements in maintaining sustainable competitiveness through organizational and administrative tools. The creation of the mechanism of ensuring the sustainable enterprise competitiveness given that organizational and managerial potential is the basis for making quality management decisions to increase the adaptability of enterprises to complex and changing environmental conditions.

It is proposed to analyse potential threats (factors) that may lead to unstable or critical condition of sustainable competitiveness in order to assess the in-

fluence of organisational and managerial potential and sustainable enterprise competitiveness. The approximate list of factors is formed on the basis of the retrospective analysis of enterprise activities and is subjected to procedures of the expert analysis for the purpose of determining the dominating factors. The proposed model of choosing the dominating factors is based on the method of hierarchy analysis, which allows distinguishing the most significant classes and types of factors for enterprises. A dynamic simulation model of implementing scenarios of its development at the enterprise has been constructed in order to consider the systematic factors of organisational and managerial potential's influence on production, financial, marketing and social components of sustainable competitiveness.

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