

**ASSESSING THE IMPACT OF EXTERNAL ENVIRONMENT
ON COMPETITIVE ADVANTAGES FORMATION
IMPLEMENTATION AND DEVELOPMENT FOR RETAIL
ENTERPRISES**

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The paper studies methodological basis of scientific approach to asses of external environment on competitive advantages formation, implementation and development for retail enterprises. General and specific principles of system, process and value approaches are to be used for the scrutiny. Structure and logical sequence is proved for the process of impact of external environment on competitive advantages formation, implementation and development for retail enterprise. The core of every stage of approach is characterized in details. Multilevel system of external environment factors equal the performance of impact of external environment on competitive advantages formation, implementation and development for retail enterprise is well-grounded. Benefits of high practical use of a given approach are emphasized.

Keywords: external environment, retail, competitive advantages, formation, implementation, development, science-based approach.

**ПІДХІД ДО ОЦІНКИ ВПЛИВУ ЗОВНІШНЬОГО СЕРЕДОВИЩА
НА ФОРМУВАННЯ, РЕАЛІЗАЦІЮ ТА РОЗВИТОК
КОНКУРЕНТНИХ ПЕРЕВАГ ПІДПРИЄМСТВ РИТЕЙЛЮ**

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Розглянуто методологічну основу наукового підходу до оцінки впливу зовнішнього середовища на процеси формування, реалізації та розвитку конкурентних переваг підприємств ритейлу. Сфера ритейлу є надто залежною від впливу зовнішнього середовища на процеси формування, реалізації та розвитку конкурентних переваг. Неоднорідність елементної структури зовнішнього середовища, його складність і динамізм потребують його постійного моніторингу, який має базуватися на надійному механізмі оцінки, який би враховував специфіку функціонування підприємств ритейлу.

Пропоновані вченими підходи відрізняються як рівнем теоретичного (прикладного) розроблення, так і розміттям методичного інструментарію процесу оцінювання. Подальшого розвитку потребують питання обґрунтування єдиного наукового підходу до оцінювання впливу зовнішнього середовища на формування, реалізацію та розвиток конкурентних переваг підприємств ритейлу.

Запропоновано використовувати загальні та специфічні принципи системного, процесного та ціннісного підходів: наукової обґрунтованості, системності, ієрархічності, взаємозалежності системи і зовнішнього середовища, комплексності, адаптивності, орієнтації на створення більшої цінності торговельної послуги, динамічності, оптимальності, гнучкості, перспективності, зворотного зв'язку.

Обґрунтовано структурно-логічну послідовність оцінювання впливу зовнішнього середовища на формування, реалізацію та розвиток конкурентних переваг підприємств ритейлу.

Детально охарактеризовано суть кожного з етапів запропонованого методичного підходу: обґрунтування напрямів оцінки впливу зовнішнього середовища на формування, реалізацію та розвиток конкурентних переваг; відбір зовнішніх чинників; обґрунтування системи показників оцінювання; формування бази даних; вибір та обґрунтування методичного інструментарію оцінки; оцінювання характеру впливу чинників; інтерпретація отриманих результатів.

Обґрунтовано багаторівневу систему чинників зовнішнього середовища: світової економіки, національної економіки, галузевих, регіональних. Система відповідних їм показників оцінки охоплює всі рівні та складові зовнішнього оточення й базується на державній статистичній інформації та розрахунках авторитетних міжнародних організацій.

Рекомендовано для загальної оцінки впливу чинників різних рівнів зовнішнього середовища на формування, реалізацію та розвиток конкурентних переваг використовувати мультиплікативну модель.

Інтерпретація отриманих результатів розрахунків інтегральних показників оцінки здійснюється за запропонованою ідентифікаційною картою, що дозволяє зробити висновки про сприятливі можливості зовнішнього середовища та загрозливі моменти для формування, реалізації та розвитку конкурентних переваг і розробляти (корегувати) відповідні стратегічні рішення.

***Ключові слова:** зовнішнє середовище, ритейл, конкурентні переваги, формування, реалізація, розвиток, науковий підхід.*

ПОДХОД К ОЦЕНКЕ ВЛИЯНИЯ ВНЕШНЕЙ СРЕДЫ НА ФОРМИРОВАНИЕ, РЕАЛИЗАЦИЮ И РАЗВИТИЕ КОНКУРЕНТНЫХ ПРЕИМУЩЕСТВ ПРЕДПРИЯТИЙ РИТЕЙЛА

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Рассмотрен методологический базис научного подхода к оценке влияния внешней среды на процессы формирования, реализации и развития конкурентных преимуществ предприятий ритейла. Предложено использовать методологию системного, процессного и ценностного подходов. Обоснована структурно-логическая последовательность процесса оценки

влияния внешней среды на формирование, реализацию и развитие конкурентных преимуществ предприятий ритейла. Подробно охарактеризована суть каждого из этапов предложенного методического подхода. Обоснована многоуровневая система факторов внешней среды и соответствующих им показателей оценки влияния на формирование реализацию и развитие конкурентных преимуществ предприятий ритейла. Акцентируются преимущества широкого практического использования предложенного научного подхода.

***Ключевые слова:** внешняя среда, ритейл, конкурентные преимущества, формирование, реализация, развитие, научный подход.*

Statement of the problem. Competitive advantages of any social and economic system are the factor and result of its development. Getting them is one of functioning targets. Their quantitative and qualitative representation defines not current only but, as well, potential position and viability. For that reason competitive struggle within social and economic systems of common hierarchy is all about gaining competitive advantages. Retailing sector including domestic goods is too sensitive to impact of external environment on formation, implementation and development of competitive advantages. Consideration, adapting and fighting negative effect as well as using cleared conditions of external environment needs its educated estimate by retail enterprises. Heterogeneity of external environment element structure, its complexity and dynamic character need its constant monitoring, based on valid evaluation mechanism. Timely, adequate and effective valuation needs development of theoretical tools and methodology that would be looking at function distinctiveness of retail enterprises.

Review of the latest. Lack of alternatives in external environment and its impact on trader's researches is proved by contributions of such national and foreign scholars as: B. Alstrend, I. Ansoff, Dzh. Lempel, H. Mintsberh, M. Porter, R. Fathutdinov, M. Bezpartochny, A. Dyadin, D. Купа, O. Kryvorychko, V. Pavlova, M. Chorna and others. Variety of scientific search has both general-purpose and applicable nature, reflects scholars' wish to make a reliable complex system for assessment of external environment on current and future operations of economic agents. Approaches proposed by scholars vary not only in levels of theoretical (applicable) knowledge but as well variety of methodical tools of assessment which is highlighted by KhSUFT scholars [1]. Though, the issues of validation of single approach to impact assessing of external environment on competitive advantages formation, implementation and development for retail enterprises need to be further developed.

The objective of the research is to validate scientific approach to impact assess of external environment on competitive advantages

formation, implementation and development of retail enterprises competitive advantages and suitable methodic tools.

Presentation of the basic research material. Methodological framework of approach to impact estimate of external environment on competitive advantages formation, exploitation and implementation of competitive advantages can be, in our opinion, systematic, procedural and values approaches. Complex vision of estimating processes should be based on: typology of competitive advantages by its various types and peculiarities, related to their content, sources of formation, its role in solving the tasks of retail enterprises specific and make complex system of interactive types; conceptual framework of retail enterprises formation as a complex system and its existence on various stages of life cycle, forms of connection between advantages and stages, the transition from one stage to another and its permanence; the characteristic of external environment as a system of related conditions and factors.

An approach based on impact estimate of external environment on competitive advantages comes from common understanding of estimate as a complex of system elements: principles, criteria, methods and indices [2–4].

Process vision of the research of external environment conditions and factors, its impact on formation, implementation and development of competitive advantages of retail enterprises comes from the essence of process as a number of continuous related actions. The key points in applying process approach in our mind are the following: identification of processes needed to estimate impact of external environment; defining its hierarchic sequence and correlation; defining of estimation techniques on various stages; analysis, estimation and control of external environment characteristics aimed to take action in using positive moments and neutralization of negative.

Application of valuable approach derives from author's definition of retail enterprises competitive advantage as an exclusive value of trade service price which provides proper and complete consumer satisfaction versus the competitors.

Based on methodological fundamentals of impact estimate of external environment on competitive advantages formation and its target to discover auspicious opportunities of external environment to provide competitive current activity and development, we propose due regard to make it. It consists of the following stages, which are schematically grouped in Figure 1.

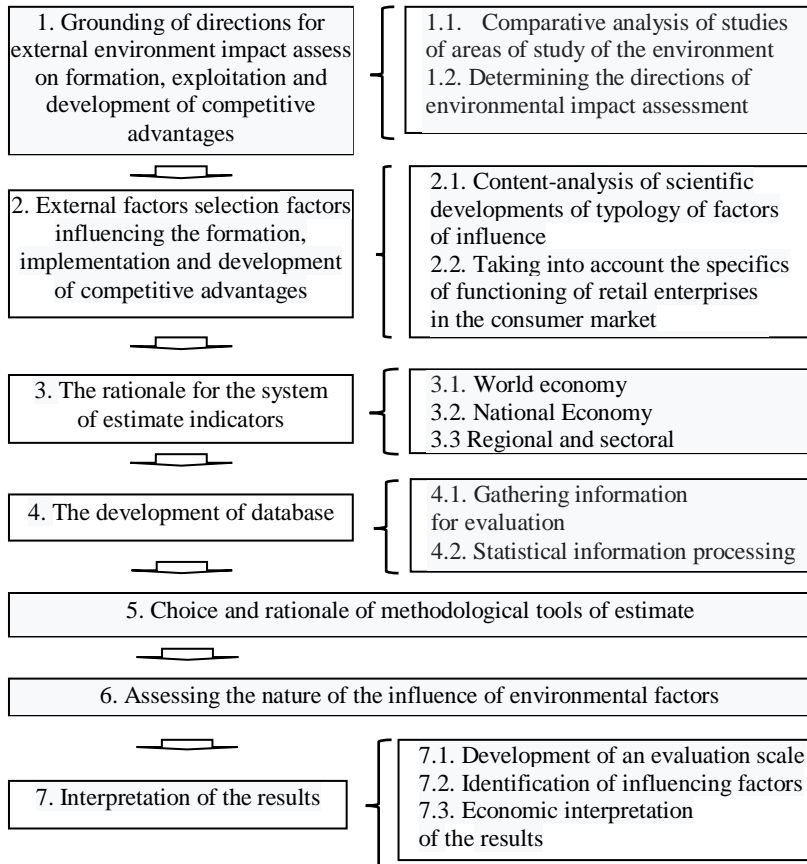


Fig. 1. Structural and logical sequence of assessment of environmental impact on the formation, implementation and development of competitive advantages of retail enterprises

The 1-st stage. *Grounding of directions for external environment impact assess on formation, exploitation and development of competitive advantages.*

These directions, in our view, should conform to a structure of retail enterprises external environment and consider hierarchy of its subsets. The prime structural feature of conditions and factors of external environment is a degree of impact within which clustering and classifying of factors by other elements can be scrutinized. Based on comparative research analysis it is discovered that more complete structure of external environment is

reflected by level of impact in groups of mega-, macro-, meso- and micro-level.

Each level has its peculiarities and evolution patterns which should be considered when creating development strategy and in processes of formation, implementation and development of competitive advantages. Mega-level of external environment is about conditions of doing business under the impact of global economy (interstate engagement, globalization, integration processes development etc.). In modern times business of various activities, including retail goes beyond individual countries and gains transnational character, promotes increase of competitive struggle. It makes necessary to scrutinize the impact of global economy on formation, exploitation and development of competitive advantages of these business structures representatives. The assess is of vital importance in this way because of Ukraine's European integration.

Impact of trade business conditions in Ukraine is defined on the basis of national economy factors assess (macrolevel).

Meso-level factors are considered to be industry and regional factors; micro-level factors are immediate surrounding (suppliers, competitors, consumers etc.). However, peculiarities of modern enterprise activity prove sketchy borders between meso-and micro level in the present interpretation. Thus, retail enterprises (even not a big ones), though, they're functioning within the local market, have, as well, wide relations with suppliers from various regions of the country and in foreign countries. Trade systems activity usually is beyond local market or a single region. Besides operating at the market of a certain region they compete to retain part of a national market. Development of electronic trading gives an opportunity for customers to buy goods at any world region that proves removing borders between meso- and micro level factors. That's why as line of these factors research we'd specify industrial and regional factors.

It is therefore possible to divide all the external environment factors into global economy factors, national economy factors; industrial and regional by the level of their impact.

The 2-nd stage. *External factors selection*. This step is based on content-analysis of current researches on typology of external factors and considering operational profile of retail enterprises at consumer's market. Specifying global economy factors in terms of our study we find it reasonable to distinguish those that represent condition of globalization and integration processes in the world and Ukraine's place in global economy and in these processes. These factors are: the range of Ukraine's integrity into the world economy; transnational enterprise participation in country's economy; level of country's competitive power.

Scrutinizing factors of global economy level makes it possible to understand the level of country's involvement into globalization processes, its economic integration into the global economy; their impact on the state of national retail market members in competitive surrounding. It also helps to find out level of country's competitive power. Retail orientation at Ukraine's level by the main index of competitiveness in the world allows not only discovering its impact on formation, exploitation and implementation of retail enterprises competitive advantages but to find out ways of their development by comparing national environment conditions to other countries.

Selection of macro-level factors is based on its distribution by origin. However, their variety, interrelation and interdependence make it difficult to define factors for each group. In that way innovation level can't be identified as economic, research and technology, technological or any other. As it depends and is defined by opportunities to invest, state policy, demographic and political factors, level of corruption etc.

Considering this fact we would define groups of macro-level factors by the objects of their impact which include business climate; investment climate and environment of innovation; quality of living and development of social economy. These factors describe the condition of institutional environment, conditions and sources for not only formation and implementation of competitive advantages but, as well, opportunities for its development; taking into account impact of social and demographic situation on these processes. Among industrial factors we underline those that directly related to business transactions of retail enterprises: suppliers, consumers, national trading policy. All they characterize market size and state of competitiveness within it. They're as these: supply system, consumers, business anticipations, national trading policy, market size, state of competitiveness.

The impact of retail-suppliers relations on formation of competitive advantages may be investigated by marking such a factor as supply system. The effectiveness of supplier relationship depends on the level of their specialization; having options of supplies; development of appropriate infrastructure; third party logistic skills, quality and promptitude of logistics processes; customs policy etc.

In this study we would scrutinize work of this factor by its impact on all the trade enterprises, considering processes of European integration i. e impact estimate of supply system on competitive advantages formation from the view point of access to global logistics system and freight traffic activity.

Effective logistics system, its infrastructure development reflects not only possibilities of enterprises that provide competitive advantages based on international links, but also by improving relations with suppliers within the country.

An important factor of formation, implementation and development of competitive advantages is consumer's behavior and feeling of a market.

Marking this factor would allow to discover how the values made by enterprise comply with demands and preferences of consumers.

Scrutinizing business anticipations in retail industry is aimed at discovery of their estimate of external environment and its impact on enterprise's competitive positions, as well as their development reserves.

State policy study in the sphere of trade gives an occasion to reveal the opportunities conducive to trade facilitation in the home country and goods transfer between the countries; to assess obstacles in this sphere to find out ways for its clearing, formation, implementation and development of competitive advantages on that basis.

Market size and its dynamics display competitive advantages generating capacity and assess their development prospects. Evaluation of the competitiveness involves identification of its intensity, real and potential threats by major competitors. Market size and the competitiveness are indicative of increase participation of enterprises at a certain market and entry to new ones.

Determination of regional factors provides for respecting the features of regional environment within which retail enterprises are functioning. We propose to choose among them: the state of innovative environment and region's investment prospects; residents' purchasing power; regional market-size of consumer goods; the state of competition, level of integration efforts.

Scrutiny these factors helps to identify impact of regional environment conditions, market size and development of competitive relations there; trade-economic region agglomeration tendencies for formation, implementation and development of competitive advantages.

The 3-rd stage. *The rationale for the system of estimate indicators.* An important and integral part of estimate of any economic phenomenon in general and external environment impact on formation, implementation and development of competitive advantages in particular is a choice and support of appropriate system of indicators.

In the economic literature on attempts of estimation a system of indicators related to the need to describe complex objects has become common [5; 6].

V. Kovalyov considers the system of indicators as "qualitatively new formation and is greater than the sum of the parts, as except information

about individual parties of phenomenon (process, object) described, it gives information about something new that results from the interplay of individual parties” [6].

Choice of indicators for impact estimate of external environment in this study should observe the following: rich content and being in line with an area and aim of research – precise content of indicators which coincides with the research area and allows to characterize the object of study; scientific nature – for economic content of estimate indicators being in line with methods of economic research, with the avowed terminology; measurability – a way to measure value of the indicators; reality, objectivity, specificity, clarity, credibility and comparability in time and space; completeness and minimality – the number of indicators should reflect the content of a factor. A significant number of indicators reduces the effectiveness of estimate so their recommended number must not exceed (7 ± 2) ; informational transparency that requires communication of information livelihoods, the content of indicators and economic usefulness of ways for their change.

The system of factors and indicators of environmental impact on the formation, implementation and development of competitive advantages of retail enterprises is shown in Fig. 2.

Recommended assess of system of indicators is based on state statistical information and the numbers of authoritative international organizations.

The use of it is argued by that: for an assess only indicators with precise content and measurability are proposed; indices defined by international organizations are integral indicators. They consider a number of characteristics that reflects complexity of external environment factors and conditions. It also allows mitigating any problems occurring. Index characteristics calculations are based on statistical indicators and qualitative assessment of home and foreign experts that makes result more objective. An outside perspective allows to asses more objectively the state of any part of external environment; information about values of indicators is available and doesn't need constant monitoring of external environment and time-consuming initial calculations. It facilitates the assessment even by small retail enterprises which dominate in the sphere.

The 4-th stage. *The development of database.* It's a stage of collecting, streamlining and systematization of information necessary to make an assessment, according to objectives of the study.

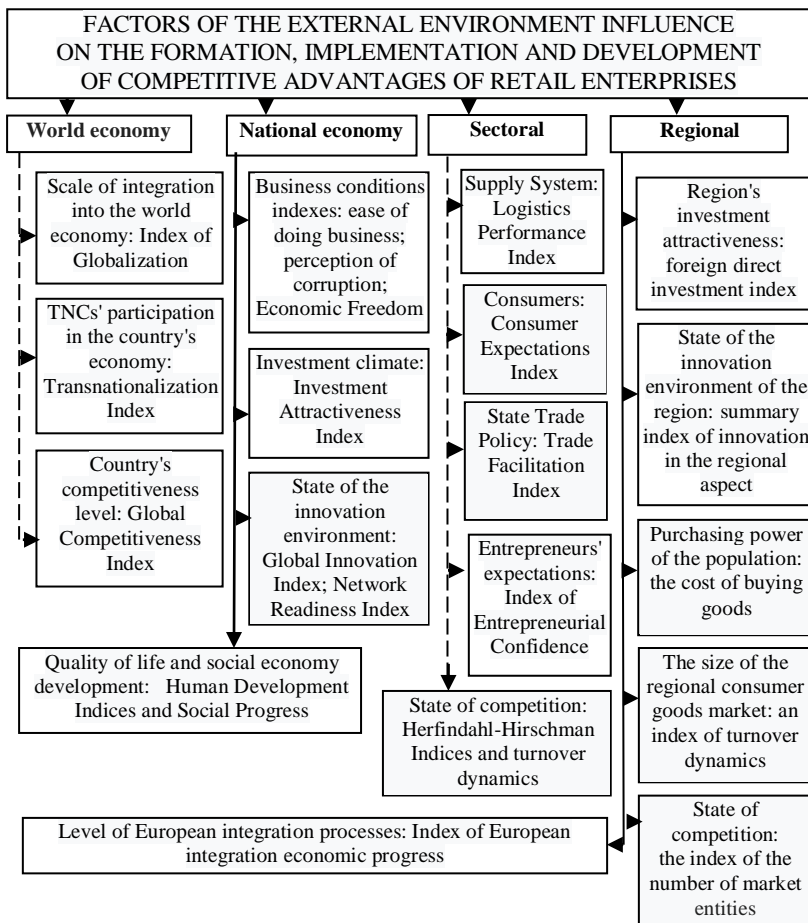


Fig. 2. System of factors and indicators of environmental impact assessment on the formation, realization and development of competitive advantages of retail enterprises

Order of work is the following: collecting of information about the state of conditions and factors of retail enterprises external environment in time and space; definition of indicators which require preliminary calculations (in particular, the Herfindahl-Hirschmann Index of competition intensity in a particular market); grouping of indicators according to research topics (depending of the level of external environment); making analytical tables.

Chosen and structured indicators don't let to get an exact assess of external environment impact by themselves on formation of competitive advantages. It requires applying certain methodic tools.

The 5-th stage. *Choice and rationale of methodological tools of estimate.* Choice of methodological tools is guided by the possibilities: to implement the tasks of assess; the completeness of assess of external environment on formation, implementation and development of competitive advantages; summary evaluation of each factor of external environment impact; certainty of interpretation of results.

In recognizing dynamism and environmental variability we propose to apply such a statistical method of factor analysis as index method – to define rate of indicators change and identification of trends. It would allow providing homogeneous measurability of indicators which display the meaning of factor features and have different measurement units; to measure an impact of life cycle on retail enterprises competitive advantages in further studies; to give a summary picture of external environment impact of each level.

To give a summary picture of impact of factors on different levels of external environment on formation, implementation and development of competitive advantages, in our opinion, it is reasonable to use economic-mathematical modeling. It creates conditional concept of object of management to scrutinize its qualities, relationship, structural and functional parameters which respond to the needs of providing the competitive advantages.

General indicators of a total impact of factors of each level are proposed to represent in the form of a multiplicative model:

$$K_i = \sqrt[n]{K_1} \times K_2 \times \dots \times K_n,$$

here K_i is an integral indicator that allows to assess general impact of factors of certain level of external environment; K_1, K_2, K_n are local (single and integral) indicators that characterize factors of external environment of different impact levels; n is a number of indicators that are contained in the assess model of factors of a certain level.

The 6-th stage. *Assessing the nature of the influence of environmental factors.* At this stage the actual assess is made with the help of proposed methodological tools.

The 7-th stage. *Interpretation of the results.* To understand the impact of external environment factors on formation, implementation and development of competitive advantages, the following map of integral indicators is proposed: if $K_i > 1$, then absolutely positive impact is taking

place; $K_i = 1$ – positive impact; $0,5 < K_i < 1$ – adverse effect; $0 < K_i < 0,5$ – threatening impact.

On this basis identification of factors by their impact is made, interpretation of results concerning opportunities of external environment and threatening moments to form, to implement and to development competitive advantages.

Thus, this methodological approach to assess the external environment impact on formation, implementation and development of competitive advantages of retail enterprises provides quantitative attributes. It helps to reduce the uncertainty and to increase the support of decisions in achieving, retaining, implementation and future development of competitive advantages.

Conclusion. Suggested scientific approach and methodological tools for assess of the external environment impact on formation, implementation and development of competitive advantages of retail enterprises would allow the management of activities in this industry to adapt timely to changing environment of enterprises and develop strategic actions. Further research would be aimed at this.

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ТЕОРЕТИЧНІ АСПЕКТИ РЕЗУЛЬТАТИВНОСТІ Й ЕФЕКТИВНОСТІ УПРАВЛІННЯ ПІДПРИЄМСТВОМ

О.С. Шуміло, Л.І. Безгінова

Досліджено теоретичні засади результативності й ефективності управління підприємством. Проведено компаративний аналіз понять «результативність» і «ефективність» як взаємодоповнюючих категорій. У ході дослідження виокремлено чотири групи визначень ефективності й результативності управління. Результативність управління підприємством запропоновано оцінювати через ефективність управління.

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