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Особенности формирования конкурентных
преимуществ продукции, изготовленной на
предприятиях регионов ЮФО и СКФО (сообщение 2)**

**Vareneva Yu.V., Korablina S.Yu., Prokhorov V.T., Osina T.M.
Features of formation of competitive advantages
of products manufactured at the enterprises of
regions of the SFD and NCFD (1 message)**

В сообщении 2 рассмотрены методика оценки и анализа конкурентоспособности предприятия на основе теории заинтересованных сторон (стейкхолдеров предприятия) и этапы методики

In message 2 the method of assessment and analysis of competitiveness based on the theory of stakeholders (stakeholders of the company) and the steps of the method

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Taking into account the analyzed methodological foundation of competitive capacity of enterprises, the technique of estimation and competitiveness analysis of the

enterprise on the basis of the stakeholder theory (stakeholders of the enterprise) is offered. The offered technique includes the following stages.

Stage 1. Selection of indicators of the estimation of factors of the enterprises competitive capacity. For each factor it is possible to determine the system of indicators on the basis of the analysis of scientific literature (table 1).

Table 1. System of indicators of the estimation of the enterprise competitive capacity

Factors of competitive potential	Performance evaluations
1. Marketing effectiveness	Ratio of goods quality and expenses of its production and marketing
	Growth rate of products
	Growth of sales volumes and profit
	Profitability
	Share on the market, image
2. Quality of management	Quality of partnership
	Profitability of total assets, return on equity; profitability of investments
	Net profit for 1 ruble of total sales; profit on sales of products for 1 ruble of total sales; profit for the accounting period for 1 ruble of total sales
3. Financial condition of the enterprise	Capital ratio; current liquidity ratio; coverage ratio, equity to total assets ratio, net fixed assets index, common profitability of the enterprise, return on equity, profitability of production
4. Level of production organization	Capacity utilization rate; production and sales capacities; volume and pattern of capital investments
	Share of the certified production according to international standards of the ISO 9000 series
	Capital consumption, increase of labour efficiency
5. Efficiency of inventory and logistics management	Quality and the prices of the delivered materials. Materials-input ratio, commodity circulation allowing direct connections; uniformity ratio of goods receipt; profitability of business expense; profitability of purchase of goods
6. Potential of innovation activity	Annual expenses on Research, Development and Engineering, number of patents for inventions
	Proportion of innovative goods, export ratio of production, number of the created advanced technologies
	Volume of the shipped innovative production (services), number of the patented technologies, amount of the technologies possessing patent purity, expenses on innovations, amount of the purchased and transferred new technologies, software
7. Competitive ability of the personnel	Staff turnover ratio, labor productivity advancing ratio in relation to a salary, the educational level of labor power, level of professional qualification of workers

Thus taking into account the carried-out analysis of the system of estimation indicators of the enterprise competitive capacity, it is possible to offer the following system of the estimation indicators of internal factors of competitive capacity of enterprise (table 2).

Table 2. Recommended system of estimation indicators of competitive capacity of enterprise and their importance

factors of competitive capacity of enterprise	Indicators	Significance, %
1. Goods competitive capacity	Average weighted goods competitiveness related to assortment of goods	40
2. Marketing effectiveness	Excess of the acceptable inventory level of finished goods	3
	Share of the enterprise on the market	3
	Growth rate of sales	3
	Estimation of partnership with concerned parties of the enterprise	10
	Total amount	19
3. Quality of management	Profitability of investments	3
	Profitability of total assets	3
	Total amount	6
4. Financial condition of the enterprise	Working capital financed by equity to total assets ratio	3
	Current liquidity ratio	3
	Expenses on 1 ruble of sales	3
	Total amount	9
5. Level of production organization	Capacity utilization rate	2
	Labour productivity	2
	Capital consumption	2
	Total amount	6
6. Efficiency of inventory and logistics management	Recession of materials-output ratio	3
	Materials-input ratio	3
	Total amount	6
7. Potential of innovation activity	Portion of innovative goods	4
	Expenses involved in Zub A.T. Strategic management. THEORY AND PRACTICE. Recommended by the Academic Council of the faculty of public administration of Lomonosov Moscow State University as the manual on the specialties "Management" "Public administration". M.: ASPECT PRESS, 2002. p. 415. innovation	4
	Total amount	8
8. Competitive ability of the personnel	Labor productivity advancing ratio in relation to a salary	3
	Turnover rate of personnel	3
	Total amount	6
	Total significance of competitive capacity	60
	Highest possible estimation of significance	100

Stage 2. Determination of the importance of indicators in overall estimation of competitive capacity. The indicators significance of the estimation of each factor of competitive potential are provided in table 2.

Stage 3. Calculation of dimensionless estimations of indicators of enterprise competitive capacity.

For the conversion of dimensional estimates of indicators in dimensionless it is offered to use an index method. Indexes of dimensionless indicators are determined from the formula (1) for the positive indicators having a positive tendency of growth (for example, profitability of a goods sold, a labor productivity) and from a formula (2) for the negative indicators having a positive tendency of decrease (for example, capital consumption, excess of a remaining balance of finished goods in a warehouse in comparison with a standard, a staff turnover ratio).

$$O_i = X_i / X_i^{\max}, \quad (1)$$

$$O_i = X_i^{\min} / X_i, \quad (2)$$

where O_i is the dimensionless (index) estimation of i -th of an index of the enterprise competitive capacity,

X_i is a value of i -th of the dimensional index of the estimation of competitive capacity of the enterprise,

$X_i^{\max}$ is the maximum value of i -th of the dimensional index of the estimation of competitive capacity of the enterprise,

$X_i^{\min}$ is the minimum value of i -th of the dimensional index of the estimation of competitive capacity of the enterprise.

Stage 4. Estimation of competitive capacity of goods. It is carried out for goods of light industry by a technique.

Stage 5. Calculation of the generalizing index of competitive capacity of the enterprise. The quantitative estimation of competitive capacity of the enterprise is determined from the following formula (3).

$$K_p = \sum_{i=1}^m \alpha_i \times O_i \quad (3)$$

where K_p is the estimation of competitive capacity of the enterprise in percentage terms,

α_i is the value of i -th of an index of competitive capacity in percentage terms,

O_i is an index (dimensionless) estimation of i -th of the index of competitive capacity

m is quantity of indices of the estimation of competitive capacity of the enterprise.

Values of the estimation of competitive capacity of the enterprise can theoretically change ranging from 0 to 100 (formula 4).

$$K_n = 0 \div 100$$

(4)

The scale of the estimates of the qualitative level is necessary for the qualitative characteristic of the received estimates of competitive capacity. In economic practice the principle of creation of scales with an equal step, progressive and descending scales are used. Progressive and descending scales are mostly used for the material stimulation. We suppose that the most rational is the scale with an equal step as firstly, it corresponds to the solution of the practical task (the specification of qualitative level of competitive capacity), secondly, it is easy to create and use. The step of a scale is defined as 100 (the maximum estimation): 4 (number of levels) = 25. As a result of calculation the following scale (table 2.3) was received.

Table 3. The scale of the estimates of the qualitative level of the enterprise competitive capacity

Estimation in percentage terms	Qualitative level
from 0 to 24,9	very low
from 25,0 to 49,9	low
from 50,0 to 74,9	average
from 75,0 to 100	high

The economic sense of the received generalizing estimation of competitive capacity consists in the fact that it shows a level of satisfaction with goods and a level of use of the competitive capacity of the enterprise.

The developed technique of the estimation and analysis of the competitive capacity of the enterprise, firstly, considers specifics of the light industry, secondly, reduces a subjective factor in the estimating process, thirdly, allows to carry out the profound analysis due to the offered directions and indices of the analysis of competitive capacity of the enterprises in contrast to other existing methods.

The accounting of industrial specifics in the developed analysis procedure and estimates of competitive capacity of the enterprise consists, first of all, in the argumentation for system of indices of the estimation of competitive capacity of the enterprises and their significance on the basis of correlative regression analysis of dependence of a resulting mark (Y) on factors arguments (X_i) according to the statistical basis of the shoe enterprises of the Rostov region; secondly, parameters of the estimation of competitive capacity of the main commodity groups; thirdly, tools and valuation method of consumer satisfaction with goods of light industry.

Thus, the offered technique of the estimation of level and quality of the relations with the domestic and foreign stakeholders of the enterprise due to the range of criteria allow carrying out more deep analysis of partners and this technique is more algorithmic in contrast to the existing valuation methods and stakeholder analysis.

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