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THEORETICAL AND METHODOLOGICAL ASPECTS OF SUSTAINABLE ENTERPRISE DEVELOPMENT

The article deals with the interpretation of the concepts of competitive advantages, competitiveness, competitive potential, competitive sustainability, sustainability risk and sustainable enterprise development. The author's vision of categorical apparatus is based on the generalization of existing viewpoints and approaches to their definition.

According to the author's point of view, the competitive advantages are the collection of some strong prevailing characteristics of the company that clearly distinguish it from the competitors, providing further development through the production of high-quality products and satisfying the growing needs of the consumers.

Enterprises must activate the work in direction of optimal use of present resources, take into account internal development possibilities, quickly adapt to the changes of environment. Especially important is the attention of the enterprises focusing on components of the competitive potential (economic, financial, innovation, intellectual, marketing, communication, information, production etc.) which should be examined to determine possible measures of further development.

Competitive sustainability is an integral part of ensuring economic security of the enterprise. Economic security reflects the ability of the enterprise to ensure sustainable development, both in the current period and in the future, under the influence of negative factors of external and internal environment. Most business decisions are made under conditions of uncertainty and risk, due to insufficient information, high intensity of rivalry, changeable environment. It is necessary to identify and estimate risks in order to minimize their influence on the activity of the enterprise. Competitive sustainability and sustainability risk provide sustainable enterprise development, the ability to carry out economic activities in conditions of uncertainty of external environment impacts, creating conditions for long-term stable functioning of the enterprise in a competitive market environment.

Key words: *competitive advantages, competitiveness of an enterprise, competitive potential, competitive sustainability, sustainability risk, sustainable development of the enterprise.*

Problem statement. In today's rapidly changing business environment, in order to maintain and develop current market position, the response to external threats becomes more severe. Enterprises focus their efforts to develop strengths and opportunities, predict future events that affect business activity, eliminate or minimize the impact of risks. Each enterprise has a certain potential and tries to use it effectively. It is crucial to improve the management of competitive potential in order to ensure sustainable development of enterprises.

Strengthening the competitive position of enterprises requires taking into account and adapting to changes in market external environment factors, studying consumer needs to better satisfy them and build brand loyalty, finding ways to counteract competitors' moves etc. These measures can be achieved through the activation of all elements of internal potential, optimal resource utilization, formation and development of competitive advantages through key competencies taking into account industry specific of the enterprises.

Review of recent publications. Scientific researches of enterprise competitiveness, development of competitive advantages, competitive sustainability, sustainability risk and sustainable development are reflected in the works of well-known Ukrainian and foreign scholars as M. Albert, L. V. Balabanova, S. M. Barantseva, V. V. Cholod, L. I. Donets, O. I. Dragan, K. A. Kasminina, S. Y. Kulakova, F. Khedouri, M. Mescon, T. L. Mostenska, A. I. Oleksyuk, M. Porter, I. M. Repina, O. V. Shepelenko, N. S. Skopenko, I. P. Vasilchuk, R. Fatkhutdinov, A. S. Fedonin, I. V. Fedulova, K. Fleischer and others [1-12].

Statement of research gap. Considering a dynamic market environment, in which the enterprises operate, it is necessary to study the issues of ensuring their sustainable development by improving their competitive potential and creating a security system (risk management).

The purpose of the paper is to develop theoretical and methodical aspects for the formation of sustainable enterprise development.

Research methodology. In the research process the abstract-logical methods (theoretical generalization, formation of conclusions), methods of system analysis (gathering information, formation of a system of sustainable development of enterprises), decomposition and structural methods (components of the formation of competitive potential, risk allocation) were used.

The results of the study. In a highly competitive environment, the position of an enterprise is defined as a number of sustainable competitive advantages that provide it an opportunity to operate on a market with other economic entities.

Market competition forces enterprises to maintain and develop competitive advantages in order to operate effectively. It should be noted that there is disagreement in interpretation of this concept by different scholars. Competitive advantage might be considered in consumers' perspective, offering them a high-quality product and thereby satisfying their needs in the best possible manner. Some scholars view the competitive advantages as enterprise competencies. Some scientists equate such definitions as competitive advantage, competitiveness and competitive position.

In the author's view, competitive advantages are the collection of some strong prevailing characteristics of the company that clearly distinguish it from the competitors, providing further development through the production of high quality products and satisfying the growing needs of the consumers [13, p. 139].

It is important to distinguish the competitive advantages of low, high and highest order. Low-order advantages are cost advantages, i.e. low-cost raw materials and labour can be used to produce goods. These advantages do not provide the competitiveness of the enterprise for a long period of time, and they are easily copied by competitors. In the

conditions of low purchasing power, in which consumers become sensitive to price, pricing methods can be used by enterprises in the short term period in order to activate consumer demand for certain types of products, bring the inventories to an optimum level or change the assortment.

High-order advantages include knowledge and skills of personnel, enterprise image, ability to create unique products, improving quality of existing products, expanding the product range, differentiation. These advantages can be retained for a longer period of time.

Competitive advantages of the highest level include constant modernization of production and activities, accompanied by attrition of the competitors [13-15].

It is reasonable to divide the competitive advantages into external and internal. Internal competitive advantages add value to the producer, and distinguish it over competitors. External competitive advantages (consumer value) are evaluated by consumers. A set of competitive advantages provides a certain level of enterprise competitiveness.

Enterprise competitiveness is determined by the competitiveness of its goods and services (Table 1).

Table 1

Definitions of enterprise competitiveness

Author	Definition
T.F. Ryabova [16, p. 123]	Firm competitiveness is its ability to operate on a market and, make profit for the scientific and technical improvement of production, motivate employees and develop products.
M. Porter [6, p. 480]	Competitiveness is a property of a product, service, market entities to act in the market along with present a similar goods, services or competing entities of market relations.
G. I. Bashnyanin, V. S. Iftemichuk [17, p. 270]	Enterprise competitiveness is the level of its competence in relation to other competitors to use the production potential, as well as its individual components: technology, resources, management (especially strategic planning), skills and knowledge of personnel etc.; it is reflected in such resulting indicators as product quality, profitability, productivity etc.
I. O. Piddubnyy, A. I. Piddubna [18]	Competitiveness is a potential or realized the ability of the economic entity functioning in the relevant external environment, which is based on the competitive advantages and reflects its position relative to its competitors.
E. Skawińska, R. I. Zalewski [19]	Competitiveness as a microeconomic category emphasises dynamism, entrepreneurship and the ability to create and absorb modern technologies, administrative efficiency, quality of production and the environment. Competitiveness as a microeconomic and multi-dimensional category is perceived in terms of relations between: a business, its potential, abilities and skills and market structure and opportunities.

Source: Compiled by the author

From the author's point of view, the competitiveness of an enterprise is defined as the ability to achieve better results in certain types of activities using existing key

competencies, focusing on consumer needs and implementing innovative products [20, p. 311]. The necessity of business growth requires to identify ways of enterprise development and assess its competitive potential.

A. D. Gudzinsky, V. V. Lisevich review competitive potential of an enterprise as the ability to maintain competitive advantage over a long period of time and identify measures for its development. Due to this approach, competitive potential is considered as the ability to achieve and develop the competitive advantages [21; 22].

According to M. J. Stankiewicz, competitive potential defined as a system of material and intangible resources due to which an enterprise is able to use the most optimum instruments for competing on the local market, or as resources necessary to achieve competitive advantage and build the enterprise's long-term development [23].

Simonova V. S. proved that competitive potential of the enterprise is a dynamic system of capabilities and competencies of the internal environment which will ensure a high competitive status. Emphasizing attention to competences in interpreting the essence of competitive potential is crucial, because the competences of personnel determine the realization of enterprise opportunities [24].

Competitive potential is a set of means, resources, capabilities, skills which can be put into action to achieve an advantage over competitors and increase market share. Thus, competitive potential is a source of building a competitive advantage.

From the author's point of view, competitive potential should be considered as the ability to develop competitive advantage in the future to ensure a sustainable competitive position on the market.

Accordingly, competitive potential is a system of capabilities, competencies and resources which form a set of internal competitive advantages that include two components: adaptability and innovativeness. These components predetermine the level of competitiveness of the enterprise [25, p. 87].

To develop competitive potential of an enterprise, it is necessary to take an integrated approach to the process of managing all elements of its structure (Figure 1).

The structural elements of competitive potential are:

- economic potential of an enterprise is the ability to satisfy needs of society, achieve goals, create surplus value and increase competitiveness [26, p. 24];
- property potential of an enterprise characterizes the ability to use the property effectively and, if necessary, to mobilize it in the process of economic activities in order to ensure sustainable functioning and development of an enterprise on the market [27, p.151];
- financial potential is the ability to rational and efficient use of financial resources, obtain the maximum financial result and competitive advantages [11];
- innovation potential is the ability of an enterprise to innovate; a set of scientific, technical, technological, infrastructural, financial, legal, socio-cultural and other opportunities to provide innovations perception and implementation [28, p. 223]

Fig. 1. Elements of enterprise competitive potential

Source: compiled by the author on basis of [11, 21; 24; 25].

- marketing potential is the ability of an enterprise to ensure its competitiveness based on a combination of product policy, pricing strategy, methods of promotion and product distribution [29, p. 64];
- logistics potential is the ability of a firm to implement its logistics functions and operations with the maximum possible value and minimal costs [30, p. 114];
- communication potential is the communication capacity of the enterprise with its stakeholders (competitors, consumers, intermediaries, public authorities, financial institutions, etc.), reputation and image of the enterprise (trademark) [31];
- management potential is the ability of personnel to effectively organize and manage the production and commercial processes of an enterprise [32];
- production and technological potential is the ability to achieve high production efficiency in which all resources are being fully utilized to generate the most cost-efficient product as possible [33];
- information potential is technical and information capabilities that ensure the decision-making process by gathering, accumulation, processing and distribution of information resources [11, p. 19].
- human resource potential of an enterprise is employees' ability to improve and develop the efficiency of the enterprise [34, p. 68];
- intellectual potential - the ability of personnel to generate ideas and suggest solutions for problems facing enterprises [35, p. 145].

To sum up, competitive potential consists of natural, material, labor, financial and intangible resources that provide an opportunity to gain a competitive advantage over other market participants. Competitive potential is the internal and external competitive opportunities, which allow an enterprise to compete effectively on the market using tangible and intangible assets.

Conducted analysis of enterprise competitive potential gives an opportunity to draw the following conclusions [11; 21; 24; 25]:

- competition is a necessary condition for the formation and development of competitive potential of an enterprise;
- competitive potential of an enterprise is influenced by the factors of external and internal environment;
- competitive advantages, competitive potential and competitiveness of an enterprise have interrelations and are in cause-and-effect relationships;
- competitive potential of an enterprise can only be identified by comparing it with similar potentials of business entities.

Therefore, the level of competitiveness of an enterprise is formed on the basis of its competitive potential and cannot be higher than it. If in a competitive business environment, an enterprise does not have sustainable competitive advantages, then, first of all, measures should be developed to improve its competitive potential.

It should be emphasized that competitive potential can be either external or internal to the enterprise. External potential is oriented to ensure sustainability in unfavourable market conditions, aimed to develop the ability of the business entity to respond flexibly to changes in market environment, and use the opportunities to overcome obstacles to capture a successful market position. External competitive potential allows to neutralize the negative impact of external factors and realize opportunities by attracting resources of other business participants.

Internal competitive potential is sets of resources of enterprise. It consists of marketing, innovation, production, logistics, human resource, financial and information potentials. The elements of internal competitive potential, acting together, allow an enterprise to increase its competitiveness [36, p. 50-51].

It is necessary to pay attention to the changes taking place in market environment, affecting both the production process of an enterprise and competitive relations. Also, it is crucial to focus on the identification of internal resources, as nowadays tangible and intangible assets are the main advantage over competitors.

Efficient use of competitive potential contributes to a high-performance organization, increases competitiveness and gives an opportunity to achieve the appropriate level of competitive sustainability of the enterprise.

Competitive sustainability is the ability of an enterprise to maintain and develop the achieved level of competitiveness in the long term period taking into account the factors of external and internal environment.

From the author's point of view, the concept of competitive sustainability is complex and multifaceted, depends on the achieved level of competitiveness, the ability to develop competitive advantages and competitive potential to ensure the enterprise effectiveness [37, p. 92].

However, it should be noted that the competitiveness of an enterprise is an integral element of ensuring the business economic security.

Economic security reflects the ability of the enterprise to ensure sustainable development, both in the current period and in the future, under the impact of negative factors of external and internal environment [38].

Most economic decisions are made by entrepreneurs in conditions of uncertainty and risk due to lack of proper market research, unknowing the level of competition that exists within the market, inability to predict changes in the external environment, irrational use of internal resources of the enterprise and bad management. Vagueness, inability to foresee and predict risks may reduce the expected income or cause losses. It is important to assess risks, probability of their occurrence, prediction of their impact on the activities of economic entities [9, p. 222].

Internal risks depend on the entrepreneur's ability to organize the production processes and distribution of products. They affect entrepreneurial activity and are largely determined by erroneous decisions made by incompetent managers. The level of internal risks is influenced by the business activity of the enterprise management, choice of optimal marketing strategy, policy and tactics and other factors.

The ability to form risks that are most likely to occur, structure them by the criterion of their negative impact on the activities of economic entities and develop a program to minimize their occurrence will ensure effective functioning and further development of the enterprises [9, p. 240].

Thus, an important element of economic security is risk management, which ensures sustainability risk of the enterprise. In our research we pay attention to this element of economic security, going unnoticed other integral parts like protection of confidential information and commercial secret; security of material values; protection of legitimate rights and interests of enterprise and its employees; economic intelligence and so on.

In the author's view, competitiveness would not be possible without ensuring a high level of enterprise sustainability risk in a highly unstable environment. In other words, the more effectively the risk management process is implemented, the more competitive the company is and it can better react to internal and external challenges. In risk management, the emphasis should shift from risk assessment measures to integration of risk analysis into core business processes and decisions.

The concept of enterprise sustainability risk characterises the ability of a business entity to withstand risks of the internal and external environment. Sustainability risk is the achievement of an appropriate level of competitiveness to ensure sustainable business activity, taking into account the negative impact of risk factors [39].

Enterprise sustainability risk is determined by two important parameters: risk occurrence probability and proficiency of employees in managing risks and ensuring the implementation of sustainable development strategy.

Modern business environment is characterized by increasing the level of risk. Measures of an enterprise risk assessment are effective ways to ensure its sustainable development in the long run [4]. However, it should be noted that we can't agree with this definition, because it is important not only to assess the occurrence of risks, but also to develop a system of their management (increasing the effectiveness of risk management).

Enterprise risk management helps an entity get to where it wants to go and avoid pitfalls and surprises along the way. The purpose of managing risk is to increase the likelihood of an organization achieving its objectives by being in a position to manage threats and adverse situations and being ready to take advantage of opportunities that may arise. It includes risk identification and analysis, selecting methods of risk prevention and monitoring the results [40]. Enterprise sustainability risk is the ability to withstand the destabilization of enterprise activities that includes such measures as forecasting, assessment, control, management and development of a mechanism for counteracting the risks.

Formation of competitive sustainability and sustainability risk ensures sustainable enterprise development, i.e. the ability to carry out economic activities in conditions of uncertainty of environmental impacts, creating conditions for long-term stable functioning of the enterprise, contributing to the development of society and minimizing the negative impact on the environment. Figure 2 depicts a system for sustainable enterprise development, taking into account its main elements.

According to I. P. Vasilchuk, in condition for sustainable development, managerial decisions are made necessarily taken into account economic, environmental and social benefits of projects implementation [2, p. 41].

A. E. Glinska emphasizes that sustainable development is focused on the continuous improvement of performance based on innovations, taking into account benefits by expanding the scope of responsibility to the society [41, p. 6].

Conclusions. Thus, the study shows that in order to achieve sustainable enterprise development, it is necessary to carry out a comprehensive estimation of all its elements. Assessment of the enterprises competitiveness and competitive advantages will ensure the development of competitive potential and competitive sustainability. Identification and analysis of potential risks of an enterprise will promote the creation of measures of risk minimization and form its sustainability risk. Such actions will contribute an efficient organization run in a competitive environment.

However, it is important to pay attention to the contributing and limiting (constraining) factors of enterprise development in order to promote an optimal program to maintain the current market position and achieve further sustainable growth in a dynamic market conditions. Sustainable development cannot be achieved without innovations as a key driver of enterprise growth.

Prospects for further research. From our point of view, it is crucial to focus on the definition of sustainable development as a set of indicators, taking into account the specifics of food industry enterprises' functioning. Accordingly, considering sustainable development as a set of benefits – economic, environmental and social, we need to form them for enterprises of different sectors of food industry, because industry specifics have a significant impact on operation activities. Thus, we will not only take into account the average level of enterprises development in a specific industry, but also the potential benefits for enterprises of different stage of development in order to ensure their sustainable growth.

Fig. 2. Elements of a support system for sustainable enterprise development

Source: Own elaboration

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ТЕОРЕТИЧНІ ТА МЕТОДИЧНІ АСПЕКТИ СТАЛОГО РОЗВИТКУ ПІДПРИЄМСТВА

В статті розглянуто сутність понять «конкурентні переваги», «конкурентоспроможність», «конкурентний потенціал», «конкурентна стійкість», «ризикостійкість» та відображено їх взаємодію для забезпечення сталого розвитку підприємства. Визначено вплив конкурентних переваг на рівень конкурентоспроможності підприємства. Окреслено складові конкурентного потенціалу виробничих підприємств. Зазначено, що для розвитку конкурентного потенціалу необхідним є ідентифікація, аналіз ризиків з метою мінімізації їх впливу на діяльність підприємств, що сприятиме формуванню ризикостійкості. Результатом такої діяльності буде досягнення сталого розвитку підприємства та забезпечення його ефективного функціонування в конкурентному ринковому середовищі.

Ключові слова: конкурентні переваги, конкурентоспроможність підприємства, конкурентний потенціал, конкурентна стійкість, ризикостійкість, сталий розвиток підприємства.

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ТЕОРЕТИЧЕСКИЕ И МЕТОДИЧЕСКИЕ АСПЕКТЫ УСТОЙЧИВОГО РАЗВИТИЯ ПРЕДПРИЯТИЯ

В статье рассмотрено сущность понятий «конкурентные преимущества», «конкурентоспособность», «конкурентный потенциал», «конкурентная устойчивость», «рискоустойчивость» и отражено их взаимодействие для обеспечения устойчивого развития предприятия. Определено влияние конкурентных преимуществ на уровень конкурентоспособности предприятия. Приведено составляющие конкурентного потенциала производственных предприятий, а также выделено виды конкурентной устойчивости. Отмечено, что для развития конкурентного потенциала необходимо провести идентификацию, анализ рисков с целью минимизации их влияния на деятельность предприятий, что будет способствовать формированию рискоустойчивости. Результатом такой деятельности будет достижение устойчивого развития предприятия и обеспечение его эффективного функционирования в конкурентной рыночной среде.

Ключевые слова: конкурентные преимущества, конкурентоспособность предприятия, конкурентный потенциал, конкурентная устойчивость, рискоустойчивость, устойчивое развитие предприятия.