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CONCEPT OF FORMATION, REALIZATION AND DEVELOPMENT OF COMPETITIVE ADVANTAGES OF THE RETAIL ENTERPRISE

Abstract. The concept of the formation, implementation, and development of the competitive advantages of a retail enterprise has been developed. This concept is based on the basic foundations and principles of the theory of the competitive advantages, consumer value, life cycle, value chain, opportunities, and lean manufacture. The concept is based on two theoretical hypotheses: the ability to ensure and constantly maintain a high (necessary/defined) level of competitiveness of enterprises with the existence of the competitive advantages at the active stages of their life cycle; an adaptation tool for enterprises is the formation of a flexible set of sustainable competitive advantages. The architectonics of this concept has been presented and the component filling of its scientific and applied basis has been carried out. Increasing the competitiveness of a retail enterprise has been chosen as the main idea of the concept. The object of the system vision of the concept is the process of ensuring (formation, implementation, and development) of the competitive advantages of the retail enterprise at the active stages of its life cycle, and the subject is the theoretical, conceptual, methodological, and scientific-practical foundations of the formation, implementation, and development of the competitive advantages of the retail enterprise. The component filling of the scientific and applied base of the concept of formation, implementation, and development of the competitive advantages of a retail enterprise has been implemented. The competitiveness of a retail enterprise is considered by the authors as the degree of implementation of the formed set of necessary competitive advantages in a particular segment of the consumer market. In order to achieve a high level of competitiveness, it is necessary to have stable competitive advantages. An integrative system of sustainable competitive advantage centers of a retail enterprise has been formed. Its implementation allows creating a flexible set of relevant competitive advantages and synchronizing their presence at the active stages of the life cycle for continuous transformation in the spatiotemporal process of increasing competitiveness.

Keywords: retail enterprise, retail, concept, competitive advantage, competitiveness, life cycle stages.

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КОНЦЕПЦІЯ ФОРМУВАННЯ, РЕАЛІЗАЦІЇ ТА РОЗВИТКУ КОНКУРЕНТНИХ ПЕРЕВАГ ПІДПРИЄМСТВА РОЗДРІБНОЇ ТОРГІВЛІ

Анотація. Розроблено концепцію формування, реалізації та розвитку конкурентних переваг підприємства роздрібною торгівлі. Концепція ґрунтується на базових засадах і принципах теорій конкурентних переваг, споживчої цінності, життєвого циклу, ланцюжка цінності, сприятливих можливостей, ощадливого виробництва. В основі концепції покладено дві теоретичні гіпотези: можливість забезпечення і постійного підтримання високого (потрібного / визначеного) рівня конкурентоспроможності підприємства за наявності конкурентних переваг на активних етапах їхнього життєвого циклу; інструментом адаптації підприємств є формування гнучкого комплексу стійких конкурентних переваг. Представлено архітектуру цієї концепції та здійснено компонентне наповнення її наукового та прикладного базису. За магістральну ідею концепції обрано підвищення конкурентоспроможності підприємства роздрібною торгівлі. Об'єктом системного бачення концепції визначено процес забезпечення (формування, реалізації та розвитку) конкурентних переваг підприємства ритейлу на активних стадіях його життєвого циклу, а предметом — теоретичні, концептуальні, методологічні й науково-практичні засади формування, реалізації та розвитку конкурентних переваг підприємства ритейлу. Реалізовано компонентне наповнення науково-прикладної бази концепції формування, реалізації та розвитку конкурентних переваг підприємства роздрібною торгівлі. Конкурентоспроможність роздрібного підприємства розглядається як ступінь реалізації сформованого набору потрібних конкурентних переваг у певному сегменті споживчого ринку. Для досягнення високого рівня конкурентоспроможності потрібно мати стабільні конкурентні переваги. Сформовано інтегративну систему центрів стійких конкурентних переваг підприємства роздрібною торгівлі. Її впровадження дозволяє створити гнучку сукупність актуальних конкурентних переваг і синхронізувати їх наявність на активних стадіях життєвого циклу для безперервності трансформації у просторово-часовому процесі підвищення конкурентоспроможності.

Ключові слова: підприємство роздрібною торгівлі, ритейл, концепція, конкурентна перевага, конкурентоспроможність, стадії життєвого циклу.

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КОНЦЕПЦИЯ ФОРМИРОВАНИЯ, РЕАЛИЗАЦИИ И РАЗВИТИЯ КОНКУРЕНТНЫХ ПРЕИМУЩЕСТВ ПРЕДПРИЯТИЯ РОЗНИЧНОЙ ТОРГОВЛИ

Аннотация. Разработана концепция формирования, реализации и развития конкурентных преимуществ предприятия розничной торговли. Концепция основывается на базовых положениях и принципах теории конкурентных преимуществ, потребительской ценности, жизненного цикла, цепочки ценности, благоприятных возможностей, бережливого производства. Представлена архитектура этой концепции и компонентное наполнение ее научного и прикладного базиса. Сформирована интегративная система центров устойчивых конкурентных преимуществ предприятия розничной торговли. Ее внедрение позволяет создать гибкую совокупность актуальных конкурентных преимуществ и синхронизировать их наличие на активных стадиях жизненного цикла для непрерывности их трансформации в пространственно-временном процессе повышения конкурентоспособности.

Ключевые слова: предприятие розничной торговли, ритейл, концепция, конкурентное преимущество, конкурентоспособность, стадии жизненного цикла.

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Introduction. The impact of worldwide globalization transformations on the development of the national economy, the permanent strengthening of the internal competitiveness of the business environment against the background of the fast dynamics of economic processes in Ukraine, the activation of foreign retail, which has long experience and effective competitive technologies, in the domestic consumer market require enterprises to constantly seek and develop sustainable competitive advantages.

The need to develop a concept of the formation, implementation, and development of the competitive advantages of a retail enterprise is determined by the results of assessing the presence and characteristics of the development of the competitive advantages, the transformational dynamics of the economic situation, complex and contradictory processes of development of the national economy due to changes in the global environment and European integration processes.

Research Analysis and Problem Setting. The methodological base for the study of the competitive advantages was created by such well-known foreign and domestic scientists as J. Schumpeter [1], M. Porter [2; 3], M. Treacy, F. Wiersema [4], G. Hamel, C. Prahalad [5], J.P. Womack, D.T. Jones [6], K.W. Chan, R. Mauborgne [7], H.W. Chesbrough [8], C. Christensen [9], P. Drucker [10], B. Kholod, V. Tkachenko [11], S. Orlov, A. Matveev [12], and others. The works of many recognized scientists, in particular: C. Dominguez [13], A. Mazaraki, T. Mel'nyk [14], N. Yakymenko, V. Fedorova [15], O. Blokhina [16], and others, are devoted to the study of the problems, opportunities, and prospects for the

development of a retail enterprise, in particular, gaining the competitive advantages in an unfavorable environment.

A comparative analysis of modern research by well-known scientists –recognized experts in the theory and methodology of competitive advantage formation — has found that almost all existing concepts for ensuring (forming) the competitive advantages of an enterprise are based on concretization of certain aspects, namely: sources of formation (innovation, intellectual values, specialization) values for the consumer; sustainability and development opportunities, and the like. The modern paradigm of the formation and development of the competitive advantages defines the general principles, sources, and directions of formation; it is based on a universal approach to the development and implementation of the competitive advantages of an enterprise without taking industry specifics into account. Existing studies of the competitive advantages of a retail enterprise are based on general principles; they are fragmented and focused on solving fairly narrow problems. Theoretical and methodological foundations for the development of the basic types of the competitive advantages and the development on this basis of an integrative system of industry-specific and operational conditions of specific retail enterprise determinants of sustainable competitive advantages require deepening and improvement.

The purpose of the paper is to develop a concept of the formation, implementation, and development of the competitive advantages of a retail enterprise. In order to achieve this purpose, the following tasks have been solved: a comparative analysis of modern theories of the competitive advantages has been carried out and the most suitable ones to the requirements of the present and the specifics of retail trade have been identified; the appropriateness of applying their basic foundations and principles as the basis of a new concept has been justified; the architectonics of the concept of the formation, implementation, and development of the retail enterprise competitive advantages has been built and the component filling of its scientific and applied bases has been carried out; the necessity of ensuring the competitive advantages of retail enterprises at the active stages of their life cycle has been proved and an integrative system of centers of sustainable competitive advantages has been formed.

Findings. Traditionally, a concept (from *Lat.* *conceptio* — «understanding») is interpreted as a system of views, one or another understanding of phenomena and processes, as well as the only, determining intention. The concept is based on a certain way of understanding, interpreting processes and phenomena, substantiating points of view on them. The concept of the formation, implementation, and development of the competitive advantages of a retail enterprise should correspond to the dominant modern scientific paradigm in the field of enterprise research and take into account industry specifics and features of the modern stage of development.

In this regard, we suggest the concept of the formation, implementation, and development of the competitive advantages of a retail enterprise as a system of views on fulfilling tasks in the field of ensuring the competitive advantages of retail enterprises at the active stages of their life cycle in order to increase their competitiveness, which reveals guiding ideas and a leading plan for implementing measures to address the most important problems in this area. The concept defines the principles and directions for the formation of decisions and the implementation of managerial influences, the main forms and combination of support methods, tools for organizing and implementing events.

Along with this, the concept is a management construct that contains a general systematic representation of the paths from the current position of the control object to the desired one. Its (i. e. concept) purpose is to identify key areas of the control object, which includes identifying ways and technologies to achieve goals with highlighting the main factors for achieving them. Based on this position, the concept is a systematic vision of the specifics of the formation, implementation, and development of the competitive advantages of retail enterprises at the active stages of their life cycle, due to which the company will move from the current level of competitiveness to the desired one.

The concept contains two interconnected components — theoretical and methodological (scientific and applied basis) and practical. The architectonics of the concept of formation, implementation, and development of the competitive advantages of a retail enterprise are shown in Fig. 1.

The main idea of the presented concept is to increase the competitiveness of a retail enterprise.

The concept is based on the principles of such well-known theories: competitive advantage and consumer value; value chains by M. Porter [5]; life cycle; «opportunities» by P. Drucker [14]; «lean manufacture» by D.P. Womack and D.T. Jones [10].

The following theoretical hypotheses are the basis for the development of the concept:

1) ensuring and long-term retention of a high (necessary/defined) level of competitiveness of retail

enterprises is possible if there are the competitive advantages at the active stages of their life cycle (formation, implementation, development) in the coordinates of the spatiotemporal process of increasing competitiveness;

2) the formation of a flexible complex of sustainable competitive advantages of domestic retail enterprises is a tool for its adaptation.

The object of system vision within the framework of this concept is the process of ensuring (formation, implementation, and development) of the competitive advantages of a retail enterprise at the active stages of its life cycle. The subject matter was the theoretical, conceptual, methodological, and scientific-practical foundations of the formation, implementation, and development of the competitive advantages of a retail enterprise. The component filling of the scientific basis is shown in *Fig. 1*.

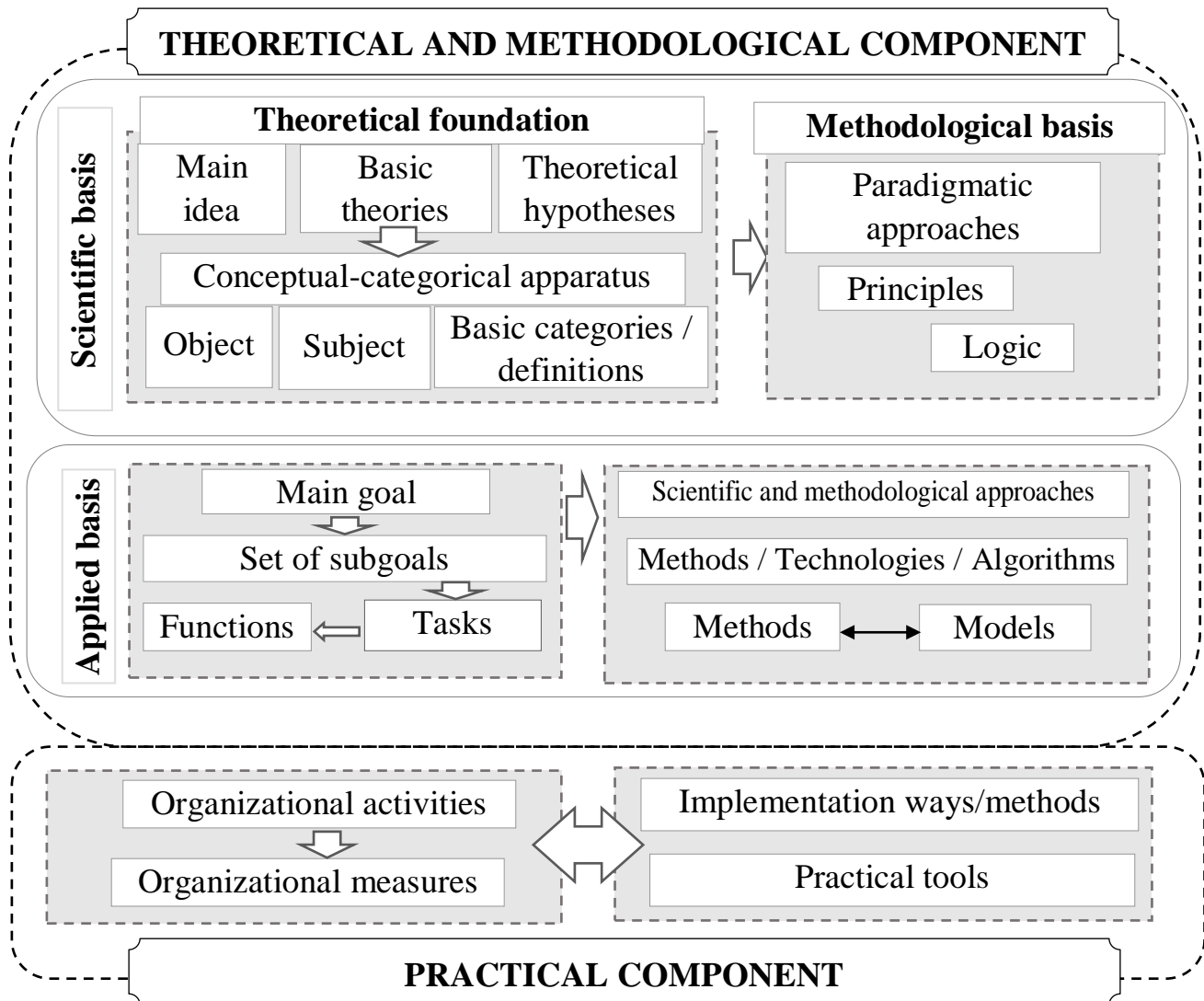


Fig. 1. Architectonics of the concept of formation, implementation, and development of the competitive advantages of a retail enterprise

Source: authoring.

The implementation of the main idea of increasing competitiveness is implemented by achieving a system of goals, which is formed within the applied basis of the concept (*Fig. 2*).

Due to the fact that the competitiveness of a retail enterprise (RE) is considered by the authors as the degree of realization of the formed set of necessary competitive advantages in a particular segment of the consumer market in order to acquire its high level, it is necessary to have sustainable competitive advantages. This ensures the implementation of the main goal of the concept — the creation of an integrative system of centers of sustainable competitive advantages of retail enterprises. Its achievement is expected through the formation of an integrated system for

ensuring the competitive advantages of a retail enterprise in the coordinates of the spatiotemporal process of increasing competitiveness. Detailing of this process occurs due to the formation of a set of sub goals and related tasks to achieve them.

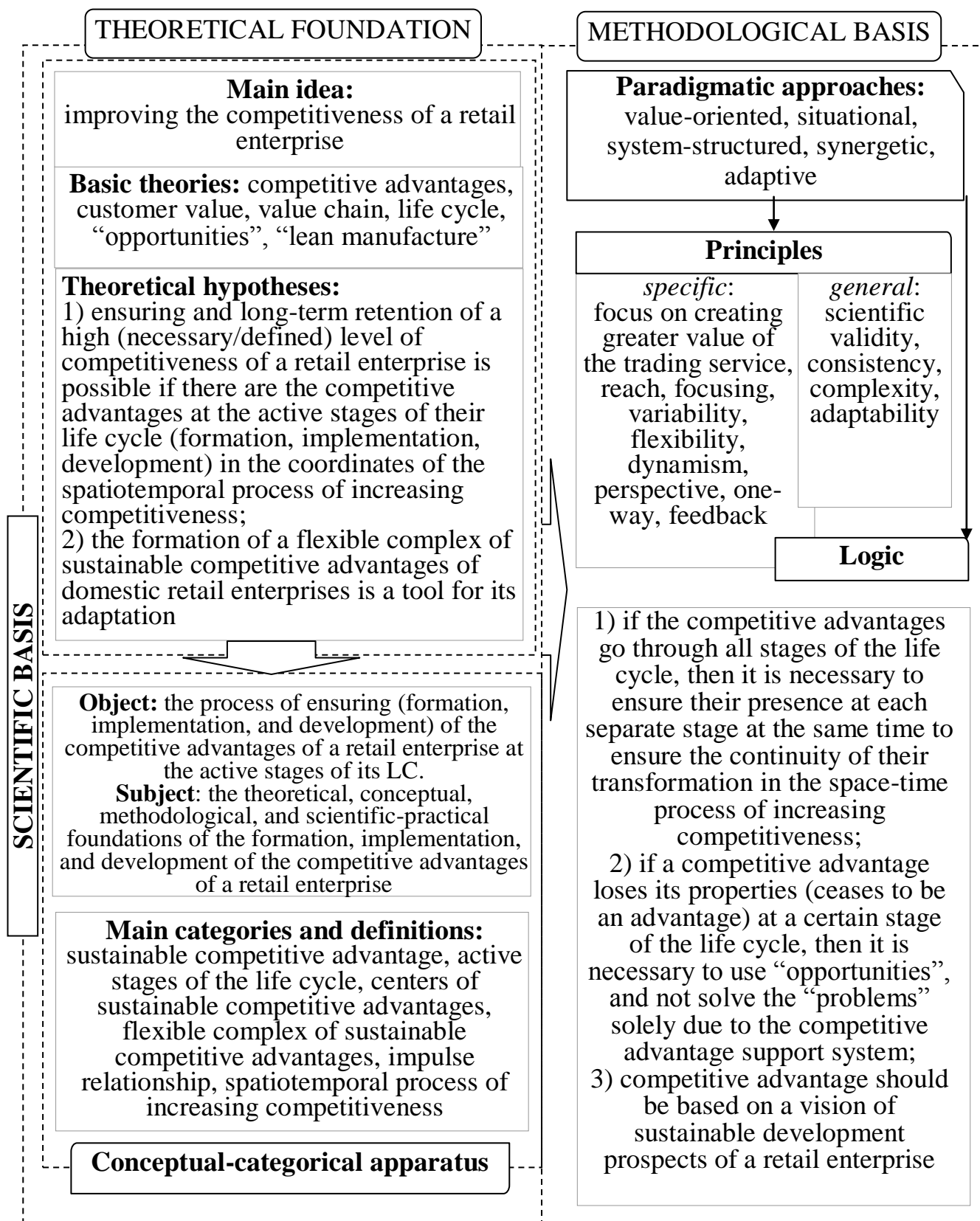


Fig. 2. Component filling of the scientific basis of the concept of formation, implementation, and development of the retail enterprise (RE) competitive advantages (CA)

Source: authoring.

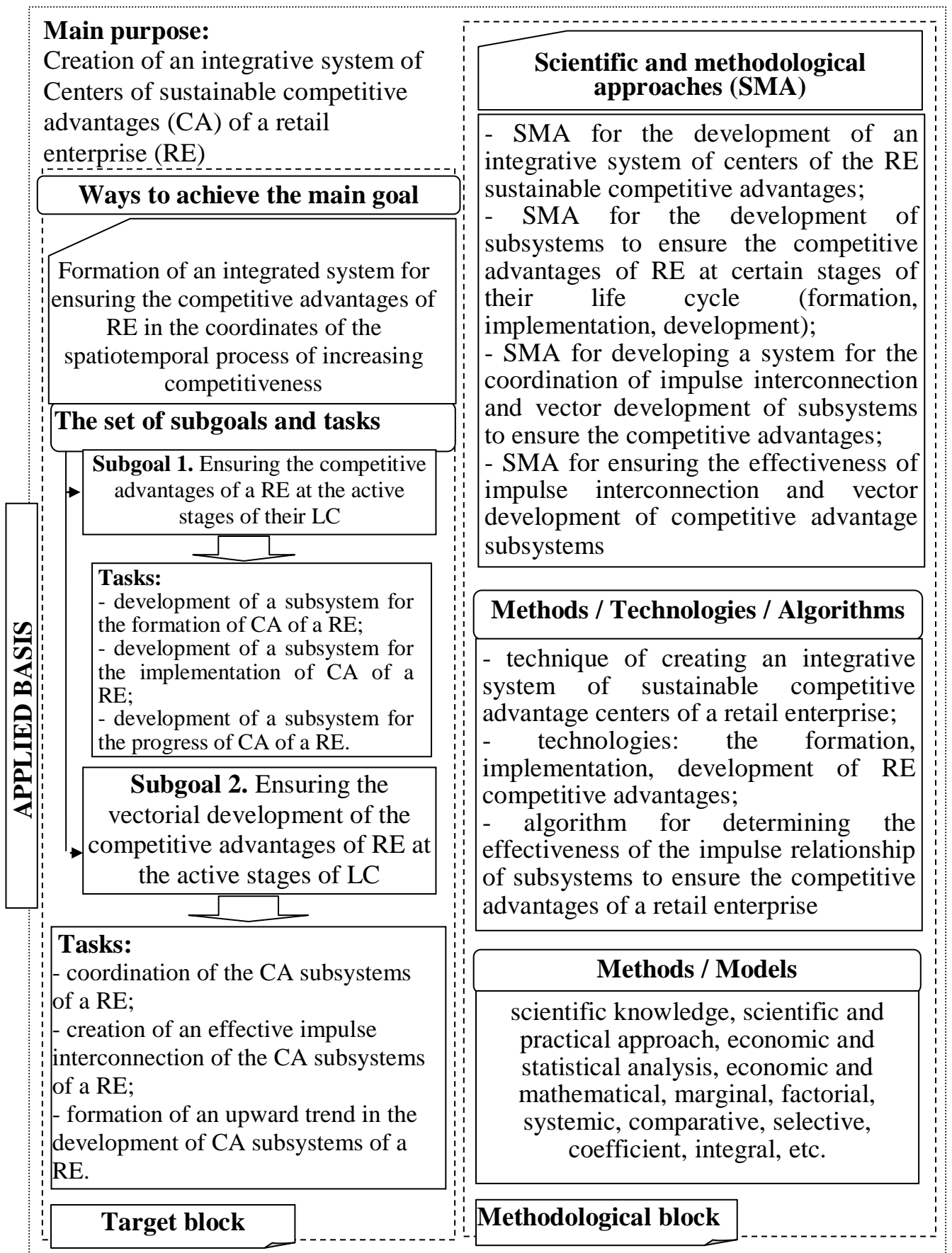


Fig. 3. Component filling of the applied basis of the concept of formation, implementation, and development of competitive advantages of a retail enterprise

Source: authoring.

The achievement of the first sub goal «Ensuring the competitive advantages of retail enterprises at the active stages of their life cycle» is achieved through the solution of the following tasks: development of a subsystem for the formation of the competitive advantages of a retail enterprise; development of a subsystem for the implementation of the competitive advantages of a retail enterprise; development of a subsystem for the progress of the competitive advantages of a retail enterprise.

The implementation of the second sub goal «Ensuring the vectorial development of the competitive advantages of retail enterprises at the active stages of their life cycle» is achieved by the following tasks: coordination of the competitive advantage subsystems of a retail enterprise; creation of an effective impulse interconnection of competitive advantage subsystems of a retail enterprise; the formation of an upward trend in the development of competitive advantage subsystems of a retail enterprise.

The author's conceptual vision of the specifics of the formation, implementation, and development of the competitive advantages of a retail enterprise involves the application of certain paradigmatic approaches:

1) the competitive advantage of a retail enterprise is the exclusive value of the trading services of this enterprise, giving it priority among competitors due to the complete satisfaction of consumer needs at a high quality level, which requires the priority of a value-oriented approach;

2) the formation, implementation, and development of the competitive advantages at the active stages of its life cycle occurs in a specific situation, that is, in a specific set of circumstances that affect the processes of providing advantages at a given time, which requires a situational approach;

3) an integrated system for ensuring the competitive advantages of a retail enterprise in the coordinates of the spatiotemporal process of increasing competitiveness consists of separate interconnected subsystems (formation subsystem, implementation subsystem, and subsystem for the development of the competitive advantages), which is ensured by the principles of a system-structured approach;

4) the obligatory presence of the competitive advantages of a retail enterprise at the active stages of its life cycle enhances competitiveness through the synergy effect, which necessitates the use of a synergetic approach;

5) the life cycle of a competitive advantage is largely due to its high adaptability to the competitive environment, which requires an adaptive approach.

In accordance with certain approaches, a set of principles for ensuring the competitive advantages of retail enterprises at the active stages of their life cycle, consisting of general scientific and specific ones, has been substantiated.

The general scientific principles include principles that are mandatory for any concept, namely: scientific validity, consistency, complexity, adaptability (cybernetic). The set of basic specific principles includes principles that are specific to the concept of the formation, implementation, and development of the competitive advantages of a retail enterprise from the perspective of compliance with its theoretical foundations, hypotheses, and paradigmatic approaches, namely: focus on creating greater value of the trading service (for the consumer); focus on opportunities; dynamism; reach and variability; optimality; flexibility of perspective (vision); feedback.

The proposed concept is based on the theory of the life cycle, according to which the competitive advantage successively passes through certain stages. The first three stages of the competitive advantage life cycle (T1, T2, T3) are active. They are characterized by certain processes inherent only to them, namely:

T1 — the stage of birth. It is the period from the idea, the justification of the relevance of the competitive advantage and the ability of a retail enterprise to form it in accordance with the existing competitive potential. Within the framework of this period, the processes of the formation of a certain set of the competitive advantages in different directions and sources take place directly;

T2 — the stage of market launch. It is the period from the launch of a competitive advantage

in the market to ensuring a high (necessary/defined) level of competitiveness of a retail enterprise due to the combination of established competitive advantages;

T3 — the stage of growth and maturity. The period of stability of the competitive advantage in the market, during which a high (necessary/defined) level of competitiveness of a retail enterprise is maintained, that is, its competitiveness is ensured;

T4 — the stage of withdrawal from the market. Competitive advantage loses its stability and, as a result, the level of competitiveness of a retail enterprise is reduced.

Based on the hypothesis that the provision and long-term retention of a high (necessary/specific) level of competitiveness of retail enterprises is possible if there are the competitive advantages at the active stages of their life cycle in the coordinates of the spatiotemporal process of increasing competitiveness, we consider it necessary: firstly, the creation of sustainable competitive advantage centers at each of the active stages; secondly, ensuring the vector interconnection of centers within an integrative system for passing through all these stages with a competitive advantage.

A center of creating the competitive advantages for a retail enterprise is created at the stage of the «birth» life cycle, a center for implementing the competitive advantages — at the stage of «market launch», a center for developing the competitive advantages — at the stage of «growth and maturity».

The elements of the integrative system of centers of the retail enterprise sustainable competitive advantages are the subsystems corresponding to specific centers — formation, implementation, and development, which have their own characteristics and specifics. The subsystem for the formation of the competitive advantages is aimed at creating a set of relevant competitive advantages of a retail enterprise based on the use of internal sources (existing competitive potential) and external (favorable environmental factors).

Within the framework of the implementation center, the competitive advantages are promoted at the stage of the «market launch» life cycle based on the implementation subsystem. The implementation subsystem should ensure the process of launching to the market a set of the competitive advantages that has developed within the center of «formation», that is, achieving the maximum level of enterprise competitiveness.

Within the center for the development of the competitive advantages, the competitive advantages form the maximum level of enterprise competitiveness that is maintained for a long period of time, that is, a competitiveness of a retail enterprise is ensured.

Thus, the introduction of an integrative system of centers of sustainable competitive advantage at a retail enterprise will allow to create a flexible set of relevant competitive advantages that covers all the active stages of its life cycle; will ensure the implementation of the «golden rule» of the competitive advantages — maximizing the time lag of the benefits at the stage of «growth and maturity»; will enable to maintain a stable competitive position in the market within the strategic group for a long period of time.

Conclusions. The paper has developed and presented for the first time the concept of the formation, implementation, and development of the competitive advantages of a retail enterprise, which contains theoretical and methodological (scientific and applied basis) and practical components. The proposed architectonics of the concept (see *Fig. 1*) ensures the consistency of the scientific and methodological (see *Fig. 2*) and applied components (see *Fig. 3*), high scientific validity of the process of formation, implementation, and development of the retail enterprise competitive advantages, which allows to comprehensively solve the problem of acquiring a high level of competitiveness and long-term sustainable competitive position of the domestic retailer. It is based on the basic foundations and principles of theories of the competitive advantages, corresponding to modern features of economic development and the specifics of retail, concepts of consumer value, value chain, life cycle, «opportunities», «lean manufacture» and provides for the competitive advantages of retail enterprises at active stages of their life cycle by creating an integrative system of centers of sustainable competitive advantages of retail enterprises.

The innovation of the presented concept lies in a systematic vision of the process of ensuring

the competitive advantages of a retail enterprise at the active stages of the life cycle through the upward direction of their movement due to coordination and effective impulse interconnection of the subsystems for the formation, implementation, and development of the competitive advantages.

The application of the proposed concept of the formation, implementation, and development of the competitive advantages will allow a retail enterprise to comprehensively solve the problem of ensuring and maintaining a high level of competitiveness in the consumer market, namely: 1) to create a set of multidirectional competitive advantages of the enterprise due to the synthesized use of theories that are most relevant to the current stage of development of the global and national economy; 2) to create the competitive advantages that are relevant specifically for modern domestic retail enterprises by taking into account industry specifics; 3) to ensure a high level of adaptation of a retail enterprise in the conditions of dynamic changes and adverse environmental conditions due to the flexibility of a set of sustainable competitive advantages; 4) to synchronize the simultaneous presence of the competitive advantages of a retail enterprise at each of the life cycle active stages for the continuity of their transformation in the spatiotemporal process of increasing competitiveness by creating an integrative system of centers of sustainable competitive advantages.

Further research is aimed at creating a theoretical and methodological basis for ensuring the vectorial development of the competitive advantages of a retail enterprise at the active stages of the life cycle and creating an effective impulse relationship between the subsystems of the competitive advantages of trading entities.

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