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METHODOLOGICAL APPROACHES TO ASSESSING THE COMPETITIVE POTENTIAL OF ROAD TRANSPORT ENTERPRISES IN CONDITIONS OF CRISIS AND INSTABILITY

МЕТОДОЛОГІЧНІ ПІДХОДИ ДО ОЦІНКИ КОНКУРЕНТНОГО ПОТЕНЦІАЛУ АВТОТРАНСПОРТНИХ ПІДПРИЄМСТВ В УМОВАХ КРИЗИ ТА НЕСТАБІЛЬНОСТІ



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Abstract. The article examines and provides a comparative analysis of modern methods for assessing and managing the competitive potential of a motor transport enterprise. The existing advantages are identified, and shortcomings that may lead to calculation inaccuracies are outlined. The main requirements for an effective system of enterprise competitiveness assessment are formulated.

In today's realities, Ukrainian motor transport enterprises face intense competition both domestically and in foreign markets, which are often saturated with high-quality services and products. Road transport occupies a key position in the country's transport system. The main factors determining the competitiveness level of a motor transport enterprise include the technical and technological level, the qualification level of personnel and management, the quality of products and services, and the presence of an effective marketing and sales strategy. Significant success in the market can only be achieved if the enterprise attains a competitive advantage in the transport services market, based on the most critical success factors.

Economic assessment and diagnostics of enterprise competitiveness involve the use of a system of methodological approaches, where differentiation, criteria, and model indicators determine the adequacy of results, taking into account the specifics of the competitive environment. The analysis has shown that among the methods of assessing enterprise competitiveness, the most accurate—under appropriate informational support—is the parametric (indicator-based, criterion-based) group of methodological approaches. An objective competitiveness assessment is carried out using methods where the final calculation involves the computation of an integrated competitiveness index.

There are effective methods for determining a company's competitive position considering its strategic potential, which makes it possible to evaluate the rationality of the business entity's strategic positioning within the economic system. Given that a key feature of a company's competitiveness is its dynamic nature, the level of competitive position cannot be regarded as a long-term characteristic of the enterprise's competitive potential. Despite the effectiveness of economic and financial performance, we propose using a matrix (strategic) approach for assessment methods.

Keywords: competitive potential, competitive position, competitiveness, motor transport enterprise, methodological approaches, assessment, enterprise competitiveness methods, crisis, instability, BCG model, McKinsey method, Shell/DPM model, PIMS method, Porter's model, enterprise competitiveness factors, factors of enterprise competitiveness.

Introduction. Problem Statement and Relevance of the Chosen Topic.

The current stage of development of the global transport market is marked by fundamental changes in the structure and dynamics of freight flows, increased demands for the quality of transport services, and the need for rapid adaptation to new technological challenges. Digitalization, process automation, the growth of e-commerce, and rising environmental requirements are creating new competitive conditions in which transport companies are forced to reconsider their strategic approaches to doing business. Transport is a strategically important sector that significantly determines a nation's strength, as it meets society's needs for the transportation of goods and passengers.

Today, competition that has emerged amid crisis, instability, and military conflict must be viewed not as a rivalry between different modes of transport, but rather as a phenomenon that stimulates the development of the transport sector, the search for advanced transportation technologies aimed at reducing the cost of transport services and increasing delivery speed.

In the context of global instability, modern economic science is marked by a rethinking of traditional approaches and tools for managing enterprise competitiveness. This is due to rapid changes in the business environment, continuous scientific and technological progress, growing globalization of economic relations, and intensified competition among enterprises. Ukrainian companies face additional challenges due to the military aggression by the Russian Federation, as well as economic crisis and instability. Under these conditions, the search for and implementation of additional effective tools to enhance enterprise competitiveness becomes a relevant and important issue for successful business operations and ensuring economic growth[17].

The competitiveness of a motor transport enterprise serves as a fundamental basis for its market positioning alongside key competitors and is a key precondition for ensuring sufficient operational efficiency in economic, social, and environmental aspects [23].

The relevance of studying the competitive potential of a motor transport enterprise—as an important and methodologically productive category of modern economic science—is driven by the fact that at the current stage of market relations development in Ukraine, the role of consumers is growing, the risks and uncertainties of enterprise operations are increasing, dependence on the marketing environment is intensifying, and competition for service and product markets is becoming fiercer. In this context, motor transport enterprises are focusing less on studying competitors, clients, intermediaries, suppliers, or the external environment, and more on their internal capabilities, which are unique and specific to each company—thus determining their competitive advantage [7].

Therefore, the search for competitive advantage—given the widespread availability of material resource markets—comes down to possession of information and knowledge. In today's environment, developing and substantiating the theoretical, methodological, and practical foundations for assessing the competitive potential of motor transport enterprises takes on primary importance.

Analysis of Recent Research and Publications. The study and assessment of the competitive potential of enterprises amidst ongoing market transformation processes is a highly relevant task that requires urgent attention.

Significant scientific contributions to the theoretical and practical study of competitiveness issues have been made by both foreign and domestic scholars, including H.L. Azoyev, I. Ansoff, A.P. Gradov, H.L. Bagiev, Ya.B. Bazilyuk, M.H. Bilopolskyi, F. Wiersema, A.E. Voronkova, Ph. Kotler, C. McConnell, M. Porter, R.A. Fatkhutdinov, Kh.A. Faskhiyev, A.Yu. Yudanov, and others.

The issue of enhancing the competitiveness of transport enterprises has attracted the attention of researchers such as G.I. Bashnyanin, O.V. Arefieva, I.M. Myagkykh, N.Yu. Kovalenko, O.Yu. Zham, H.Yu. Popova, V.I. Kotelianets, O.M. Vovk, V.M. Bondarenko, O.P. Krasnyak, Kh.M. Dorofieieva, M.M. Andrienko, V.H. Shynkarenko, and others.

Researchers such as T.O. Dyachenko, S. Voitko, V. Heiets, M. Zhelikhovska, L. Karpenko, B. Kvasniuk, S. Klymenko, O. Kuzmin, O. Savytska, S. Savchuk, V. Frolova, V. Sharko, and others have explored management processes, methodological approaches to assessing the level of competitiveness, and have contributed to shaping scientific perspectives on management improvement and development. Despite the popularity of these topics, there still remain discrepancies in the approaches to enhancing the competitiveness of transport enterprises.

Substantial scientific contributions to the formation, assessment, and development of enterprise competitive potential have been made by economists such as I.V. Balabanova, A.V. Hryniiov, O.S. Druhova, N.P. Karachyna, I.M. Kyrchata, O.O. Kokovikhina, V.V. Matveiev, N.I. Sarai, R.A. Tolpezhnikov, L.A. Yankovska, and others.

Despite the achievements of researchers, the assessment of the competitive potential of motor transport enterprises has its own specific features and requires further development and refinement.

The aim of the study is to develop theoretical foundations, scientific and methodological recommendations, and practical tools for managing the competitiveness of a motor transport enterprise based on a comprehensive assessment of the overall level of competitive potential and its individual components, particularly under current conditions of crisis and instability.

Presentation of the Main Research Material and Obtained Results.

The competitive environment of motor transport enterprises includes the totality of market participants and external factors that determine their activities, namely other transport companies, clients, suppliers of transport infrastructure and technologies, as well as regulatory and economic conditions that encourage the search for more favorable working conditions [22].

The main components of the competitive environment of a motor transport enterprise are:

- Other carrier enterprises: These are direct competitors offering similar transport services (freight, passenger, specialized) competing for clients by offering different prices, service quality, routes, and delivery speeds.
- Service consumers: Clients (individuals and businesses) who create competition as their transportation needs determine demand and the choice of a particular carrier.
- Suppliers: Companies that provide resources for transport operation: manufacturers of vehicles, fuel, spare parts, as well as owners or tenants of transport infrastructure (airports, ports, railways, roads).
- Competition for clients: Transport companies competing with each other to attract clients by offering better transportation conditions.
- Variety of transport modes: Competition may arise between companies using different types of transport, e.g., road enterprises competing with rail or maritime freight transport.
- Regulatory bodies: State authorities and agencies that set rules, standards, licensing requirements, and taxes significantly impacting transport enterprises and the level of competition.
- Technological development: New technologies (electronic ordering platforms, GPS trackers, new transport types) creating new business opportunities or threatening those lagging behind innovations.
- Economic factors: Fuel prices, inflation, economic conditions, purchasing power of the population and businesses, and global economic trends directly affect demand for transport services and enterprise profitability.
- Competitiveness: The ability of a company to operate efficiently and ensure profitability in a competitive market.
- Infrastructure: The state of transport infrastructure influences the overall competitiveness of a region or country.
- Natural and geographical conditions: Location, terrain, and climate affect the choice of transport mode, infrastructure development, and transport network formation.

The main trends in road freight transportation include increasing volumes in construction, food, and processing industries, and a rise in container transport. The road transport market remains highly competitive, with fierce tariff battles for cargo despite rising diesel fuel prices, spare parts, food for drivers, repair rates, increased tariffs, declining transport orders, and driver outflow abroad. In addition, significant changes in strategic management methodology have occurred due to the emergence and implementation of the resource-based approach [5].

Operating under these rapidly changing conditions intensifies the problem of developing tools that allow enterprises to quickly and efficiently adapt and achieve their market, economic, and financial goals. Managing the competitiveness of motor transport enterprises is primarily such a tool [2].

The competitiveness of a motor transport enterprise is a generalized indicator of its sustainable operation, including results from various core, auxiliary, and management units, subsystems, and resources involved. It reflects the enterprise's relative advantages over other market participants (competitors) in key competitive areas or objective capabilities of the enterprise and its competitors to achieve specific homogeneous goals. The economic mechanism underlying competitiveness is a complex set of elements regulating decision-making in the enterprise's business activities. For effective functioning, each element must be in constant interrelation with others [24].

Based on an analysis of publications and practical materials from various authors, there is a need to clarify the economic category (concept) of the "competitive potential of an enterprise."

For example, I.V. Balabanova defines competitive potential as a set of internal and external opportunities of an enterprise relative to its operating environment, through which it forms competitive advantages and secures a stable market position among competitors [4].

I.M. Kirchata sees competitive potential as a systematic complex of harmonized resources and capabilities of the internal environment aimed at forming competitive advantages under constant external changes and resource limitations to achieve competitive goals and their rational use for maintaining a high competitive status [14].

O.O. Kokovikhina considers competitive potential as a set of resources and capabilities that provide competitive advantages amid frequent external changes and help achieve set goals to increase market competitiveness [15].

Regarding classification, O.S. Drugova suggests dividing competitive potential based on [10]:

- Complexity of formation (through resources; through certain activities)
- Formation goals (ensuring operation; ensuring development; ensuring survival)
- Implementation goals (achieving current goals; achieving strategic goals)
- Stability of competitive advantages (based on stable competitive advantages; based on unstable ones)
- Level of implementation (realized competitive potential; prospective competitive potential)

Additionally, source [14] notes that competitive potential consists of production, managerial, labor, marketing, informational, financial-economic, and innovative potentials [14].

In this context, I.V. Balabanova distinguishes the following potentials within competitive potential: competitive environment potential; information technology potential; socio-economic potential; innovation potential; strategic competitive potential; competitive tools potential; competitive rating potential [4].

N.P. Karachina emphasizes the components of competitive potential formation as production, managerial, personnel, marketing, financial, and information-innovation potentials [11]. Meanwhile, O.O. Kokovikhina argues competitive potential should be analyzed combining resource and managerial potentials [15].

Given this, O.S. Drugova proposes viewing competitive potential from the following perspectives: functional (capabilities, abilities, and competitive strength); resource (resources, sources, means, and reserves); structural (components and parts of the term "potential"); resultative (number of competitive advantages and goals achieved) [10]. Drugova also suggests evaluating competitive potential by the following main types (which together form competitive potential) [10]:

- Financial potential: calculated by efficiency of financial resource use, enterprise profitability, tax burdens, available financial resources, etc.
- Production potential: calculated by production capacity, gross output, number and use level of fixed assets.
- Labor potential: determined by worker qualifications, compliance with production needs, labor productivity, workforce size.
- Sales potential: characterized by market share, brand compliance with competitive market demands.
- Managerial potential: reflects management structure, document flow, management system effectiveness, and responsiveness [10].

To develop an adequate methodological base for evaluating competitive potential of enterprises of various types and scales, it is necessary to consider the characteristics of each method in terms of analytical information, data processing approaches, analysis criteria, and interpretation tools (Table 1).

Scientific literature presents various classification characteristics of methods for assessing an enterprise's competitive potential.

Table 1 – Classification of methods for assessing the competitive potential of an enterprise
Таблиця 1 – Класифікація методів оцінки конкурентного потенціалу підприємства

Classification Criterion	Methods for Assessing Competitive Potential of an Enterprise
1. By direction of information base formation	-Criterion-based -Expert-based
2. By method of displaying final results	-Graphical -Mathematical -Logical
By possibility of developing management	-One-time -Strategic
4. By method of assessment	-Indicator-based -Matrix-based

Current competitiveness of an enterprise is defined as the ability of an economic entity to generate a profit on invested capital in the short term that is not lower than the set profitability level [6].

Competitive potential — the potential capability (current prerequisites) to maintain or increase competitiveness in the long term — is seen as the ratio of the current potential of the enterprise to the optimal potential (normative capabilities), which is set according to the level of future instability in the external environment.

The competitive potential of an enterprise simultaneously unites three levels of connections and relations:

- Competitive potential reflects the past, i.e., the set of properties accumulated by the system during its formation, which determine the possibility of its functioning and development. It can be noted that it essentially acquires the meaning of the term “resource”;
- Competitive potential characterizes the level of practical application and utilization of available capabilities. This ensures the distinction between realized and unrealized capabilities, thus partially overlapping with the concept of “reserve”;
- Competitive potential is oriented toward development (the future). Being a unity of stable and changing states, competitive potential contains elements of the enterprise’s future development.

The enterprise’s activity is carried out under the influence of both external and internal environments, so analyzing the formation of competitive potential allows identifying reserves for its increase both internally and externally.

To determine the necessary methodological base for assessing the competitive potential of enterprises of different types and scales, it is necessary to consider the characteristics of each method from the perspective of analytical information, approaches to its processing, accepted criteria for analysis, and means of interpreting results [2].

The indicators used in well-known methods generally reflect the most significant results of enterprise activity, factors of the external environment, as well as the possible potential for their development. In scientific literature, there are the following approaches to quantitative assessment of enterprise competitiveness (Table 2).

Table 2 – Classification of approaches to assessing the competitive potential of an enterprise
Таблиця 2 – Класифікація підходів до оцінки конкурентного потенціалу підприємства

Name of the Approach	Essence
Structural	Decision-making regarding maintaining a particular market position based on the level of industry monopolization (production and capital concentration, presence of barriers for new entrants to the transport market, etc.)
Resource-based	Analysis of available resources and their efficiency of use
Situational	The process of evaluating the effectiveness of market actions in a specific situation prevailing in the transport market
Target-oriented	The process of determining evaluations reflecting the economic results of the transport enterprise compared to the relevant target indicators of competitors
Qualitative	Study of the competitiveness of services and works of the enterprise, which affects its overall competitiveness
Theory of Competitive Advantages	Establishing the nature of the transport enterprise's advantages compared to competitors, allowing to determine the enterprise's market position

The methods presented consider the concept of the enterprise’s competitive potential only from a single defined perspective and do not take into account some other types of enterprise activities.

The assessment of the competitive potential of a motor transport enterprise is an important tool for forming an effective development strategy, ensuring market stability, and increasing the level of competitiveness. In this context, there are several methodological approaches that allow for a comprehensive evaluation of the competitive potential of a motor transport enterprise [16].

The methodological approaches to assessing the competitive potential of a motor transport enterprise include:

1. Systemic approach, which views the enterprise as a unified system composed of interdependent elements (personnel, vehicles, finances, technologies, management). Competitive potential is formed as a set of resource and functional capabilities of the enterprise. This approach enables the identification of the enterprise’s strengths and weaknesses, considering both internal and external factors. Tools of the systemic approach include SWOT analysis, PEST analysis (for external environment), and value chain analysis.

2. Resource (resource-functional) approach, based on the concept that competitive advantages depend on the availability and efficiency of resource use: human, material-technical, financial, informational. It is important not only to possess resources but also to effectively transform them into competitive advantages (e.g., quality of customer service, timeliness of delivery, technical condition of vehicles). Methodologies include resource valuation, resource utilization efficiency analysis, matrix models (e.g., BCG, GE/McKinsey).

3. Comparative approach, which involves comparing the key indicators of the enterprise with competitors or industry standards and is focused on benchmarking and identifying competitive advantages. Indicators include cost of transportation, quality of services, delivery time, level of automation/digitalization, condition of the vehicle fleet (average age, vehicle types).

4. Marketing approach, oriented towards studying the market positions of the motor transport enterprise (market share, brand recognition, customer satisfaction). It analyzes the needs and expectations of consumers, as well as the enterprise’s ability to satisfy them better than competitors. Methods used include customer surveys, loyalty analysis, and customer satisfaction index (CSI) assessment.

5. Economic-mathematical approach, which applies quantitative methods and models to assess competitive potential, such as integral evaluation based on a system of indicators, factor analysis, expert evaluation. Indicators may include profitability, labor productivity, fleet utilization coefficient, average delivery speed, asset turnover, and others.

6. Innovative approach, which analyzes the ability of the motor transport enterprise to engage in innovative activities, implement new technologies, digital solutions, and environmental standards. In modern conditions, competitiveness largely depends on the level of digital transformation of motor transport

enterprises (GPS monitoring, CRM systems, electronic logistics, etc.).

Thus, a comprehensive assessment of the competitive potential of a motor transport enterprise should be based on a combination of several methodological approaches, allowing an objective evaluation of both internal capabilities and external threats. The most effective is an integrated approach that combines systemic, resource, marketing, and economic-mathematical analyses [3].

Having studied different perspectives on the methodological support for competitive potential assessment, it should be noted that many authors propose a wide range of analytical indicators used to evaluate various components of competitive potential (Table 3).

Table 3 –Research on methods for assessing the competitive potential of a motor transport enterprise

Таблиця 3 – Дослідження методів оцінки конкурентного потенціалу автотранспортного підприємства

Group of	Evaluation Methods	Advantages	Disadvantages
Matrix Methods	Growth Matrix	Ability to compare changes in competitive potential with changes in efficiency of its use	This method does not reflect the relationships between indicators defining the enterprise's competitive potential
	Enterprise Potential Matrix	Detailed and elaborated algorithm for calculating competitive potential	Narrow approach to defining competitive potential; not all its elements are taken into account
Multidimensional Statistical Analysis Methods	Comparative Correlation-Regression Analysis	Allows identifying the most problematic areas in the enterprise's competitive potential, thus revealing reserves for growth and target indicators for	Resulting performance indicators are incompletely considered; there is no cause-effect relationship between potential elements
	Systematic Analytical Analysis	Allows analysis of indicators by comparing various indicators	Duplication of information occurs during competitive potential assessment
Comprehensive Methods	Comprehensive Element-by-Element Study	Based on the theory of competitive advantages, dividing elements of competitive potential into lower and higher order potentials, allowing study of competitive potential in both short- and long-term perspectives	Relies on assumptions about how the enterprise will operate under certain conditions, which may not actually hold true
Comparative Methods	Non-parametric "Pattern" Method	Focus on best practices and industry position in determining further development strategy	Subjective approach to assessing the significance (weight) of individual indices
Expert Methods	Expert Evaluation Method	Accessibility of the method, relatively low cost, and minimal time consumption	Assessment is mostly based on subjective expert opinions

The conducted analysis of methods for assessing competitive potential has shown that the methodological toolkit for evaluation is currently in the process of forming various directions and concepts.

In international business, a variety of methods are used to assess the competitive potential of enterprises [14].

Based on the formation of the information base, researchers distinguish between criterial and expert assessment methods.

Criterial methods are characterized by forming the analytical information base using the reporting or planned documentation of the transport enterprise. Both absolute (natural, conditionally natural, labor, cost) and relative indicators (such as product profitability, asset turnover) are used. With appropriate information support, these methods are the most accurate since the initial data for calculations are deterministic.

Expert methods are simpler to apply because they do not require gathering complete information about competitors and are based on stochastic data obtained through expert evaluations. However, the advantage of these methods is also their disadvantage: the subjectivity of experts may distort the assessment results, thus they do not ensure high accuracy but allow probabilistic evaluation of the enterprise's status. These methods are widely used to analyze competitors' capabilities since, unlike analyzing one's own enterprise, it is often legally impossible to obtain necessary information from many parts of the information base.

By the way results are presented, evaluation methods are classified into graphical, mathematical, and logical methods.

Graphical methods provide the highest level of perception of final assessment results, interpreted through graphical objects (pictures, charts, diagrams, etc.). Such interpretation is appropriate when summarizing analysis results, for example in investment project summaries, but must necessarily be accompanied by corresponding calculations and logical conclusions. Moreover, graphical analysis methods do not always ensure the necessary accuracy because the functions reflecting real economic processes only approximate the actual dependencies.

Mathematical methods are based on specific calculation algorithms and include modeling production and sales factors. The volume of analytical work and calculation complexity largely depend on the number of factors considered in the multifactor model and whether this model is dynamic. These methods provide sufficient calculation accuracy but require creating a controlled database and yield the best results when computational techniques with carefully substantiated software are used.

Logical methods are algorithmic evaluation methods based on logical assumptions. This group of methods delivers quick results without large costs. Their application gives positive outcomes in cases where processes are difficult to model and indicators are not formalized.

Regarding the possibility of managerial decision-making, there are one-time and strategic evaluation methods.

One-time methods are static, as they assess only the current state without considering past periods, and do not allow for development of forward-looking measures. Analysis results from this group allow operational decisions for tactical tasks related to enterprise functioning and development but do not satisfy long-term planning needs.

Strategic analysis methods are based on creating dynamic process models. This group allows not only assessing the competitive potential status at a given date but also developing strategic measures for its enhancement.

By evaluation approach, there are indicator and matrix methods.

Indicator methods are the most modern and widespread in market economies. They are based on using a system of indicators that assess the competitive potential of an enterprise and the national economy as a whole. An indicator is a set of characteristics that formally describe the state of parameters of a specific studied object, based on which recommendations for improving its functioning efficiency are formulated. Each indicator, in turn, is subdivided into several indicators reflecting the status of individual elements of the studied object.

Matrix methods enable a systematic approach to analysis, organizing both the system's constituent elements and the interrelations among them. Interrelations and elements may be considered in static or dynamic terms. Using matrix methods, managers gain the ability to assess the competitive potential level of both their enterprise and nearby competitors, which facilitates the development of market behavior strategies.

One method for assessing competitive potential is controlling, a comprehensive enterprise management system that includes managerial accounting, cost accounting, and cost analysis to control all cost items, all departments, and all components of produced goods or services, as well as their further planning. Controlling includes methods such as break-even analysis, benchmarking, cost analysis, portfolio analysis, ABC analysis, XYZ analysis, and forecast indicator determination methods [19].

Break-even analysis is a key aspect of managing fixed and variable costs, as well as sales volume (goods, works, services).

Benchmarking is a systematic activity aimed at searching, evaluating, and studying best practices regardless of their size, industry, or geographic location.

Cost analysis is considered one of the most effective tools for reducing production costs, particularly raw materials and supplies. The analysis studies all product characteristics and calculation items to identify reserves for cost reduction.

Portfolio analysis results inform decisions about additional investments in specific production programs, reinvestment or asset sales, and risk management strategies for each strategic business unit.

ABC analysis can be used to identify cost reduction reserves by cost centers, investment projects, or product types. Moreover, this method suits portfolio optimization of products produced and sold by the enterprise, maximizing product sales volumes, etc.

XYZ analysis is a functional-organizational form of optimizing the absolute value and structure of enterprise costs and serves as a technology for justifying managerial decisions on optimizing absolute cost values by identifying and recognizing reserves for cost reduction.

Assessment of the competitive potential of a transport enterprise forms the foundation for managerial decisions on its formation, maintenance, development, and maximization of use. Identifying and developing competitive potential is the key to achieving a high level of enterprise competitiveness.

In the context of digital economy development, the "effective competition" method gains special importance among known methods for assessing competitiveness[1]. This method involves evaluating the use of resources (human, financial, technical, technological, enterprise infrastructure, information technologies, etc.), assessing effective enterprise performance, analyzing its financial condition, and product competitiveness. The "effective competition" method becomes especially relevant amid digital economy growth due to enterprises gaining additional resources that directly impact work efficiency—for example, opportunities arising from using social networks in enterprise management, strategic management, and goal achievement [1].

Foreign experience in methodological approaches to assessing competitive potential is extremely important for forming effective economic strategies for transport enterprises and the national economy as a whole, especially in times of crisis and instability. Various countries employ different methodologies based on a combination of qualitative and quantitative indicators.

Key International Approaches to Assessing Competitive Potential:

1. *Michael Porter's Approach (USA)*: One of the most influential frameworks for analyzing the competitiveness of a company, industry, or country. Key tools include: Porter's Five Forces Model – analyzes threats from competitors, suppliers, buyers, potential entrants, and substitute products. Porter's Diamond Model of National Advantage – considers factor conditions, demand conditions, related and supporting industries, and firm strategy, structure, and rivalry. Advantages: comprehensive analysis; focus on both external and internal environments.

2. *SWOT Analysis* (commonly used in the USA, EU, and Japan): A widely accepted strategic planning method used to assess Strengths, Weaknesses, Opportunities, and Threats. Applied for evaluating internal resources and identifying external environmental factors affecting competitiveness.

3. *Benchmarking* (widely applied in the USA, Germany, Japan): This method involves comparing a company's performance indicators with industry leaders or global best practices. Main types include: Internal (within the company), Competitive (with direct competitors), Functional (with companies performing similar functions), Generic (against global best practices).

4. *VRIO Analysis* (Resource-Based View, USA): A method of evaluating a company's resources in terms of sustainable competitive advantage. Criteria include: Value – does the resource provide customer value? Rarity – is the resource rare? Imitability – is it hard to imitate? Organization – can the company utilize the resource effectively?

5. *Key Performance Indicators (KPI)*: Widely used in the EU and USA to quantitatively measure competitive potential. Examples include: market share, EBITDA, return on investment, labor productivity, and innovation activity.

6. *Boston Consulting Group (BCG Matrix)*: A portfolio analysis tool for evaluating product or business unit performance based on market share and growth rate. Categories: Stars, Cash Cows, Question Marks, and Dogs.

7. *Assessment of National Competitiveness – Global Competitiveness Index (GCI)*: Developed by the World Economic Forum (WEF), this index evaluates national competitiveness based on factors such as: Institutions, Infrastructure, Macroeconomic environment, Education, Innovation, etc. It is used to assess a country's overall competitive potential.

8. *Balanced Scorecard (BSC)*: Developed in the USA by Kaplan and Norton, this approach evaluates a company's competitiveness through four perspectives: Financial, Customer, Internal business processes, Learning and growth.

Thus, international experience demonstrates that effective assessment of competitive potential requires a comprehensive approach – combining both qualitative (SWOT, VRIO, BSC) and quantitative (KPI, GCI) methods. Flexibility and adaptability to market conditions are key elements of such assessments. It is advisable for Ukrainian companies and analysts to integrate the best global practices while considering the specifics of the national market.

A transport company can achieve significant success in the market only if it secures a competitive advantage in the transport services sector, based on the most critical success factors. Assessing the company's competitiveness must rely on a comprehensive and multidimensional approach, considering both external and internal factors, financial stability, and the actual performance of competitors.

A transport enterprise is considered competitive in domestic and regional markets if it provides high-quality services, maintains optimal pricing, and implements innovations in its operations.

To strengthen its competitive position, the company must identify the gap between its current potential and strategic goals, based on a systematic analysis of its strategic position[24].

Conclusions. The development and implementation of a scientific and methodological approach to assessing the competitive potential of a road transport enterprise can provide a number of significant advantages, helping the company to substantially improve its market position and become considerably more competitive.

It has been noted that the analysis of a transport enterprise's competitive potential must be comprehensive, as this potential is formed through the combination of several factors, which, in turn, become the key objects of analysis.

The implementation of such assessment tools can also make the enterprise more attractive to investors, potentially leading to the inflow of additional investments necessary for the company's development and growth.

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МЕТОДОЛОГІЧНІ ПІДХОДИ ДО ОЦІНКИ КОНКУРЕНТНОГО ПОТЕНЦІАЛУ АВТОТРАНСПОРТНИХ ПІДПРИЄМСТВ В УМОВАХ КРИЗИ ТА НЕСТАБІЛЬНОСТІ

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Анотація. У статті розглянуто та здійснено порівняльний аналіз сучасних методів оцінки і управління конкурентного потенціалу автотранспортного підприємства. Визначено наявні переваги та означено недоліки, що можуть призвести до неточності розрахунків. Сформульовано основні вимоги, яким повинна відповідати ефективна система оцінки конкурентоспроможності підприємства.

У сучасних реаліях українські автотранспортні підприємства зіткнулися з жорсткою конкуренцією як всередині країни, так і на закордонних ринках, які часто перенасичено високоякісними послугами та продукцією. Автомобільний транспорт займає одне з визначальних місць у транспортній системі країни. Основними чинниками, що визначають рівень конкурентоспроможності автотранспортного підприємства, є техніко-технологічний рівень, рівень кваліфікації персоналу та менеджменту, якість продукції та послуг, наявність ефективної стратегії маркетингу та збуту. Значних результатів автотранспортного підприємства на ринку можна досягти тільки тоді, якщо воно зможе досягти конкурентної переваги на ринку транспортних послуг, ґрунтуючись на найважливіших факторах успіху.

Економічна оцінка та діагностика конкурентоспроможності підприємств передбачає використання системи методологічних підходів, при яких диференціація, критерії, модельні показники визначають адекватність результатів з урахуванням специфіки конкурентного середовища. Проаналізовано та визначено, що серед методів оцінювання конкурентоспроможності підприємства при належному інформаційному забезпеченні найточнішою є параметрична (індикаторна, критеріальна) група методичних прийомів. При цьому об'єктивна оцінка конкурентоспроможності підприємств проводиться методами, в яких остаточним розрахунком є розрахунок інтегрального індексу конкурентоспроможності. Існують ефективні методи визначення конкурентної позиції компанії з урахуванням стратегічного потенціалу компанії, що дозволяє оцінити раціональність концепції стратегічного позиціонування суб'єкта господарювання в економічній системі. Враховуючи, що основною рисою конкурентоспроможності компанії є динаміка, рівень конкурентної позиції не можна вважати довгостроковою характеристикою конкурентного потенціалу підприємства, незважаючи на ефективність економічної та фінансової діяльності, ми пропонуємо використовувати матрицю (стратегічну) методів оцінки.

Ключові слова: конкурентний потенціал, конкурентна позиція, конкурентоспроможність, автотранспортне підприємство, методологічні підходи, оцінка, методики конкурентоспроможності підприємства, криза, нестабільність, Модель БКГ, метод Мак Кінсі, модель Shell/DPM, метод PIMS, модель Портера, чинники конкурентоспроможності підприємства, фактори конкурентоспроможності підприємства.

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