

Nagy Szabolcs,
prof., University of Miskolc, Miskolc, Hungary

Pererva P.G.,
doctor of Economics, Professor,
Wyższa Szkoła Zarządzania Ochroną Pracy (WSZOP),
Katowice, Poland

THE FORMATION OF COMPETITIVE ADVANTAGES OF INTELLECTUAL TECHNOLOGY

The intellectual activity of an industrial enterprise is always characterized by novelty, which forms a fundamentally new set of properties of the created technological innovations. Moreover, the unification of the intellectual potential of several employees often leads to a synergistic effect. This effect can be both positive and negative, that is, destructive. A destructive synergistic effect arises when there is a negative impact on the formation of the intellectual capital of the corporate culture of the enterprise, the intellectual environment, the information technologies used, the psychological incompatibility of staff, etc. But in most cases the intellectual component of the product gives it additional competitive advantages. Therefore, in our opinion, the formation of quality and competitive advantages should always take into account the intellectual component.

Product competitiveness is the ability of producers and sellers of goods to compete with their rivals who supply similar products to the same markets. In such a competition, for the acquisition of markets, organizations to attract customers use advertising, lower prices, improved product quality, provision of sales and after sales services. Competitiveness means the degree of product advantage in the market compared to other competing products of a similar purpose [13]. Competitive advantage is the exclusive value that the organization possesses and which gives it superiority over competitors [5]. T.Peter and B.Waterman formulated general principles that give competitive advantages to manufacturers [9]:

- the focus of each and every employee on the action, on the continuation of the beginning of the case;
- proximity to the customer;
- creation of autonomy and creative atmosphere at the organization;
- increased productivity through the use of people's abilities and their desire to work;
- demonstration of the importance of the competitive advantages of its products for the enterprise;
- ability to stand firm;
- simplicity of organization, minimum levels of management and service staff;
- skill, being both soft and tough. Keep under tight control the most important problems and transfer to subordinates less important ones.

As the world practice of market relations shows, the interconnected solution of these problems and the use of these principles guarantees an increase in the competitiveness of enterprises. The main directions of ensuring the competitive advantage of an organization are: concentrating the resources of a firm to pre-empt the actions of competitors, retaining the initiative in competitive struggle, ensuring the resource potential for achieving the goals set, developing a flexible planning system for the company's activities on the market by justifying effective strategy of interaction with competitors.

The competitive advantage that various competitors (competitors) have in specific markets is a significant factor in the climate or competitive situation in the commodity market. Competitive advantage is determined by a set of characteristics, properties of a product or brand, which creates for a firm a certain superiority over its direct competitors [1, p. 28]. Excellence is evaluated by the relative, comparative state, position of the organization in relation to the competitor, which occupies the best position in the product market or market segment. It can be external and internal.

Let us consider the main factors of competitive advantage of products that are secured by intellectual property. The factors of the intellectual component of the competitive advantage of industrial products are divided into external and internal. Below are typical competitive advantages typical of a hypothetical organization. A specific Ukrainian company may have only a few of the listed competitive advantages. [1-18]. Table 1 lists the external factors of the competitive advantage of the enterprise and its products [1].

Table 1 - The list of external factors of the competitive advantage of the organization

External factors of competitive advantage of an organization	What needs to be done to achieve and use a competitive advantage in Ukraine
The level of competitiveness of the industry - State support for small and medium-sized businesses in the country and regions - Openness of society and markets - National system of standardization and certification - State support of human development	- Take measures to increase the competitiveness of the industry or leave it in another, more competitive industry - Redesign the support system for small and medium businesses, focusing it on effective and law-abiding business - Development of international cooperation and integration, international free competition - Intensification of work in this area, strengthening control over compliance with international standards and agreements, legal support for harmonization with the international system - To increase by ten times in the Russian budget expenditures on education, health care and the social

<ul style="list-style-type: none"> - State support of science and innovation activity - Quality of information management at all levels of the hierarchy - Availability of affordable and cheap natural resources - The system of training and retraining of managerial personnel in the country - Climatic conditions and geographic location of a country or region - The level of competition in all areas of activity in the country 	<p>sphere</p> <ul style="list-style-type: none"> - Improve the transfer system (development of innovations, their innovation and diffusion), increase the expenditure from the budget for science tenfold - Creation of unified national information centers in spheres or sectors of the national economy that meet the last word of science and technology - To increase the proportion of state-owned resources extracted from the Earth's depth by at least 50%. Debug state control over the use of resources - Receipt of international, state and sponsor investments in this area and their spending should be under state control and give concrete results. - Protect the environment, improve the quality of the environment of obiquity and develop competitive advantages in this area - Complex form and implement market relations
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The second group of factors (internal factors of the intellectual component) includes a system of social motives, needs and interests of the enterprise and its employees, which determine their desire to develop their own intellectual potential, which can be defined as the intellectual component of product quality. Accordingly, internal factors include the value orientations of representatives of the enterprise, associated with the development of their intellectual potential. In other words, we are talking here about the circle of value orientations associated with the development of intellectual potential, orientation towards the intellectually developing activities of pre-production when creating and selling products.

The manifestation of external factors in a small degree depends on the organization, mainly they are formed on the level of competitiveness of the country. The factors that are achieved and implemented by staff, where managers play a special role, are called internal (table 2) [1].

Table 2 - The List of internal factors of the competitive advantage of the organization

Internal factors of competitive advantage of an organization	What should be done to achieve and use a competitive advantage
<p style="text-align: center;">Structural</p> <ul style="list-style-type: none"> - Organization's mission - Organizational structure of the organization 	<ul style="list-style-type: none"> - The mission must contain the original idea. - The organizational structure should be built on the basis of the organization's goals tree with horizontal coordination of all the work by the manager of a

<ul style="list-style-type: none"> - Accounting and regulation of production processes - Staff - Information and normative-methodical base - The power of competition in the output and entry of the system 	<p>particular product.</p> <ul style="list-style-type: none"> - Accounting and regulation of production processes - Constantly carry out staff selection, improve their qualifications and create conditions for promotion, motivate work - Zakladyvat quality information and regulatory documents - When choosing a field of activity, analyze the strength of competition and select competitive suppliers.
<p style="text-align: center;">Resource</p> <ul style="list-style-type: none"> - Access to quality cheap raw materials and other resources. - Resource Efficiency Optimization 	<ul style="list-style-type: none"> -Monitor the market parameters in order not to miss the possible access to high-quality and cheap raw materials. -Support work on optimizing resources, since the global goal of competition is to save resources and improve the quality of life
<p style="text-align: center;">Technical</p> <ul style="list-style-type: none"> - Patented goods - Equipment - Workmanship 	<ul style="list-style-type: none"> - Continue to increase the number of inventions and patents. - Increase the proportion of progressive technological equipment, reduce its average age - Apply modern methods of quality control and incentives to maintain competitive advantage
<p style="text-align: center;">Management</p> <ul style="list-style-type: none"> - Managers - Analysis of the implementation of the laws of the organization - The functioning of the management system of the organization - The functioning of the quality management system in the organization 	<ul style="list-style-type: none"> - Increase the proportion of competitive managers - According to the results of the analysis of the laws of the organization, measures to improve processes should be developed and implemented. - Further retention of this competitive advantage requires highly qualified personnel, the use of scientific management methods. - The quality management system must comply with international standards ISO 9000 (version 2000), scientific approaches and quality management principles.
<p style="text-align: center;">Market</p> <ul style="list-style-type: none"> - Access to the market for resources required by the organization - Access to the market of new technologies - Leading position in the commodity market - Distribution Channel 	<p>To obtain this advantage, it is necessary to study the parameters of the markets at the entrance of the system (organization), and to preserve it - to monitor the market infrastructure</p> <p>Also</p> <p>To retain this main advantage, you must constantly take measures to retain all the competitive advantages of the organization.</p> <p>This advantage is achieved by a high level of logis-</p>

<p>Exclusivity - Exclusivity of advertising goods organization - Predicting polypricing and market infrastructure</p>	<p>tics, it remains competitive marketers and sales staff To preserve the benefits, highly skilled advertising workers and sufficient funds for it are necessary. In order to preserve this competitive advantage, it is necessary to analyze the effect of the laws of demand, supply, competition, etc. in their products, have a high-quality information base and qualified specialists.</p>
<p>Efficiency of organization functioning</p>	<p>To retain its competitive advantages, the organization must increase the scientific level of management.</p>

The manifestation of external factors in a small degree depends on the organization, mainly they are formed on the level of competitiveness of the country. Factors, which are achieved and implemented by personnel, where managers play a special role, are called internal.

The external and internal factors of competitive advantage listed above are the maximum possible for an abstract organization. For a particular organization, the number of competitive advantages can be anything. Thus, we can conclude that the more an organization has competitive advantages over real and potential competitors, the higher its competitiveness, vitality, efficiency, and perspective. For this, it is necessary to increase the scientific level of management, to conquer new competitive advantages and to look into the future more boldly.

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