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COMPETITIVE ADVANTAGES: NATURE, CONTENT, SOURCES OF FORMATION

ABSTRACT

The article is devoted to the consideration of the content and essence of competitive advantage as a phenomenon in economics and sources of its formation. Existing approaches to understanding the content of competitive advantage are considered. It is proposed to consider the following approaches as the main ones: comparative, value approach and factor-based. The generalization of groups of sources of competitive advantages creation have been done that allowed to allocate the following: economic, which combine internal, external and resources; structural in the form of horizontal and vertical integration; scientific, technical and technological; geographical; illegal; institutional; infrastructural. The competitive advantage should be understood as the result of positioning enterprises of their own products in a particular market, which in terms of characteristics and properties exceeds the analogues of competitors, having a greater commitment of consumers. It has been proved that competitive advantage reflects the effectively realized competitive potential of the enterprise. The generalization of approaches to determining the sources of competitive advantage has been carried out, which allowed us to identify 4 main approaches: resource, market, institutional, approach focused on competitors and to establish the relationship between them by isolation sources and areas of competitive advantage.

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KEYWORDS

competitive advantage, sources of competitive advantage, competitiveness, resource approach, market approach, institutional approach, approach focused on competitors.

Introduction

In the process of competition in the market, companies are constantly looking for sources and factors that can ensure the success of consumers in comparison with the nearest competitors. Such sources are traditionally considered to be competitive advantages. Long-term success in the market is possible only if the successful implementation of a competitive strategy, the main purpose of which is to create a competitive advantage. This necessitates a constant search for ways to create and develop sustainable competitive advantages, which determines both theoretical and practical significance of this issue.

The specifics of the industry and the structure of production costs have traditionally created the preconditions for justifying the choice of a key competitive strategy, focused either on creating additional benefits for consumers, or on reducing costs. Another popular strategy was to focus on a particular segment. Recently, such a triad is considered inefficient and incomplete, as modern processes of development of the competitive environment have changed the perception of the competitors' interaction on it, offering a completely innovative vision in the context of creating collective competitive advantage within the institutional approach to their creation. Substantiation of effective methods of formation of competitive advantages to ensure the appropriate level of products competitiveness and enterprises requires a thorough analysis of their nature, content and sources of formation.

Analysis of recent research and publications

Numerous world-class scientists have studied the nature of competitive advantages, their sources and strategies, including: I. Ansoff, M. Porter, Jean-Jacques Lamben [1], F. Kotler, P. Doyle, G. Azoev, R. Fatkhutdinov etc.

The modern methodology of creating competitive advantages is based on the works of such researchers as: J. Barney, E. Broydo, D. Collis, D. Campbell, G. Stonehouse, B. Houston, K. Fleischner, B. Bensussan, G. Hamel, C. Prahalad, W. Chan Kim, R. Mauborgne, M. Peteraf, M. Treacy, F. Wiersma, R. Wensley [2-6, 8, 11-14].

Among Ukrainian authors it is worth noting the works: T. Halimon, V. Humeniuk, Y. Ivanov, P. Orlov, O. Ivanova, O. Mykytyuk, L. Obolentseva, H. P'iatnyts'ka, A. Prediein, O. Riabova, I. Prychepa, K. Steliuk, G. Selezneva [7, 9, 10, 15-21].

Given the numerous studies, the issue of determining the content of competitive advantage requires further consideration in the context of identifying key approaches to understanding it, as well as identifying sources of creation.

The purpose of the study is to substantiate approaches to determining the content of competitive advantage, as well as to determine approaches to the sources of their formation to determine the relationship between these concepts.

Presentation of main material

There are many definitions of «competitive advantage». The vast majority of researchers consider it as the ability of one subject to produce and sell products that are superior in their parameters to analogues. This is considered both in relation to the activities of enterprises, and regions, and entire states. Initially, competitive advantage was seen at the macroeconomic level as the ability of one country to produce products on more favorable terms than another, to be associated with absolute and relative advantages. Now these studies focus more on the microeconomic level in terms of finding ways to increase the competitiveness of products and enterprises.

To determine the content and nature of competitive advantage, it is necessary to consider existing approaches to its definition.

The authors [18] offer the following approaches to understanding competitive advantage: resource, in which it is understood as a result of efficient use of available resources, as well as possible unique access to them; in addition, the ability to generate potential sources of resources on a strategic basis is considered; the value-competence approach consists in its understanding from the point of view of possibilities of use of actual and perspective competences or exclusive values for maintenance of formation and development of these advantages, and also strategic directions of maintenance of the competitive status in the market; the comparative approach provides opportunities to be ahead of competitors on the basis of the comparative nature of competitive advantage, which is determined only by comparing different enterprises.

The paper [9] considers separately value-oriented and «competent» approaches. Where the first assumes the presence of values or properties of the enterprise to obtain advantages, and the second - the concentration on the carriers of competitive advantages: resources and core competencies. In the marketing approach, they are identified with the competitiveness of the product. The process approach involves their understanding as a process that takes place in a changing competitive environment. The factor-effective approach is focused on the effects that the company will receive in the presence of number and the quality of individual factors.

In the work [17] the following set of approaches is given: factor-effective, competence-oriented, value-oriented, marketing, resource, from the point of view of enterprise potential, process. Let's focus only on some of them. The first reflects the results obtained through competitive advantage. Marketing combines competitive advantage with the competitiveness of its products. Process considers competitive advantage as a process of value creation in a changing competitive environment.

In I. Shapovalova's work [22] approaches to understanding of competitive advantages depending on the nature of their sources are offered where resource and cost, qualitative, adaptive-innovative, value-competence are given. Accordingly, the first reflects the cost advantage obtained through the efficient use of resources; the second reflects the strategy of continuous improvement of product quality; the third concerns the constant change of consumer requirements for the originality and uniqueness of goods; the latter approach reflects the presence of exclusive value, method of production, sales, brand popularity, which is provided by high competence in the relevant field of activity.

Generalizations of existing classifications of approaches are given in table 1.

Table 1. Classification of approaches to determining the nature and content of competitive advantage

Authors	Yu. B. Ivanov and others; I. V. Prychepa	V. S. Humeniuk	H. T. P'iatnyts'ka and others	I. V. Shapovalova
Approaches	Resource		Resource	Resource and cost
	Value-competence	Value-oriented		Value-competence
		Competence		
	Comparative	Process		
		Factor-effective		
			From the standpoint of the potential of the enterprise	
				Qualitative
			Adaptive and innovative	

As we can see from the generalization conducted among researchers, there is no methodological homogeneity of understanding the content of competitive advantage. Among the considered definitions, it can be noted that scientists operate on their sources, the nature of their occurrence and the fact of direct fixation as an evaluation category.

The most substantial among the considered approaches is the comparative one: any competitive advantage acquires its existence only in the market, where the products of competitors are presented together with service, support, etc. It is the complex characteristic of result of the enterprise activity offered and positioned in the market. Thus, all other aspects concern its formation. Enterprises can win the market for the relevant properties, as well as in the presence of favorable market conditions. Thus, when determining the content of competitive advantage, it should be agreed that it includes the properties and characteristics of products and enterprises, which, combined with the parameters of implementation, allow you to take the appropriate competitive position. Aspects of analysis that relate to ensuring the emergence of competitive advantages belong to the field of research of the sources of their formation. This allows us to consider the value approach as the most generalizing, which combines

the processes of planning competitive advantages, their implementation and market positioning. Consumer value grows into a global value for the company, which, through interaction with its counterparties, extends it to the entire value chain. This is most often realized in inflated requirements for the quality of input resources, their responsible consumption and exceptional satisfaction of consumer needs.

Competitive advantage is in itself a value, the creation and maintenance of which requires significant efforts, which is ensured by the implementation of appropriate competitive strategies.

The resource approach reflects to a greater extent the sources of creating competitive advantages, rather than their direct implementation, which is actually a reflection of the results achieved in the market. Instead, the factor-effective approach allows to comprehensively reveal the content of the studied category as a reflection of the factor that allows to obtain a proper competitive position in the market, and as a result of a set of measures combined in a competitive strategy. This approach most accurately reflects the intermediate state of competitive advantage between the resources expended by the company, along with many management actions and the end result of consumer commitment, which is most accurately reflected in the level of product competitiveness. Creating competitive advantages is necessary to achieve other end results of the enterprise: maintaining or expanding market share, positioning new products in current or new markets, ensuring sufficient sales for the desired values of performance. Thus, we hold the view that in terms of the content and nature of competitive advantage value, comparative and factor-based approaches should be considered.

In accordance with the provisions of competition theory and in the current research of the author, we note that competitive advantage is an example of successful realization of the competitive potential of the enterprise and the main guarantee of high competitiveness of products and enterprises.

The works [15, 20-21] provide a classification of sources of competitive advantage according to the factors that shape them. The most common are economic, which have internal or external nature. The first occurs in the case of economic activity of the enterprise, and the second depends on the state of competition in the market, its capacity, the state of demand and so on. In the same group, the authors include institutional, represented by government policy.

O. Mykytyuk [15] separately provides normative-legal and administrative. From the author's point of view, all these groups, as the nature of their origin is related to the activities of the state as a global national institution, should be attributed to a separate set of institutional factors, including the adoption of regulations that promote individual enterprises, benefits and subsidies, regulation of export-import activities, licensing, quotas, etc. Another significant group is represented by structural sources, which are related to the implementation of horizontal or vertical integration.

Scientific, technical and technological sources relate to the production technology used; the general level of development of scientific and technical potential in the country; technical parameters of finished products, as well as the characteristics of the equipment.

The allocation of information and intangible as separate groups is unreasonable, as they belong to specific types of resources. The same should be noted regarding demographic factors, as they characterize market demand and belong to the subgroup of external economic sources.

Instead, infrastructural ones play a significant role, as they allow to sell products efficiently and include a transport system; organization of labor markets, capital, technology, etc. in the country; distribution network development; level of business services. Geographical sources relate to the location of the enterprise and the possibility of economically overcoming such barriers to market entry.

A separate group is singled out as „illegal”, which is especially relevant for Ukraine due to the imperfection of the state apparatus, high levels of corruption, unfair competition, the presence of a large shadow sector and so on.

The question is the lack of the resource factors among the economic ones, despite the prevalence of the resource approach in considering the nature of the studied feature. This allows to expand the existing group of economic inclusion of resource factors, which is especially true for the sphere of agribusiness, where the main and decisive in ensuring the appropriate level of product quality is land.

Researchers [7, 20-21] hold the view that there are three approaches to identifying sources of competitive advantage of enterprises: resource, market and institutional. But, given the numerous achievements of scientists, it distinguishes a number of author's concepts that make up or supplement the content of these approaches.

Most often, researchers cite the sources proposed by J. Lamben [1], who highlighted product quality, production costs and core competencies. The resource concept emphasizes the internal capabilities of the enterprise, capacities, abilities and the resources themselves. The paper [6] presents a hierarchy of resource categories as sources of competitive advantage: in the first place is tangible assets, in the second - intangible, in the third - organizational potential, in the last - the main competencies.

The most popular within the resource approach is the concept of development of core competencies, the founders of which are traditionally considered to be C. K. Prahalad and G. Hamel [8], who introduced this concept in economics. Researchers believed that the sources of sustainable competitive advantage are the ability of management to consolidate technologies and skills in competence, which create the potential for different areas of business to adapt quickly to change, identifying them as the main sources of competitive advantage.

It is worth noting the author's statement [24] that the core competence is at the intersection of internal business conditions and consumer preferences, being knowledge, the use of which allows you to get the maximum share of consumer value. Core competence allows you to win the competition both by improving the properties of the product and by better financial position as a result of more efficient internal allocation of costs.

At the heart of the core competence are the abilities, which according to D.J. Collis's hierarchy [4] is divided into 3 levels: the first are functional, which relates to the support of the main business processes of the enterprise; the second level includes the ability

of product innovation or production flexibility to adapt to the requirements of the external environment; the third level reflects creativity in the speed of strategy development compared to competitors, determining the value of resources.

Competence is seen as a special information resource that combines knowledge, experience and skills to manage resources and business processes to achieve goals. They are carried individually or collectively by employees. Like competencies, they have their own hierarchy. The core are the competencies that participate in the creation of the greatest consumer value as a collective knowledge to manage the use of other competencies and abilities, creating additional consumer value [19, p. 43].

The process of identifying core competencies is proposed by J. Barney [2], in which resources and abilities are considered according to the criteria of compliance with the properties of core competencies: value, rarity, complexity of copying, economic benefits from these resources. Value reflects the combination of resources according to the requirements of the external environment so that it is possible to use opportunities or eliminate threats. Among these criteria, the impossibility of copying requires special attention, which includes the uniqueness of historical conditions, the cause of ambiguity and social complexity. This analysis is called VRIO, according to which it is in this sequence that resources and capabilities are considered.

Another researchers, M. Peteraf and J. Barney [12], proposed criteria for matching resources of the ability to generate competitive advantages, which include heterogeneity of resources; actual restrictions of competition, which implies the inability of competitors to imitate or replace valuable resources; forecast restrictions on competition in terms of the cost of resources cheaper than discounted; immobility of resources relative to the enterprise.

In continuation of the competency approach, the concept of knowledge management is often considered, which has developed into the theory of self-learning organizations [25, 26]. A feature of the operation of such an enterprise is the increase of knowledge required by practice. The bearer of knowledge is the staff, and its capitalization is possible under the condition of constant development and training of personnel. In this aspect, the development of intellectual capital is considered as the main driving force in ensuring economic success. These organizations are able to transform social capital into intellectual through organizational learning.

An important role in the resource approach is played by the concept of creating competitive advantages based on the innovative potential of the enterprise. In general, ensuring the creation of competitive advantages through innovation should be considered as a separate in-depth area of research. As part of the resource approach, we note that innovations are currently considered as the most modern and powerful driver of the country's economy. Their content, associated with the introduction of modern achievements of science and technology, reflects the materialization of creative activity, which creates new consumer values in the form of goods, products, machinery and technology and other forms, which allows to obtain a number of effects in consumers' life and in the functioning of the enterprise. Recognizing the classification of innovations into basic, supporting (improving) and rationalizing, we can establish their role in ensuring the creation of competitive advantages. Supportive and rationalization are aimed at maintaining leadership positions, and basic or subversive are aimed at transforming market segments into commercially successful ones.

The second common approach to determining the sources of competitive advantage is the market, the formation of which is associated with the works of M. Porter and I. Ansoff. Its content is to identify own differences of the company from competitors by analyzing the external environment. The approach is based on determining the attractiveness of the industry and the competitive position of the company in it, which is often associated with the model of «Porter's 5 forces of competition» and his diamond of the industry. Based on this analysis, one of the two classic strategies are chosen: focus on reducing costs or differentiation depending on the creation of added value within the supply chain. The market approach involves adaptation to changing environmental conditions.

The third approach, which in chronology is considered as the most modern, is institutional. Its emergence is associated with significant transformations of the most competitive environment. Institutions, according to D. North, are any rules of conduct that exist in society as a restrictive framework for formulating «rules of the game» that organize relationships between people. An important feature of institutions is the reduction of environmental uncertainty. In this aspect, within the institutional approach, the economic behavior of the subjects is limited by numerical rules, both economic and other types of restrictions: social, cultural, environmental, etc. Unlike previous approaches, where the emergence of competitive advantage is associated solely with the individual activities of the entity, this approach involves obtaining them through interaction with other market agents, which requires integration into the environment, infrastructure and information field. Thus, there are so-called collective competitive advantages at the intersection of the concepts of «competition» and «cooperation», which is called «coopetition».

A separate direction within the institutional approach is the concept of Kim W. Chan and R. Mauborgne [11] on the red and blue oceans, the essence of which is to create new markets without intense competition - blue oceans - to the advantage of modern existing - red.

The concept of «network» plays an important role in the formation of an institutional approach both to the formation of competitive advantages and to the development of socio-economic systems in general. This indispensable attribute of modernity is present almost everywhere: social networks, the Internet as a global information network, various communities and associations: from parties to world organizations, and so on. All these phenomena are united by a network as an arrangement of connections [27] between individual agents, which are relatively stable, regardless of the number and frequency of interactions between agents, as well as rules. The network is located between two «polar» concepts: market and hierarchy, the interaction between which, as well as the specifics of the formation of transaction costs was considered in the works of O. Williamson as one of the most prominent representatives of institutional theory. Hierarchy is often considered in relation to the enterprise as a business entity. The basis of interaction of agents within the network is lace contracting or coordination, where the emphasis on the formation of competitive advantages is transferred from the internal environment of their own capabilities to other agents. The authors [27] believe that the classification «market - network - hierarchy» is based on the following types of economic interaction: «competition - cooperation - subordination». Such a comparison should be considered conditional, as competition exists always and everywhere, and even within the organization as a hierarchical structure. On the other hand, the search for competitive advantages among interaction partners is an important additional source of increasing the competitiveness of the enterprise.

The concept of «network» plays an important role in the formation of an institutional approach both to the formation of competitive advantages and to the development of socio-economic systems in general. This indispensable attribute of modernity is present almost everywhere: social networks, the Internet as a global information network, various communities and associations: from parties to world organizations, and so on.

Thus, we can conclude that the resource approach is focused mainly on the internal capabilities, capacities and resources of the enterprise; the market approach is focused on the needs of consumers and, as a consequence, the market situation; the institutional approach considers the interaction of agents within network structures to create collective competitive advantages.

Another object to which the company's actions can be directed in the context of ensuring competitive advantage is the competitors themselves, which are often considered by researchers as a competitive strategy. R. Wensley [14] viewed the consumer-oriented approach as a variation of differentiation, and the competitor-oriented approach as the implementation of strategies and tactics to counter competitors, which in addition to cost leadership involves a deliberate deterioration of the competitive environment. A broader vision of this approach is presented in the work of E. Broydo [3], who considered competitive advantage as an intrinsic property better than competitors to meet customer needs and considered the sources of competitive advantage in 2 aspects: direct creation and targeting. The author singled out the following possible sources of competitive advantage: property and position; access to distribution and supply; knowledge, competence and skill. The first type of sources provides for the active acquisition of valuable resources in relation to ownership, and in relation to the appropriation - the restriction of competitors' access to them. The second type involves either creating conditions for access to resources or closing access to competitors. The third considers the development and accumulation of their own organizational knowledge or the prevention of copying by competitors of similar knowledge. It should be noted that the implementation of competitive measures such as «appropriation» have significant limitations in terms of their legality, ethics and conscientiousness.

It is worth noting that some researchers have tried to combine these approaches. Thus, O. Stein [23] proposed a market-oriented paradigm based on a combination of resource and industrial-economic (as defined by the author), which corresponds to the parameters of the market approach.

In some concepts of researchers there are features of different approaches. For example, A. Kay [3] provides the following: structure as a unique network of connections with companies with external contractors and within; reputation as a long-term maintenance of a positive image in the eyes of buyers; innovation as a source of victory over competitors in terms of the implementation level of modern achievements in the fields of research, design and marketing; strategic assets as reserves of unique resources represented by intellectual property, natural monopolies, etc.

M. Treacy, F. Wiersma [13] proposed 3 groups of competitive advantage sources. The first includes functional, which provide better product parameters than competitors. The second group is a close relationship with the consumer to meet the unique needs, often supported by multiple services. The third group provides leadership in goods for the stable launch of innovative products.

In addition to the considered approaches, several studies [16, 17] present the evolution of practical approaches to determining the sources of competitive advantage, where the primary is factor (80-90 years of the XX century), which provided a focus on reasonable prices, and the source of their creation was considered factors of production. The second is defined as costly (early XX century - 50s of the XX century), which considered the minimum prices, and the process of their constant reduction as a source. The next approach is recognized as qualitative (60-70 years of the XX century), which in accordance with its content provided a focus on improving the quality characteristics of goods, which should be ensured by continuous quality improvement. Subsequently, an adaptive approach was developed (70-80s of the XX century), which considered flexibility as a source of change in products depending on the constant transformation of consumer requirements, which allows them to better meet. The innovative approach was formed in the 80-90s of the XX century, in which innovation was considered as a source of originality and uniqueness of goods. The most modern approach at the turn of the century is considered to be information-competence, which considers knowledge, information and time as sources of competitive advantage, which consist in knowledge transfer, saving of time, flexibility and punctuality. On the basis of the conducted analysis it is necessary to present generalization of approaches to determination of sources of competitive advantages that allows to allocate directly sources of competitive advantages and their spheres (fig. 1).

The most diversified approach is the resource approach, as it seeks to find sources of competitive advantage within the enterprise, which have recently varied significantly, from a standard consideration of a set of resources to a form of strategic assets represented by unique intellectual property rights and scarce resources. The most significant breakthrough for the twentieth century is the transition from resource orientation to focus on the ability and capacity of the organization not just to produce products, but to create business processes that can ensure the production of quality competitive products both now and in the future. This is what formed one of the most powerful areas, which is to develop the entrepreneurs' core competencies of the enterprise. Despite the internal orientation of this approach, it should be noted that it has much in common with the market, which is fully focused on consumer demand, choosing either cheaper or better-quality products. The main disadvantage of the market approach is the limited ability to predict the future needs of consumers, which is most successfully considered in the framework of innovative competitive advantage. On the other hand, only taking into account the changing conditions of the external environment, there is a possibility of correct orientation of strategic directions of competitive advantages formation, especially in the technological aspect.

In organizational terms, any company will be more likely to form a sustainable competitive advantage if they pay attention to the formation of internal organizational capabilities and competencies of personnel, which provides for the implementation of continuous training and staff development, creating a favorable climate for innovation and technical improvement, implementation of accumulation support system and the development of social capital, which is the main distributor of internal intellectual capital of the enterprise. Particular attention should be paid to building strong positive relationships and external counterparties, especially with suppliers and distributors. This allows you to get valuable strategic assets.

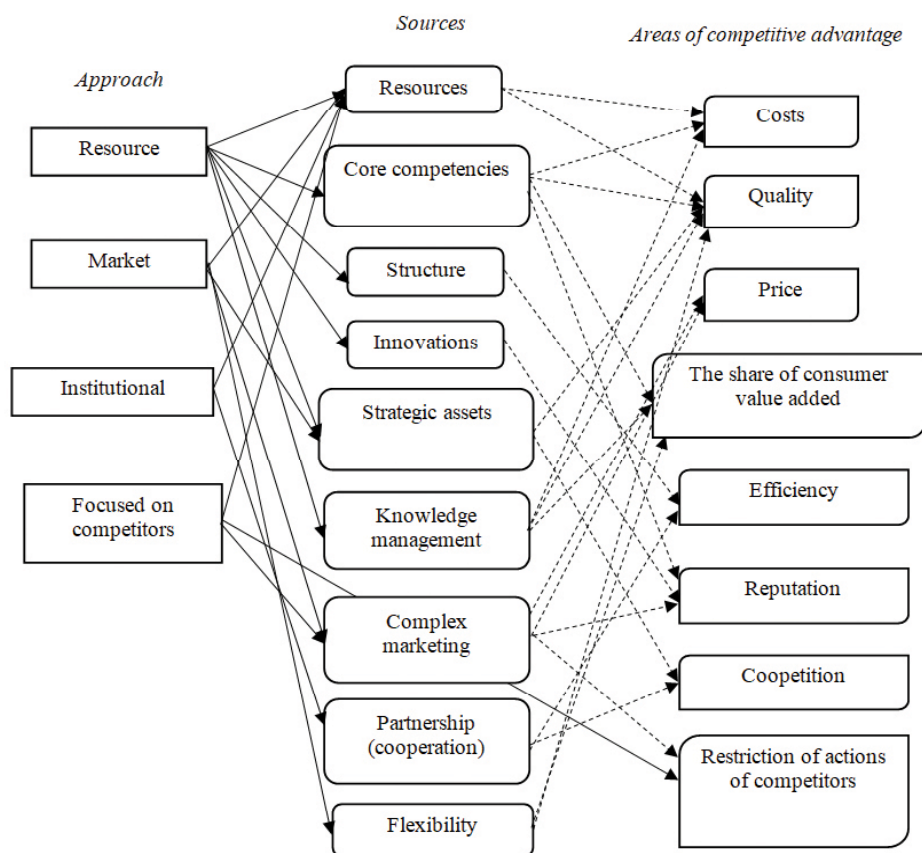


Fig. 1. Generalization of approaches to determining the sources of competitive advantage

The strategic orientation of the formation of competitive advantages has become especially important in recent years due to the significant increase in the variability level of the external environment, where flexibility itself becomes a competitive advantage. The ability to transform key business processes of the enterprise allows you to quickly reorient from one market to another, or change segments depending on the stages of the life cycle of the product or industry. Creating a collective competitive advantage in building partnerships in the market is the latest source that allows you to use the external environment to ensure the development of the enterprise. Joining associations, unions and any other form of cooperation while maintaining economic independence allows the company to use their potential for their own purposes, while offering its capacity to partners. The main result of such interaction is the absence of mutual losses from actions aimed at weakening the position of competitors. That is why the approach of limiting the ability of competitors to copy competitive advantages is considered the least promising in the course of future development.

Conclusions

Thus, the competitive advantage should be understood as the result of positioning enterprises of their own products in a particular market, which in terms of characteristics and properties exceeds the analogues of competitors, having a greater commitment of consumers. Competitive advantage reflects the effectively realized competitive potential of the enterprise. In terms of the content and nature of competitive advantage value, comparative and factor-based approaches should be considered.

The generalization of groups of sources of competitive advantages creation allowed to allocate the following: economic, which combine internal, external and resources; structural in the form of horizontal and vertical integration; scientific, technical and technological; geographical; illegal; institutional; infrastructural.

Based on the study, it should be noted that there are four approaches to determining the source of competitive advantage. The first approach involves focusing on the internal environment of the enterprise, which is represented by a variety of tangible and intangible resources, knowledge and skills of employees, social and intellectual capital. Accordingly, all the actions of the enterprise relate to the improvement of its own product, the activities of the enterprise as a whole by improving key business processes that provide added value that has significance for consumers. This approach is the most extensive, which examines the competencies, and the process of innovation, and knowledge management.

The market approach combines two areas: consumer orientation and competitor orientation. In the context of competitive strategies, this approach involves both a focus on cost management and differentiation. In the first direction, the most common is the strategy of differentiation, which allows you to create unique features for your own product, which is critically different from competitors. The second direction involves the implementation of actions to limit the ability of competitors to copy the distinctive features, core competencies or access to critical resources.

The most promising in today's environment is the institutional approach, which involves the creation of collective competitive advantages through partnerships between businesses within the network structures. This approach allows to increase consumer value for buyers, to provide improvement of structure of the commodity market as a whole, to improve quality of production and to realize the concept of social responsibility of business. In the framework of practical activities, the company must determine a key competitive strategy to ensure the creation of competitive advantages, focusing on internal competitive potential and the state of the environment. The institutional structure is an important additional source of competitive advantage from partnership and cooperation.

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PRZEWAGI KONKURENCYJNE: CHARAKTER, TREŚĆ, ŹRÓDŁA POWSTANIA

STRESZCZENIE

Artykuł jest poświęcony rozważeniu treści i istoty przewagi konkurencyjnej jako zjawiska w gospodarce i źródła jej powstawania. Rozważono istniejące podejścia do zrozumienia charakteru przewagi konkurencyjnej. Udowodniono, że należy rozważyć takie podejście do jego definicji jako głównych: porównawcze, podejście wartościowe i czynnikowe. Dokonuje się uogólnienia grup źródeł tworzenia przewag konkurencyjnych, które pozwoliły alokować takie: ekonomiczne, łączące wewnętrzne, zewnętrzne przewagi i zasoby; strukturalne w postaci integracji poziomej i pionowej; naukowe, techniczne i technologiczne; geograficzny; nielegalny; instytucjonalny; infrastrukturalny. Przewagę konkurencyjną należy rozumieć jako wynik pozycjonowania przez przedsiębiorstwa własnych produktów na określonym rynku, który pod względem cech i właściwości przewyższa analogie konkurentów, mając większe zaangażowanie konsumentów. Udowodniono, że przewaga konkurencyjna odzwierciedla skutecznie zrealizowany potencjał konkurencyjny przedsiębiorstwa.

Dokonano uogólnienia podejść do definicji źródeł przewagi konkurencyjnej, co pozwoliło wyróżnić 4 główne podejścia: zasobowe, rynkowe, instytucjonalne i zorientowane na konkurenta, a także ustalić związek między nimi poprzez identyfikację źródeł i obszarów przewagi konkurencyjnej.

SŁOWA KLUCZOWE

przewaga konkurencyjna, źródła przewagi konkurencyjnej, konkurencyjność, podejście do zasobów, podejście rynkowe, podejście instytucjonalne, podejście zorientowane na konkurenta.