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## РЕИНЖИНИРИНГ КАК ВАЖНЫЙ КОМПОНЕНТ ПОВЫШЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ И ЭФФЕКТИВНОСТИ РАБОТЫ ПРЕДПРИЯТИЯ

### Аннотация

В статье рассмотрен анализ сущности реинжиниринга, его отличие от других программ улучшения работы предприятия. Систематизированы алгоритмы проведения реинжиниринга. Обоснованы параметры конкурентоспособности и роль реинжиниринга в формировании дополнительных конкурентных преимуществ, методы воздействия на функционирование компании. Приведены примеры успешных результатов внедрения реинжиниринга на мировых предприятиях.

**Ключевые слова:** реинжиниринг, конкурентоспособность, менеджер, реструктуризация, конкурентное преимущество товара, эффективность работы.

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## REENGINEERING AS AN IMPORTANT COMPONENT OF THE COMPETITIVENESS AND EFFICIENCY OF THE ENTERPRISE

### Summary

The article reviews the analysis of the essence of reengineering, its differences compared to other programs improving operation of the enterprise. Reengineering algorithms were systematized. The options of competitiveness and the role of reengineering in the formation of additional competitive advantages, methods for influencing the functioning of the company have been grounded. Examples of successful results of reengineering in global businesses have been provided.

**Keywords:** reengineering, competitiveness, manager, restructuring, product competitive advantage, efficiency.

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## WAYS AND PROBLEMS OF INCREASING COMPETITIVENESS OF BUILDING COMPANIES

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The basic concepts of competitiveness are examined in the context of building organizations. In order to compete successfully, enterprises must renew technological equipment, perfect technologies of production, conduct marketing researches, study strengths and weaknesses of competitors, study an internal and external market, find out the possibilities and, as a result, produce competitive products, that will allow not only to retain positions at the market but also occupy its greater segment.

**Keywords:** competitiveness, competitive edges, competitive activity, building organizations.

The relevance of the study subjects improve the competitiveness of the company due to the fact that the company in today's world it is very difficult to «keep afloat», keeping to his credit, and consumers get the most profits. Every company, regardless of size, always wants to take a leading position in the market, creating much-needed innovative and investment products, have at their disposal a high-performance material and technical base and the best footage.

**The relevance of the research topic.** In order to achieve results in the construction market of manufacturers is not only important to compare your company with competitors, but also to find ways to improve and introduce new technologies, to create enterprise development strategy.

The aim of this work is a theoretical and methodological study and develop recommendations to im-

prove the company's development strategy in today's market of construction products.

The primary research material.

Competitiveness, as part of a competitive relationship, is a category that combines meaningful moments of competition and monopoly, as well as their social and state regulators [1].

Competition in the market is shown in the form of growth in the sale of goods in large quantities than its competitor, the sale of goods of better quality than the competition. It may be the result of setting lower than its competitor, the price may be the result of an intensive advertising campaign, better organization of the sales process, the active search for buyers and sellers, etc.

Competition (from the Latin. *Concurrere* – face) is a mechanism of competition in the goods market, market structures fighting for the right to find a

buyer, and for the opportunity to sell their goods on the most favorable terms and thus to obtain the desired profit [2].

Currently, the problem of increasing the competitiveness of construction companies is becoming increasingly important. The market situation depends on the condition and the results of competition. During the development of a market economy it is determined by the need to build productive capacity and competitiveness of the construction company.

Specificity of assessment determined by the characteristics of the building enterprises of construction products as a commodity on the real estate market, namely:

- Building products on the market immediately falls into an active competitive environment of the secondary real estate market, ie market properties that are already in use and, therefore, in most cases have a lower price, but at the same time able to meet the population and thus create difficulties with the implementation of new construction. The implementation of the newly created construction products under these conditions depends largely on the quality of its consumer and investment activity of enterprises and solvency of the population;

- Construction products can be deferred consumption of the product when the consumer is satisfied with his existing product or traded on the secondary market for the goods of inferior quality, scheduling in the future acquisition of other real estate;

- Building Products is focused on long-term use, so that the buyer rarely refers to the market for a new product, it will be increasingly interested in improving the product – repair, modernization, reconstruction;

- Tightness of the local product market does contract work and local development can only be made in conjunction with the socio-economic development of the region, which identified the prospects for job creation favorable conditions for recreation, etc. ; - A significant length of production and sales cycle, which leads to the need to consider the time factor, the availability of information making it possible to bring the subject to completion; the validity of the design decisions that reduce the risk of obsolescence of products;

- High demands on the construction of novelty products in a new production conditions, which must be competitive; As a result, the life cycle of the goods produced by the construction company, limited by separate order and requires high technical and technological readiness for a new production unit;

- The creation of each unit of production requires the involvement of different actors: the developer, investor, contractor and subcontractor, designer, huge number of various oversight bodies. The organization enters into a business relationship with a group of new partners, which is an additional source of risk;

- The high cost of building production of the final product dramatically narrows the range of its potential customers.

Thus, the specific characteristics of construction products is influenced, on the one hand, its implementation, and on the other – on the activities of design and construction firms as economic entities as the formation of assets, and the manufacture of construction products. Virtually none of the features of the construction product does not create an advantage for the successful functioning of the market compared to other industries. All this must be taken into account when assessing the competitiveness of construction companies [3].

The aim is to develop practical recommendations to improve the competitiveness of construction companies. To achieve this goal the following tasks [4]:

1. Identifying the main factors increasing the competitiveness of the construction company;

2. Development of recommendations on the management of the company's competitive advantage;

3. Develop a mechanism to increase the competitiveness of the construction company.

To implement these areas need to evaluate features of the process of production and development of new technologies. The competitiveness of construction companies consists of the following factors [5]:

1. scientific and technical capacity;
2. production and technological capacity;
3. The financial and economic capacity;
4. human resource capacity (structure, professional and qualified staff);
5. The effectiveness of advertising and sales promotion tools;
6. The level of logistics.

A significant role in improving the efficiency of the building enterprise competitiveness plays its material and technical base, which is evident in the quantity and quality use of production assets, the application of scientific and technological progress, determining the effectiveness of production capacity. In assessing the level of competitiveness is an important condition for optimal load of construction machinery during construction work. The most detailed look at improving production and technical capacity.

To date, the level of production and the improvement of the technical capacity of the construction company could be in the form of the following forms: acquisition of modern construction and mounting arrangements, reconstruction of the company, the expansion or new construction. During the acquisition of modern construction and mounting arrangements and reconstruction of construction companies, as a rule, new jobs are created. In this connection, it is possible to use experimental skilled personnel. Rather high level of economic efficiency of these forms of improving the production potential [6].

After analyzing the data provided, we can conclude that the improvement and reconstruction of building technologies have technical and social importance. By increasing the competitiveness of construction companies require a comprehensive modernization of the elements constituting the competitive potential. This process is necessary to determine not only as a means of improving fixed assets, as well as ways of modernization and renewal of production capacity. It determines the need to build a strategy of development of production processes. The basis of the problem is the need to build concrete steps increase the efficiency of competitive actions of the construction company [7].

Inventories of construction enterprises are the main component of production capacity. These include: raw materials, work in progress and finished goods, as well as other stocks. The cost of construction companies, which are the result of investing in education reserves are related to storage costs and the risk of obsolescence of facilities. A large number of construction companies equates risk stocks and investments. In this regard, the average imputed cost of capital companies is the result of the calculation of the cost of storing reserves.

Large orders for the purchase of raw materials supplement existing inventories. The acquisition of a large number of stocks in profitable if the company can negotiate with the supplier to reduce prices. Typically, a large order of certain products determines presence of some benefits, which is provided by the supplier as a discount on the product. Accordingly, the construction company is seeking a large supply of finished products, which allows to carry out rational management.

Efficient use of working capital determines the normal conditions of production activity. Proper organization of the distribution of current assets is essential for improving the competitiveness of the building

enterprise. Increased production of the company can be achieved by using all kinds of resources and facilitate the work of employees. Technical re-equipment of construction companies and their reconstruction is possible in the event that there are certain opportunities related to the increase of its capacity, while the human resources and labor costs is not currently being given due attention.

In addition, there is a relationship between production potential in determining the competitiveness of enterprises, and technical prerequisites. Increasing technical and economic level of production capacity as well as the extent of their use, it enhances the effectiveness of the scientific and technical base. It determines the increase in the level of its achievements, increase the range of implementation of its achievements, a great opportunity to improve and increase the productive capacity of the enterprise [8].

In order to determine strategies for improving the competitiveness of enterprises need to do an analysis of its key components, identifying future trends of its development. The internal environment of a construction company when compared with major competitors is to assess the production potential of the enterprise. This assessment determines certain levels to ensure high competitiveness. All elements of the production potential of operating at the same time, which is the main difficulty in evaluating the potential of the manufacturing process. Therefore, the criteria for improving the competitiveness of the enterprise can be defined as a combination of its constituent elements. To date, the method searches for the analysis of competitive potential of the building enterprises and the formation of certain indicators, with which you can get an idea about his condition with the help of various production capacities.

Production potential plays a significant role in shaping the competitive potential, which determines the need for its use. In its structure, it is a complex system, the level of efficiency is determined by several factors. The primary outcome measure of the ultimate production activities of the construction company is the volume of construction and installation work, the relevant government orders, economic contracts and investment projects. The competitiveness of construction companies is a comprehensive index, which is calculated on the basis of certain indicators.

In the course of determining the efficiency of the construction company is very important indicator of the competitive potential. In this case, the competitive potential can be estimated through the weights. Every private index commensurate weight, which leads to a private performance comparable form, which makes it possible to determine the summary index of competitiveness of the building enterprise.

This approach has a number of significant disadvantages, one of which can assume its subjectivity. Considerable interest on the basis of a range of methodological presuppositions of a similar enterprise. The similarity of the enterprise will be carried out through the issuance of similar products. Accordingly, the competitive potential will be assessed by comparing the level of costs to produce the same amount of products from the two companies. After assessing the existing production capacities and construction company has an opportunity for realization of internal reserves [9].

Implementation of internal reserves is possible in the case when analyzed underlying causes and factors affecting the indicator in the competitive potential. This problem is solved with the help of a complex of factor analysis of the construction company. This analysis provides a comprehensive study of the impact of the overall combination of factors leading to the release. On the descriptiveness of an analysis of

the direct impact has the choice of performance indicators that reveals farm reserves efficiency of its use.

In the process of building a clear competitive advantage businesses need not only to modernize production and management, but also to identify the main goals and objectives of future activities. Sustainable competitive advantage can be achieved through tangible distinctive features of its products for a specific market segment.

Intensive development of the construction company requires special attention to improving the efficiency of the capital structure to ensure the conditions for increasing the market value and investment appeal. Many small and medium-sized construction companies on their own in the current economic conditions in the region are not in a position to intensify the course of the production process required for further development. This is due to an underdeveloped level of strategic planning, a lack of capacity of administrative staff to predict, analyze and develop strategic plans for the construction company [10].

When the construction company has a strong position on the market, or when it has an opportunity to obtain additional benefits from moving within the industry or region, then it can have the following marketing strategies:

1. regressive integration is to establish tight control of its key suppliers;
2. progressive integration when there is the goal to get possession of or to control the distribution system and exchange;
3. horizontal integration, which establishes strict control over enterprise-level competition.

The formation and the mobilization of the market potential of a construction company is a major task in progress and implementation of this strategy. Distribution of building resources in time and resource allocation for building enterprise individual components of the strategy are important moments in a matter of strategy of industrial potential. To this end, management of construction enterprises are obliged to set strategic benchmarks use of financial resources, which are able to record the purposes for which the costs were sent.

Cash requirements to address specific tasks and functions at the stage of implementation of the strategy should be analyzed. The analysis should be the main priorities that should contribute to the implementation of the strategy. It promotes the formation of long-term results are expressed in the strategic positioning in the market.

Strategic positioning is the main factor determining the perception of the company partners and customers than its competitors, and shows the essence of the company's business strategy. Strategic initiatives and communication programs depend on the selected strategic position. It reflects the long-term prospects for the company to increase market advantage by making changes and adjustments in strategy. It is important that the strategic position consistent with the overall business strategy. Its formation is relative to competitors and the market. The main requirement to the definition of a strategic position is logical and emotional relevance for consumers.

The individuality of the products and the company is an analog of a strategic position in a construction company. To generate competitive advantage necessary to choose the right strategic position. The choice of this position must be based on the analysis of the factors that determine the position of construction products: price, quality, company image and product.

During the creation of a sustainable competitive advantage possible to use certain tactical techniques. Market positioning is based on the consumer benefits of the goods, increasing the number of potential

buyers of a certain type of construction products. Enhancing the prestige of the product and keeping the strengths and weaknesses of competitors also contributes to the formation of positioning. The favorable external environment promotes the formation of active positioning construction company. The external environment of a construction company formed on the basis of relationships with other market participants.

Construction companies, which carry out a successful positioning in the market, must keep in mind the following rules: find the distinctive features of the product; the combination of scientific and technological achievements in economic benefits to the organization and its customers; search for a compromise with the leading competitors in the market for the division of spheres of influence and control over the various market segments.

The strength of the market situation construction company in practical terms can be seen as a comparative profitability of farming which characterizes the financial capacity retention of market positions. For an objective assessment of market positions and strengthen construction company must detail the internal structure of the cumulative effect of the con-

sumer, and the total cost, determining the value of each item specifically, choosing a certain marketing strategy, influencing them in the direction of increasing the stability of the presence on the market [8].

Thus, in the construction industry there are a number of problems in the field of science, in the social sphere, at the legislative level and in the financial sector. Without their decisions can not be expected to perform tasks to improve the competitiveness of domestic construction companies to the level of leading foreign countries. The competitiveness of construction companies is provided in the event that they have stable and controllable competitive advantage for the long term of its development. At their formation must be oriented towards the full range of marketing, logistics, industrial and technological, financial, economic, organizational and administrative business processes.

To take a worthy place among world leaders, Ukraine needs to find its niche in the global market and its competitive products. Subject to limited financial, logistical, labor, scientific resources to achieve such results is possible only through concentration on those areas of social production that can provide Ukraine the shortest path to the world market.

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## ШЛЯХИ ТА ПРОБЛЕМИ ПІДВИЩЕННЯ КОНКУРЕНТОЗДАТНОСТІ БУДІВЕЛЬНИХ ОРГАНІЗАЦІЙ

#### Анотація

Розглядаються основні поняття конкурентоздатності в ракурсі будівельних організацій. Щоб успішно конкурувати, підприємствам необхідно обновляти технологічне встаткування, удосконалити технології виробництва, проводити маркетингові дослідження, вивчати сильні й слабкі сторони конкурентів, вивчати внутрішній і зовнішній ринок, виявляти свої можливості й, як підсумок, випускати конкурентноздатну продукцію, що дозволяє не тільки удержати позиції на ринку, але й зайняти більшу його частку.

**Ключові слова:** конкурентоздатність, конкурентні переваги, конкурентна боротьба, будівельні організації.

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## ПУТИ И ПРОБЛЕМЫ ПОВЫШЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ СТРОИТЕЛЬНЫХ ПРЕДПРИЯТИЙ

#### Аннотация

Рассматриваются основные понятия конкурентоспособности в ракурсе строительных организаций. Чтобы успешно конкурировать, предприятиям необходимо обновлять технологическое оборудование, усовершенствовать технологии производства, проводить маркетинговые исследования, изучать сильные и слабые стороны конкурентов, изучать внутренний и внешний рынок, обнаруживать свои возможности и, как итог, выпускать конкурентоспособную продукцию, которая позволит не только удерживать позиции на рынке, но и занять больший его сегмент.

**Ключевые слова:** конкурентоспособность, конкурентные преимущества, конкурентная борьба, строительные организации.