

Міністерство освіти і науки України  
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**Економіка та менеджмент:  
перспективи розвитку**

**Экономика и менеджмент:  
перспективы развития**

**Economics and management:  
development perspectives**

Матеріали  
IV Міжнародної науково-практичної конференції  
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ринки. Важливим аспектом діяльності підприємств на зовнішніх ринках є розроблення оптимальної маркетингової стратегії, тобто такої поведінки компанії, яка б забезпечувала досягнення певної мети при встановлених можливостях в означений термін часу. Саме це в значній мірі і відрізняє формування міжнародної маркетингової стратегії порівняно з маркетинговою стратегією на внутрішньому ринку, яка обумовлена комплексністю завдань, які стоять перед підприємствами. Це вказує на значну необхідність багатостороннього дослідження процесу формування міжнародної маркетингової стратегії в умовах глобалізації.

Для досягнення значного ефекту завдяки формуванню стратегії міжнародного маркетингу, підприємство повинно враховувати:

- конкурентне середовище світового ринку та визначення конкурентної позиції фірми у ньому;
- організацію системи управління виробничо-збутової діяльності з урахуванням економічної ситуації у світі;
- тенденції інтернаціоналізації світового господарства;
- стосунків між різними країнами та особливостей зовнішньоекономічних відносин;
- мотиви інтернаціоналізації бізнесу, що спонукають національні компанії здійснювати міжнародний бізнес, вступати в міжнародну маркетингову діяльність для розширення збуту, придбання ресурсів, диверсифікація джерел постачання.

Головним завданням міжнародної маркетингової стратегії на підприємстві є розробка основних напрямків і методологій ринкових досліджень, визначення характеру та джерел необхідної інформації, здійснення контролю конкретних дослідницьких програм, узагальнення отриманих результатів і підготовки необхідних рекомендацій.

## **INTRODUCTION OF COMPETITIVE INTELLIGENCE FOR ENTERPRISES IN TERMS OF EUROPEAN INTEGRATION**

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At this stage of development and progress, is no longer enough to pay attention or many times to get the victory over its competitors. Unfortunately, even if one competitor is overcome (which may be only temporary), others will appear. Many large companies now are in need of new capacities, innovations, new human resources and so on.

A lot of businesses mix the understanding of competitive intelligence with industrial espionage, and have suspicions and skepticism due to unethical means of obtaining information. In this aspect, there exists the substitution of values.

Competitive intelligence is aimed at the collection and processing of data from different sources, and on the basis of obtained information management solutions are formed which are aimed at improving the competitiveness of commercial activity of enterprises/organizations. However performance of these activities must be conducted within the law and enforcement of ethical standards [1]. The main issues and debates of today is the ability to conduct such activities in the legal framework and the inability to violate trade secrets of competing firms, the ability of the enterprise to increase their competitiveness through data from public access.

An alternative term for competitive intelligence is a business analytics, which is a monitoring of enterprise's environment in order for company to obtain some important and urgent strategic decisions [2]. Competitive intelligence is both: an analytical process and a product that converts scattered knowledge on the opponent into relevant, accurate and useful strategic information on competitors: the state of the company, its performance, its capabilities and plans for the future [3].

Competitive intelligence is the process of obtaining and analyzing publicly available information in order to achieve company goals, but which facilitates organizational improvement, differentiation and target competition [4, c. 153]. It helps to:

- conduct a solid SWOT-analysis of certain competitors, and to help to find out in advance the opportunities and threats in the future;
- improve and differentiate strategy and the company's position on the market, improve operational and financial activities;
- win the competition for scarce resources such as staff, time, money and knowledge;
- outperform competitors on key factors of success: relationships with buyers, access, influence and support in re-distribution channels;
- avoid errors that were done before or could be done by competitors;
- maintain or increase the share in the costs of the buyer and or attract a competitor's buyer.

In the context of globalization and the spread of the Internet, social networking information is easier to get, but at the same time it is actually harder to get. This is so because you can find much information about your competitor, but the accuracy of this information must be re proven by other sources as well. Your advantage is depending on obtaining reliable, accurate and exact information which will contribute to the understanding, prediction, and explanation of the

situation. The chances of success of the enterprise/company/organization depend on this.

In order to obtain accurate information and success, it is possible to be tempted to obtain information from any source that is available, even unethical. Competitive intelligence is referring to publicly available information; it sets it apart from industrial espionage [1].

One should not assume that competitive intelligence alone will make the company a leader in the competition for resources and customers. This tool is a process that must be carried out by the experts with sufficient experience and ability to distinguish useful information from useless and unnecessary.

Competitive intelligence is a tool for enterprises that will help companies to build market position, to understand better the competitors, their strategy and tactics, and consumers.

All sources of information that can beat the competition can be divided into three groups [4, c.158]: individuals of the enterprise which carries out competitive intelligence; third parties; competitors.

The individuals. First we must always look for information that will be available almost immediately. This information can be found inside the company through its employees and colleagues. Each of them can share their views and thoughts about the competition: some may have previously worked or had to deal with a competitor and can provide very important insight. To obtain such information profiles can be made, where each employee can speak and at the same time, if desired, remain anonymous. This questionnaire can be grouped by sector. You can also announce a contest where the employee who will provide the most important information will receive a valuable gift.

The next important source of competitive intelligence is a third party. These are people and organizations that are not related to your business but that have some information about the target competitor.

This may be the organizations that request information of our company: financial analysts, social institutions, agencies, statistical agencies. The bilateral relations with this category of professionals must be built. In this case not only they receive information about our company, but they become the source where we can get the useful and necessary information about competitors.

By the third parties also include advertising agencies, which can help to analyze the popularity of the company, its market share in relation to competitors. These people may be valuable specialists such as lobbyists, professionals from public relations agency, lawyers and other involved professionals. They will be able to explain: what goal does pursuit the competitor? What did he do to achieve success? What and whom he uses for this?

Third, but not least important source of information are the competitors themselves. They can talk about themselves due to these two important reasons:

- personal or corporate prestige and reputation;
- publication of any related to them information.

Department of competitive intelligence can find this information and, after conducting a thorough analysis, give managers a valuable advice as to what does the enterprise/company need in order to become a leader in the competition.

For this venture, which will be introduced on the enterprise, competitive intelligence department should find experts. Unfortunately, at this stage, there are not enough Ukrainian specialists in this field of expertise. But in terms of European integration, Ukrainian companies have opportunity to attract foreign experts and specialists who will be able to share and introduce their expertise and experience at the enterprise.

The European Union could provide a real opportunity for Ukrainian enterprises in becoming more competitive on foreign markets through exchange of experience of competitive intelligence, and training activities for Ukrainian specialists. It is also offered to select employees and sent them on training sessions which are conducted outside the country.

This article has provided information on the implementation of competitive intelligence for the enterprise in order to obtain from its implementation competitive advantages and general information relating to competitive intelligence. The analysis found that competitive intelligence is a critical element of successful operation for the business today. Due to European integration, Ukrainian companies have a real opportunity to gain experience and learn from the European competitive intelligence environment. It should be noted that competitive intelligence uses only legal and ethical methods of obtaining the information and does not violate any administrative and legal rights of enterprises and people.

1. Richard Combs An Overview of Competitive Intelligence – Competitive Intelligence Handbook [Electronic resource] – Point of access: <http://www.combsinc.com/chapt1.htm>
2. Leonard M. Fuld What Is Competitive Intelligence – Fuld&Company: The Global Leader in Competitive Intelligence [Electronic resource] – Point of access: <http://www.fuld.com/company/what-is-competitive-intelligence/>
3. Aric A. Johnson What Is Competitive Intelligence? – CI consultancy Aurora WDC [Electronic resource] – Point of access: <http://www.aurorawdc.com/whatisci.htm>
4. Gordon I. Target competition/ Gordon I. – М.: Verzhina – 2006. – 368 p.

## **КЛАССИФИКАЦИИ РИСКОВ ПРОМЫШЛЕННОГО ПРЕДПРИЯТИЯ**

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Проблемой классификации рисков ученые занимаются уже давно. Практически в каждой книге, посвященной вопросам риска, приводится один