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THEORETICAL AND METHODOLOGICAL ASPECTS OF ENTERPRISE RESOURCE POTENTIAL MANAGEMENT

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Abstract

The article considers of theoretical, methodological and practical aspects of enterprises resource potential. A set of measures aimed at improving the efficiency of enterprises resource management is formulated and substantiated.

Keywords: resource potential, enterprise potential, potential criteria, material resources.

The resource potential of the enterprise is a set of resources, that are available to the enterprise, and is determined by their quantity, quality parameters, composition, ratio and compliance with the goals, set by the enterprise at a particular stage of development. The composition of resource potential, mechanisms for its formation and management differ significantly by industries and areas of economic activity. Therefore, there is an objective need to clarify a number of issues, regarding the economic nature, properties, structure of resource potential.

For today, there are many different definitions and interpretations of the categories "potential", "resources" and "resource potential". It is necessary to clarify the essence and relationship between these categories in order to clarify these concepts.

The concept "potential" is usually associated in the general scientific context with the concepts of "strength" or "power". Traditionally, this term is used to describe the means, stocks and sources, that can be used to solve a particular problem or achieve a certain goal, as well as for the capabilities of an individual, society, state. In the economic context, the potential of the enterprise characterizes the set of its capabilities.

From this point of view, the potential of the enterprise is usually understood as a set of factors, that characterize the strength, sources, capabilities, funds, stocks, resources and other reserves, that can be used in economic activities. From another point of view, the potential of the enterprise is determined by the quality and quantity of resources that the enterprise has, the qualifications of the enterprise staff, innovative, informational and financial capabilities [2, p. 77-78].

Defining the concept of potential has not only important scientific but also practical significance, because the idea of its content determines the approach to its evaluation, measurement and management.

For further development of the study, it is important to determine, what is meant by resources.

The word "resource" comes from the French "resource" - supplement. In the S.M.Goncharov's economic dictionary the resources are defined as natural, raw materials, material, labor, financial values, that can be used, if necessary, to create products, provide services, obtain added value [8, p. 196].

The study of the category "potential" is presented in table 1.

Table 1.

Research of the category "potential"	
Author	Definition
Ozhegov S.I. [7, p. 25]	Potential is seen as a set of tools needed for something. This definition includes two aspects: the availability of resources and target orientation of their use.
Lyukshynova A.N. [18, p. 285]	The potential of the enterprise is a set of its capabilities to produce products or provide services. However, in addition to internal variables, it also includes general organizational capabilities of management - managerial potential.
Ryabova T.F. [18, p. 286]	Potential is a set of available factors of production, intelligence, production reserves and capabilities that can ensure the production of high quality goods needed to meet the comprehensive needs of different categories of the population.
Khramtsova T.G. [17, p. 23]	Potential is not only and not just the amount of resources, but also the invested in them opportunity to develop the system in a given direction. Opportunities must be realized. In economics, the realization of potential finds embodiment in the results of activities.
Own definition	The potential of the enterprise should be understood as a set of all types of resources that are available and can be mobilized to achieve a certain goal.

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be used, if necessary, to create products, provide services, obtain added value [8, p. 196].

From an economic point of view, resources include a set of individual elements, that directly or indirectly participate in the production or provision of services. Therefore, the most important feature of the category "resources" is a direct connection with the production process, that is resources in the process of use take the form of factors of production (table 2).

Table 2

Research of the category "resources"	
Author	Definition
L.G. Okorokova [9, p. 141]	The resources of the enterprise are understood as a set of stocks, sources, means and objects of labor that are available to the enterprise and which can be mobilized and activated, as well as used to achieve its goals.
V.V. Kovaleva [8, p. 141]	Defines a set of resources as material and technical base (long-term resources due to the essence of the technological process), current assets (assets that ensure the implementation of the technological process), labor resources and financial resources.
I.T. Balabanov [10, p. 86]	The resources owned by the enterprise include technical, technological, labor, spatial (territory, premises, communications), financial resources and opportunities.
Large economic dictionary [11, p. 548]	Resources are the main elements of production potential that the system (enterprise) has at its disposal and which are used to achieve specific goals of economic development.

The fundamental difference between the terms "resources" and "potential" is that resources exist independently of the subjects of economic activity, and the potential of an individual enterprise or society, as a whole, is inseparable from the subjects of activity. That is "potential" in addition to tangible and intangible assets, includes the ability of the employee, team, enterprise, society as a whole to effectively use of available funds or resources.

It is advisable in the system of evaluation indicators of resource efficiency to use the economic category, through which you can take into account the amount of accumulated resources, the degree of use of opportunities and the size of the created social product. "Resource potential" can serve as such a category.

To determine the resource potential of the enterprise as an object of study of economics, it is necessary to focus on theoretical approaches to the category of

"resource potential" in the research of foreign and domestic economists (Table 3).

In the works of most authors, the resource potential of the enterprise is represented by all the resources, used in social production at one stage or another of the development of productive forces. This is the most important feature of the "resource potential" category. However, to consider it only as a set of all resources is hardly correct, as it still contains a number of qualitative economic characteristics.

As an economic category, resource potential expresses the relationship between people about the accumulation and use of available opportunities. The essence of resource potential is the interaction of all its constituent elements.

Resource direction considers the resource potential as a set of resources of the economic link, the as-

assessment of resource potential is reduced to determining the cost of available resources, and the level of use of resource potential is determined by the ratio of the obtained result to the amount of used resources.

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Table 3

Theoretical approaches to the definition of "resource potential"

Author	Definition
Svobodin V.A. [8, p. 27]	Resource potential - a set of resources available to the enterprise (land, labor and material).
Misko K.M. [6, p. 13]	Resource potential - the total value of realized and unrealized opportunities for the use of resources in the process of meeting social needs, which is expressed in the resource form of its representation.
Klepikov Yu.N. [4, p. 5]	The magnitude of the potential of the enterprise is determined by the amount of resources owned by the enterprise and the conditions that allow to achieve the most complete and rational use of them.
Komarov M.A. [9, p. 54]	Resource potential - a system of resources, an interconnected set of material, energy, information tools, as well as the workers themselves, who use (or can use) them in the production of material goods and services.
Shamanska O.I. [10, p. 166-167]	Resource potential is an economic basis, the real strength of the enterprise, characterized by a system of indicators that reflect not only the available resources, but also their reserves, which can be used under certain conditions.
Serdak S.E. [7, p. 84]	The resource potential of the enterprise should be understood as a set of tangible, intangible, financial and labor resources, as well as the ability of employees to use effectively these resources to fulfill the mission and achieve current and strategic goals of the enterprise.
Own definition	Resource potential is a set of different types of resources that are available to the company and can be involved in its activities to maximize customer needs and achieve economic effect.

As an economic category, resource potential expresses the relationship between people about the accumulation and use of available opportunities. The essence of resource potential is the interaction of all its constituent elements.

Resource direction considers the resource potential as a set of resources of the economic link, the assessment of resource potential is reduced to determining the cost of available resources, and the level of use

of resource potential is determined by the ratio of the obtained result to the amount of used resources.

In the "effective" direction the resource potential is seen as the ability of the economic system to develop, process resources to meet social needs, the assessment of resource potential is reduced to assessing the maximum turnover, that the economy is able to produce at such a quantity, quality and structure of resources. Distinctive features of the category "resource potential" are considered in Fig.1.

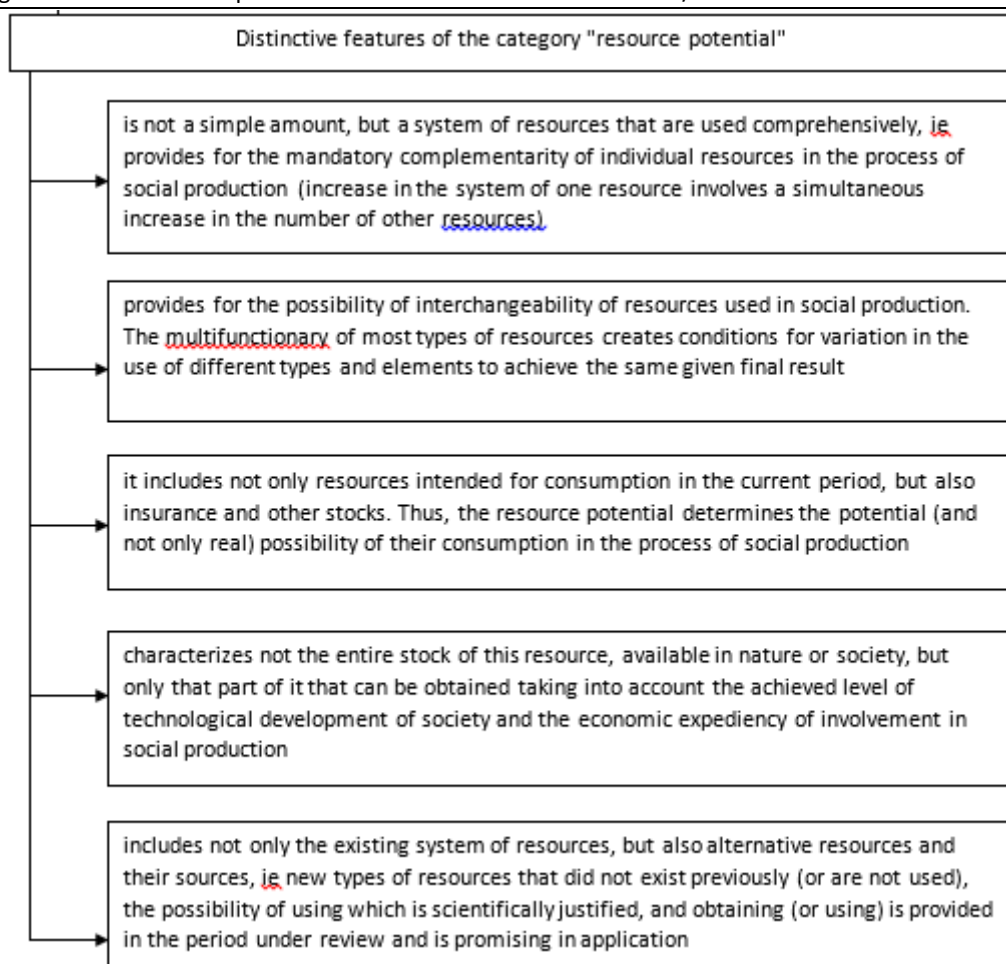


Fig.1.

Distinctive features of the category "resource potential" compiled by the author on the basis of [7, p. 140]*

In the economic literature there are two directions of research of resource potential as an object: "resource" and "effective" [9, p. 142].

In the process of their development, the resource potential of enterprises may increase or decrease. The latter occurs in cases where the company's own resources are reduced due to the outflow of employees,

reduction of material resources, disposal of fixed assets, their restoration is not compensated, etc. The capacity reduction is also possible due to a steady decline in demand for products.

The resource potential of the enterprise can be characterized by four main criteria, which are presented in Fig.2.

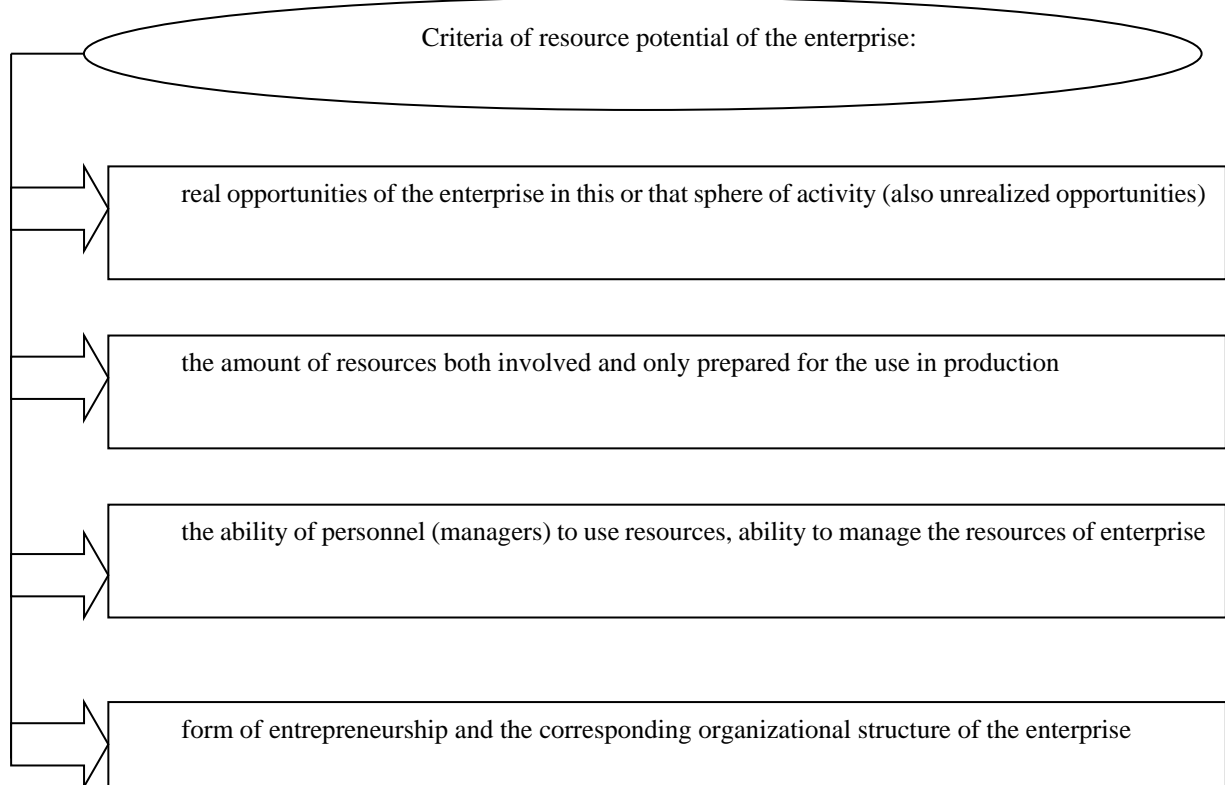


Fig 2
The main criteria of the resource potential of the enterprise
** compiled by the author on the basis of [6, p. 8]*

Resource potential is realized in the process of carrying out the activities of the enterprise. This activity is an active and purposeful influence of the personnel of the enterprise on the means and objects of labor, the result of which is new goods and services.

Despite the diversity of its species manifestations, the resource potential of the enterprise is characterized by some characteristics, which are presented in Figure 3.

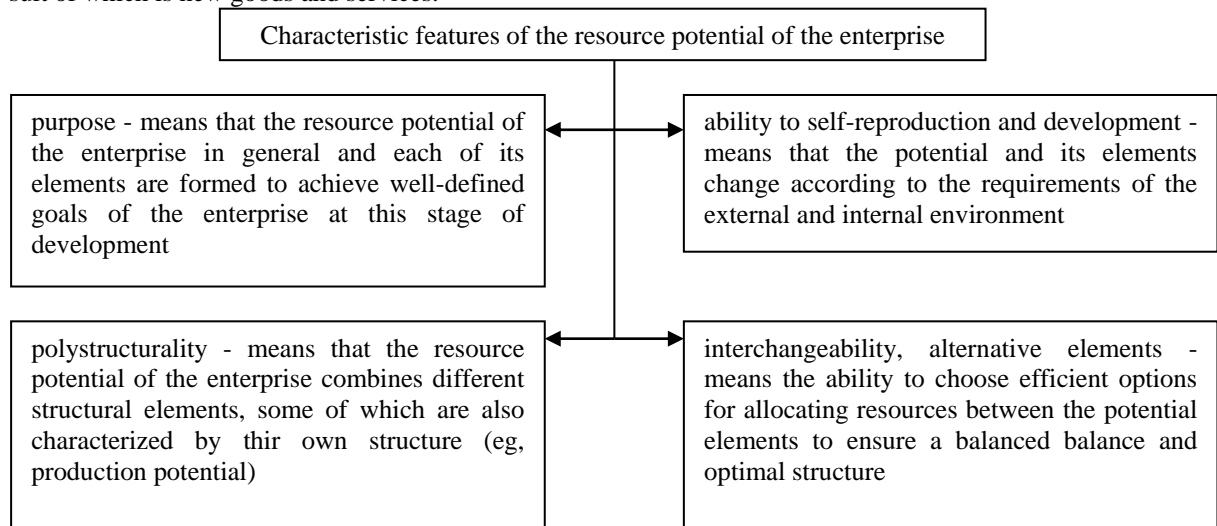


Fig. 3.
Characteristic features of the resource potential of the enterprise
** compiled by the author on the basis of [9, p. 12]*

The generalization of theoretical approaches to the content of resource potential allowed to identify general classification features of resource potential.

The effective use of resource potential allows the company to obtain economic (profit), social (satisfaction of consumer demand) and environmental effects.

Depending on the degree of involvement in production and economic activities, different elements of resource potential play a different role, so when studying its structure should be divided into active and passive parts.

The active part includes resource, that are involved in economic activity and directly affect its effectiveness: the existing fixed assets and non-productive assets; normative stocks of material values in the sphere of production and circulation; employed part of the economically active population; scientific and technical information, realized in technologies, means, subjects and products of work.

The passive part of the resource potential contains resources, that are available, but not involved in eco-

nomical turnover, they include: excess stocks and reserves of material values in the sphere of production and circulation; unoccupied part of labor resources; scientific and technical information implemented in projects; results of scientific and research developments.

The resource potential of the enterprise is the result of a complex combination of its constituent elements: financial, material, intangible, informational, personnel, technical and technological resources (Fig. 4).

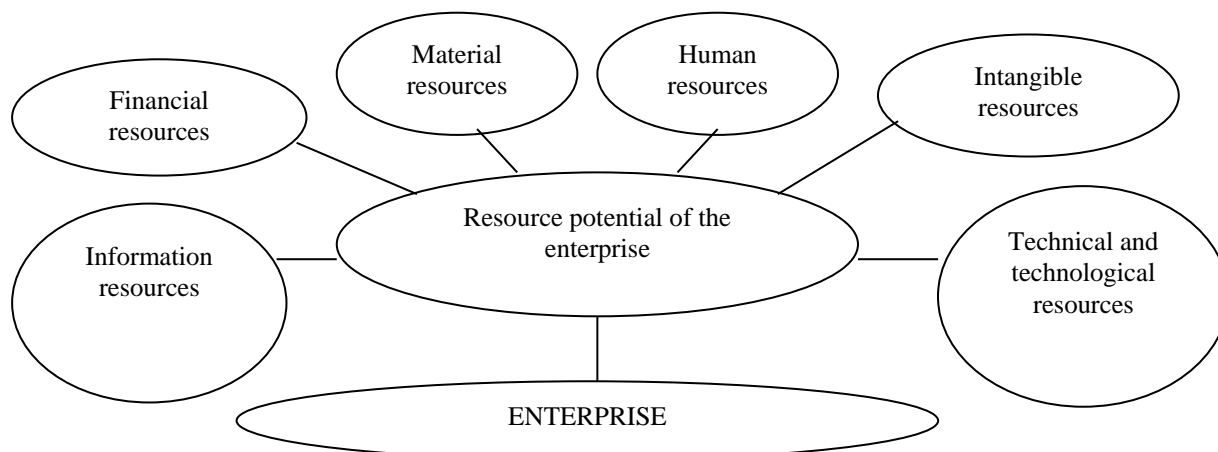


Fig. 4.

*The scheme of resource potential of the enterprise
* compiled by the author on the basis of [4, p. 18]*

The analysis of the scheme of resource potential allows to argue, that the financial resources should be considered as a set of funds and receipts, that are available to the company and can be used to achieve specific goals and objectives. This resource is important in the activities of any enterprise. Without sufficient financial resources, the company can not operate stably and have prospects for future development. The financial potential of the enterprise determines the competitiveness, opportunities for business cooperation, assesses how the economic interests of the enterprise and its partners in financial and production terms are guaranteed.

Material resources consist of fixed and current assets, which are used in the production process and are the

material base of the enterprise. They include fixed assets and the share of working capital.

Intangible resources are considered as part of the property of the enterprise, which characterizes the objects of intellectual property and other similar rights belonging to the enterprise. Intangible assets include patents, computer programs, licenses, certificates for the right to operate or use any property, inventions, know-how, and so on.

The important resources, on which the efficiency of the enterprise depends, are human resources. They consist of permanent employees who have the necessary training, knowledge and skills to perform effectively certain functions. It is the labor potential that activates all other components of the resource potential of the enterprise.

All the activities of the enterprise are extremely dependent on a variety of information. In particular, the management of the enterprise, the effectiveness of any management decisions is possible without the availability of information resources. The information potential of the enterprise should be understood as a set of information resources and capabilities for their implementation, which provide the conditions for its long-term development in the market, based on the generation, accumulation and the use of knowledge [12, p. 112].

Material and technical base, production capacity of any enterprise depends on technical resources. They are considered as a set of mechanisms and machines, as well as systems and means of management, extraction, storage, processing of raw materials, energy and information created to produce certain products and serve the non-productive needs of society. These elements form the material and technical base of the production system. The means of production in their material composition are the production assets of the enterprise, which are divided into fixed and working capital. The economic essence and material content of these funds are the defining characteristics for outlining their importance in the implementation of reproductive processes and the development of any production.

The efficiency of production at the enterprise is impossible without technological resources, which form a set of processes, rules, skills used in the manufacture of products, work in any field of production. An important component of technological processes are the processes, that cover successive technological operations (actions), each of which is

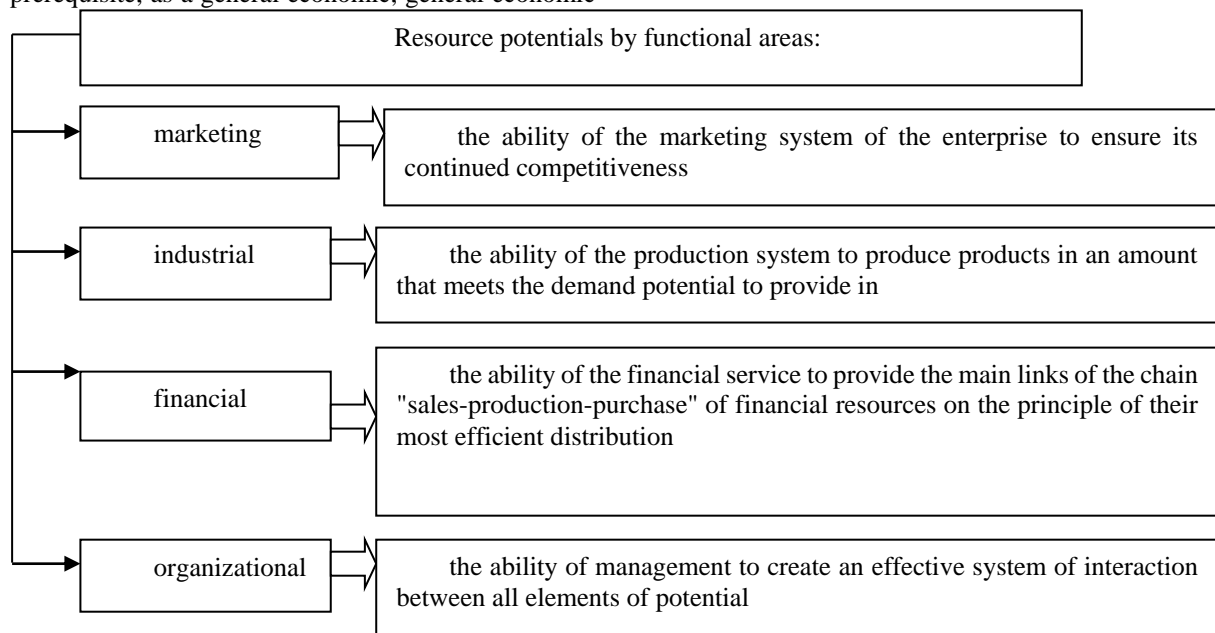
based on certain natural processes and human activities and aimed at creating a specific object. A characteristic feature of technological resources is the high dynamics of methods, technologies, due to the presence of competitive ideas, scientific developments etc.

Some scientists consider the structure of the resource potential of the enterprise as a set of object and subject components. Object components of resource potential are related to the material form of the enterprise potential, subjective - with the social form of manifestation, ie they are not consumed, but act as a prerequisite, as a general economic, general economic

factor of rational use of object components [6, with. 17].

According to V. Gerasymchuk, the definition of managerial (intellectual) potential includes the assessment of the following main characteristics: perception of new ideas; willingness to criticize; vision of perspective; level of intelligence; purposefulness and intentions; managerial thinking [3, p. 103].

The composition of the resource potential in relation to the functional areas of formation and use is presented in Fig.5.



** compiled by the author on the basis of [6, p. 9]*

Most researchers distinguish the production potential in the resource potential of the enterprise. According to O.V. Korenkov, the latter covers the following components: technical potential, technological potential, financial potential, labor potential. It is believed that technical and technological potentials are components of lower level potential than labor or financial. That is, technical and technological potentials are fully part of the production potential and only through it are "superimposed" on the other types of potentials. At the same time, labor potential is a separate type of potential, although it has a significant impact on production potential [5, p. 188].

Thus, the resource potential is the basis of the economic potential of the business entity and reflects the potential opportunities of the enterprise. At the same time, economic potential implies the realization of potential opportunities, expressed in the achievement of economic effect.

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