

THE ATTRACTIVENESS OF ECONOMIC SYSTEMS AS THE ASSESSMENT BASIS OF THEIR COMPETITIVENESS

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ABSTRACT

Modern conditions are characterized by a sharp acceleration of all processes taking place in society. At the same time, competition in all studied social processes has intensified. The main factors that conditioned this situation are the extremely high rate of development of communications, transportation and the associated with this global digitalization and the integration of the world space. The external environment becomes the main source of uncertainty and the opportunities for the development of each economic system. Increasing the competitiveness of economic systems at various levels should be the answer to these challenges. In this work, an economic system can be understood as any economic agent - a country, a region, an industry, an enterprise, a household, etc. The article deals with topical issues related to the development of an approach to the notion of competitiveness, based on the attractiveness of economic systems for stakeholders. Analyzing the works devoted to the competitiveness of systems, it can be noted that the main discussion goes on the competitiveness assessing indicators. The methods of evaluation offered by various scientists are more or less traditional indicators of the effectiveness or efficiency of the system. However, according to the authors, the evaluations obtained are of unequal importance for various stakeholders, and, therefore, affect the competitiveness of the analyzed systems in different ways. The authors suggested using the concept of attractiveness as a basis for determining the competitiveness of systems. Within the framework of the proposed approach, "attractiveness" is the degree of importance of one or another characteristic for a particular person evaluating the given object. Therefore, one and the same object, characterized by certain indicators of its status and development, can be attractive to one type of interested parties and unattractive for another.

Keywords: competitiveness, attractiveness, evaluation, assessment

INTRODUCTION

At the initial stage of the development of the evaluation methodology, a comparative analysis of the theory and practice of evaluating the attractiveness of systems was carried out. As a result of the analysis, the need to clarify the nature of the attractiveness and the factors affecting it, as well as the uncertainty factors and specificity of the analyzed systems, was revealed. The authors grouped the main tools for assessing the attractiveness of economic systems (regional and sectoral levels), highlighted their strengths and weaknesses, identified the main tasks, and built a logical framework for evaluation. The result of the analysis is the systematization of knowledge in the evaluation of attractiveness, identification of the applicability limits and the possibilities for developing the existing theory and practice of assessing the attractiveness of economic systems.

As part of a research project of RFBR № 15-32-01058 «The development of a methodology for evaluating of the attractiveness of industries using techniques of key performance indicators and clustering in order to manage economic systems," the authors developed industries operating concept. This concept should become the basis of the industrial policy pursued by the state and regional authorities. In this paper, industrial policy refers to the purposeful activity of the state in maintaining priority economic activities from the point of view of the state by applying administrative, organizational, financial and other instruments. Due to the uncertainty of the concept of "industrial policy," it can also be considered a synonym of the often used in our country concept of "structural or sectoral policies." Despite a large number of definitions, all authors agree on two distinctive features. The first is the unconditional need for state active participation in shaping the structure and organization of the sphere of material production. The second - the impact of the state is carried out in order to achieve national, system goals and objectives with a long-term effect on the entire economy [1],[2],[3],[4].

METHODS OF RESEARCH

The authors have proposed industries operating concept, implemented in the following stages:

- 1) Study of the region's economy to determine the goals and objectives of regional development;
- 2) Formation of relevant evaluation criteria, assessment of attractiveness and selection of industries;
- 3) Formation of a set of incentive measures;
- 4) Implementation of a set of incentive measures;
- 5) Monitoring the implementation and effectiveness of measures taken.

Considering the issues of industrial policy, the authors usually stop at the application of various instruments of influence on the development of various objects (national economy branches) [5],[6]. From the point of view of the authors, the measures and means of supporting the industries, studied in the literature are tools, the application of which must be methodologically grounded

and, most importantly, goal-oriented. Thus, in our opinion, the stages of goal setting, task definition and selection of objects (industries) are fundamental and determine the further effectiveness of industrial (sectoral) policy for government intervention measures. It should be emphasized once again that the evaluation can not be performed using "normatively", "from above" laid down criteria. The choice of criteria should be clearly linked to the objectives and priorities of development priorities based on studies of the state of each particular region. Another characteristic feature of the evaluation is that as a result there is no need for "culling". Another characteristic feature of the evaluation is that as a result there is no need to cull or drop out certain objects that do not meet the specified criteria. So, for example, when considering alternative investment projects, the investor conducts an assessment precisely to weed out the worst and choose one (or several) of the best. In the case of assessing the industries of the region, this task is obviously not being put. All evaluated objects are included in the overall structure of the region's economy and, in general, can not be excluded, eliminated from it. Thus, the set of analyzed objects (industries) in this case more suits the definition of «portfolio». In general, a portfolio is a set of objects that are designed to reduce risks and increase the profitability of the entity managing these objects. It is well known that even with a simple increase in the number of objects in a portfolio, non-systemic (specific) risks are significantly reduced, which is the reason for diversification and use of the portfolio for this purpose.

The above considerations lead to the following conclusions.

First. The goals of the industrial (sectoral) policy are strategic at the level of the state and the region. The main task is the assessment, ie positioning of industrial branches on the economic map of the region for efficient distribution of state support funds.

The second. Complex of industries of the region (territory) can be considered as a kind of portfolio of objects, each of which should take its place in the structure of the economy of the region, increasing the overall stability of the territory.

Thus, the authors substantiate the idea of the possibility of using the tools of strategic enterprise management, expanding the scope and methods of its use in the sphere of industrial policy. Just as at the enterprise level strategic matrices are used to determine the means of influencing managed objects, in the field of industrial policy, the authors propose using a matrix approach to determine measures of state strategic support for managed objects (industries).

Let's consider in more detail the use of matrices in the process of strategic management of an enterprise to determine the opportunities for the development a matrix approach for the assessment of industries [7],[8].

Table 1 Use of matrices in the strategic management of an enterprise

№	Name of the tool	Indicators used for axes	Analyze d objects	Area of analysis and management
1	The growth–share matrix	Market share - Market growth rates	Products, SBU	Market analysis
2	McKinsey matrix	Industry attractiveness - Business unit strength	Products, SBU, SBA	Market analysis
3	ADL Matrix Литтла	SBU’s competitive position - SBU’s life cycle	SBU, SBA	Market analysis
4	Shell Directional Policy Matrix	SBU’s competitive capability - Prospects for sector profitability	SBU	Market analysis
5	Ansoff Matrix	Type of goods - Market type	Products, SBU	Market analysis
6	Hofer matrix	SBU’s competitive position - The maturity of the sector	SBU	Market analysis
7	Price quality matrix	Price - Quality	Products	Market analysis Quality analysys
8	Quality - resource consumption matrix	Quality - Cost	Products	Production process analysis
9	Work quality management matrix	Labour results - Quality of work	Staff	Analysis of staff productivity and efficiency
10	The Blake Mouton Managerial Grid	Concern for People - Concern for Results	Management Styles	Management Review

Analysis of the practice of using the matrix approach in strategic management shows that the scope of its use is limited to the level of the enterprise. At the same time, various objects within the enterprise, such as products, business units, strategic business areas, personnel and management become objects of analysis. The authors suggest to expanding the procedure for using the strategic management matrices, transferring their application to higher levels of management - territory, region, country. Thus, the matrix approach will be applied to the solution of high-level strategic tasks.

Another «narrow» place for the use of matrices is the use for their construction indicators of one type, most often market ones. As a result, the analysis of the investigated objects is limited to one aspect, usually – the market.

RESULTS

To solve the problems of assessing the attractiveness of industries, it is necessary to take into account various aspects that affect the attractiveness - economic, social, macroeconomic, etc. In such cases, there is a need to take into account indicators of different types - economic, social, environmental, etc. simultaneously. That is, the use of indicators of only one group is not sufficient. The authors propose to use complex indicators to construct a strategic matrix reflecting various aspects of the attractiveness of industries.

On the other hand, the authors consider that the use of indicators of the current state is not adequate. And in the general case, when evaluating certain objects in the scientific literature and practice, "point" indicators or indicators reflecting the state of the object at the current time are used. In view of the fact that in this study the tasks of strategic management of industries are considered, the use of only indicators of the current state is clearly insufficient. Thus, on the other axis of matrix formation, the authors suggest postponing of dynamic indicators reflecting the rate of change in current indicators. As a result, the possible perspective of the development of the analyzed objects (industries) will also be displayed in the matrix.

The received matrix allows placing the analyzed objects (branches) in some or other quadrants of the matrix. Next, a set of measures and support tools will be defined for each set of industries along the quadrants of the matrix.

CONCLUSION

In the course of the research, the authors previously formed the concept of industrial policy, the main core of which is the stage of assessing the attractiveness of industries. This stage is decisive for the effective implementation of the distribution of government support measures. To solve this problem, the authors proposed an approach based on the methods of portfolio analysis in strategic management. This provision is justified by the presentation of the sectoral structure of the region as an analogue of the portfolio of business units of the company. Analyzing the limitations and drawbacks of the traditionally used tools of portfolio analysis, the authors present an authorial approach to the construction of a strategic matrix for assessing the attractiveness of industries. The place of the industry in this matrix is determined by the indicators of both the current state and the development of the industry. In the future, this will allow the development of a set of strategic support measures in accordance with each quadrant of the matrix.

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