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КЛАСИФІКАЦІЯ ПОТЕНЦІАЛУ ПІДПРИЄМСТВА

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CLASSIFICATION OF ENTERPRISE`S POTENTIAL

Enterprise capability is a system of the separate capabilities that forms the economic ability of the enterprise to compete with other enterprises and reflects the level of enterprise competitiveness.

Enterprise capability classification identifies its main components and defines each of them. Generally speaking, the enterprise capability includes such components as:

1) Production capacity is the productive resources, entrepreneurial and production capabilities and linkages which together determine the capacity of an enterprise to produce goods and services. It is the volume of products that can be generated by a production plant or enterprise in a given period by using current resources. The production capacity consists of

- land is the stocks of natural land resources that the enterprise can use for economic activity; it represents the physical place where a business is operating;

- fixed assets include the tangible, non-consumable items (such as machines and equipment) owned by the enterprise and forms the basis of technical and technological production capacity;

- working capital is a part of the production capacity in the form of raw materials, fuel, energy that are in inventories, work in progress and semi-finished products;

- intangible assets cover the non-monetary assets that are divided into two primary forms of intangibles – legal intangibles (such as trade secrets (e.g., customer lists), copyrights, patents, trademarks, and goodwill) and competitive intangibles (such as knowledge activities (know-how, knowledge), collaboration activities, and structural activities).

2) Labour capability is the employee potential that relates to employee's interpersonal connections and refers to the stock of competences, experience, skills, knowledge and personality attributes embodied in the ability to perform labour. Efficient use of employee potential depends on employee engagement that is shows how employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

3) Financial capability comprises the funds needed to do economic activity with its own funds or borrowed funds. Own funds are used by companies, enterprises or other economic entities to put into production in order to make a profit. Example of own funds is net profit. Borrowed funds are the funds (for example, loans) provided to an enterprise by a bank. It also means funds made temporarily available to the company from an external source (external investors) or an internal source (owners).

4) Investment capability is the part of financial capability that can be broken into three basic groups: ownership investments, lending investments and cash equivalents. The following are examples of ownership investments: stocks, investment for starting and running a business, investment into real estate and precious objects (metals). The lending investments are long-term loans and bonds. The cash equivalents are investments into assets that can easy to convert back into cash.

5) Innovative capability is the enterprise ability to effective use its own internal resources under the existing conditions in order to improve the quality, economy or efficiency of a specific product or process. It is an environment in which innovations are created, developed and implemented. Innovative capability of the enterprise is the capacity to develop, create and implement innovations. It is a basis for the process of translating an idea or invention into a good

or service that creates value or for which customers will pay.

6) Marketing capability covers the enterprise ability to determine the need and demand in order to meet the needs of potential markets. It is the estimated maximum total sales revenue of the enterprise from all the supplying channels in a market during a certain period. Marketing capability consists of sales potential that is the share of market potential allocated to a specific geographic area for a particular product; brand potential that is the possible future success in a particular market of a particular brand of product; and revenue potential that is the total amount of money expected by the company for goods sold or services provided during a certain time period.

7) Logistics capability is the enterprise ability to manage the flow of resources between the point of origin and the point of consumption in order to meet some requirements. It is based on the overall management of the way resources that are obtained, stored and moved to the locations where they are required.

8) Infrastructural capacity is the basic physical and organizational structures and facilities needed for the operation of an enterprise. It can be divided into two groups:

- external infrastructural capacity is the variety of physical and organizational structures and facilities (e.g. water treatment facilities, sewer lines, roads, utility grids, bridges, and railways, etc.) outside the enterprise which benefit its activities;

- internal infrastructural capacity is the enterprise ability to create, develop and use the physical and organizational structures and facilities within the enterprise that impact the approach and success of its operations (buildings, warehouses, equipment and so on).

9) Information capability is the collection, storage, processing and dissemination of information resources that are used to make rational decisions by top executives. It can be divided into two groups:

- internal information capability is the enterprise ability to collect, store, manage, exchange internal information in order to track, detect and control the strengths and weaknesses of enterprise internal environmental factors;

- external information capability is the enterprise ability to collect, store, manage, exchange the external information in order to track, detect and control the threats and opportunities of external environmental factors.

Efficient deployment and allocation of the enterprise capabilities when and where they are needed provides the enterprise capability management.

Enterprise capability management is the process through which an enterprise develops the internal capabilities to most efficient and effective work over the long term. It is the management of the limits of an organization's resources, such as its labour force, human capital, natural resources such as raw materials, tangible resources such as property or production machinery, office space, technology, equipment and intangible resources such as brand image and knowledge, financial resources and anything else a particular enterprise may use to make a profit. The main advantages of the enterprise capability management are: it provides efficient use of the resources; it increases the level of inter-personal trust among employees and cooperation and collaboration among the employees; it encourages employees to solve problems instead of avoiding them; it provides the efficient use of land, fixed assets, working capital and intangible assets; it provides the timely receipt of complete and accurate information; it helps to make rational managerial decisions; it promotes to develop investment, innovative, marketing and logistics capabilities; it promotes to grow of productivity and profitability; it increases total amount of output and reduces total cost of an enterprise; it enhances the efficient use of infrastructural capacity and information capabilities; it improves the enterprise performance through the sustainable work over the long term.