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INFORMATION PROVISION OF FORMATION ENTERPRISE CORE COMPETENCIES

Abstract. The article is devoted to the solution of actual questions of organizational and methodological aspects of information provision of formation enterprise core competencies. Core competencies of enterprise on the basis of values, conditions, features, properties guidelines of environment are classified. Map of management competencies that is determining of most optimal option according to the time and spatial context of enterprise environment is suggested. Model of enterprise management system on the basis of management levels according to the time context of economic transformation that determining different priority level of management tasks and activation of changes in internal environment are formed. Strategy of information provision of management as triune of approaches to formation, servicing and development of information according to individual characteristics enterprise activity and management policy is substantiated.

Keywords: core competencies, information provision of management, enterprise, development, strategy, management model

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JEL Classification: D80, M10, M13, P12

Introduction. Formation of preconditions development of enterprise core competencies provides for modification of information provision of management and its organizational and methodological bases according to influence of factors, features and characteristics of information paradigm of socio-economic development. Objective reality of enterprise activity at space and time is formed through information provision of management that due to interpretation of management information contributes to generation of new knowledge about the state and prospects of business entity development. Stability in aggressive competitive environment is achieved not only through resource potential, but also based on the use of information provision of management that promotes the development of attributes of enterprise activity – core competencies.

Domestic and foreign scientists I. Brunets [Brunets 2010], R. Karlgaard [Karlgaard 2015], R. Kostyrko [Kostyrko 2010], V. Kudlak [Kudlak 2013], S. Kuznetsova [Kuznetsova 2007], M. Lindhren [Lindgren 2010], Ye. Mozhayeva

[Mozhaeva 2014], Ya. Fedorak [Fedorak 2006], G. Hamel [Hamel 1996], D. Rushkoff [Rushkoff 2016] have laid scientific basis for modification of enterprise management system taking into account trends of becoming new world order – global information economy that based on knowledge, technology, intelligence. But at the undeniable value of scientific research of domestic and foreign academic community is still topical the need for systematization of approaches to information provision of formation enterprise core competencies, organization of enterprise information environment taking into account the need for customization (formation of information at a new quality for satisfaction of user requests) to create of fundamentally new subsystem of enterprise management that is developed through implementation of technology and approximation of theoretical and methodological bases of modern management concepts.

Literature review and the problem statement. Research goal is development of organizational and methodical bases of modification of information provision of formation enterprise core competencies as foundations of information regulation of control and decision-making in terms of communication phenomenon and of becoming paradigm of information development economy.

The totality of general scientific methods of knowledge processes and phenomena that are basis for development of information provision of formation enterprise core competencies has become theoretical and methodological basis of scientific research. At scientific research used: gnoseological method for concretization of content of concepts and categories that are main accent of defining essence information provision of management and enterprise core competencies; system-structural method for concretization of classification of enterprise core competencies; method of analogy for modelling of constructions for management competencies and formation model of management system according to the time context; methods of theoretical generalization and comparisons for determination of prospects and directions of improving the efficiency of information provision of management with elaboration its strategies taking into account integration of develop of enterprise core factors.

Research results. Logic of economic and information systems explained by dominant of knowledge and information as competitive factors of development that gets hyperscale as result of information, technological, knowledge and behavioral transformation of economy, novelty of which is caused by change of form and essence of relations in internal and external environment. Today for companies and organizations primary should be goal is not growth but prosperity that is achieved through different types of organizational structures such as corporation of public benefits, cooperatives and companies in property of workers [Rushkoff 2016]. Such socially-oriented approach to business organization is completely reasonable consequence of ineffective predominance of technocratic paradigm that with varying degrees of effectiveness influenced the economic, information and social relations. Factor of relations, skills, experience becomes the key to business development, because possession of exceptional properties and characteristics is additional advantage for enterprise.

Enterprise is a combination of competencies, which are contributing to getting fundamental benefits as "invisible actives" – attributes of business entity that have the potential for its development [Mozhaeva 2014]. If before the indicator of enterprise activity effectiveness and its competitive advantages was determined of lower level of expenses or combination "product – market", then today it is about possession of competences [Kudlak 2013, p. 57]. Competences (from the Latin *competentia*) are associated with category "ability to act", i.e. the

ability to apply and use knowledge and skills in practical activities and during management decision making [Kudlak 2013, p. 57–58]. This is individual properties of enterprise that contribute to getting competitive advantages and strengthening of business positions in the external environment.

Core competencies are group of developed skills, knowledge, technology, templates, possession of which ensures for company achievement of sustainable competitive position in comparison with other business entities. Group of core competencies provides uniqueness (individuality) of business model and project of decisions, to repeat (imitate) of which competitors cannot that is ensured not only by group of technology solutions, but knowledge, ideas, professional competencies, skills, information. Preferably competencies were associated with an individual that solves range of issues on the basis of acquired knowledge, experience, skills, etc. At present competences are transferred to the enterprise, because "what is applicable to individual personalities is suitable for enterprises" [Lindgren 2010]. Thus, core competencies are undoubtedly, inalienable features of enterprise that have absolute character in all areas of its activity with determining mission of existence, development strategy and values based on assessment of factors and requirements of external environment and functional benefits of internal environment (Fig. 1).

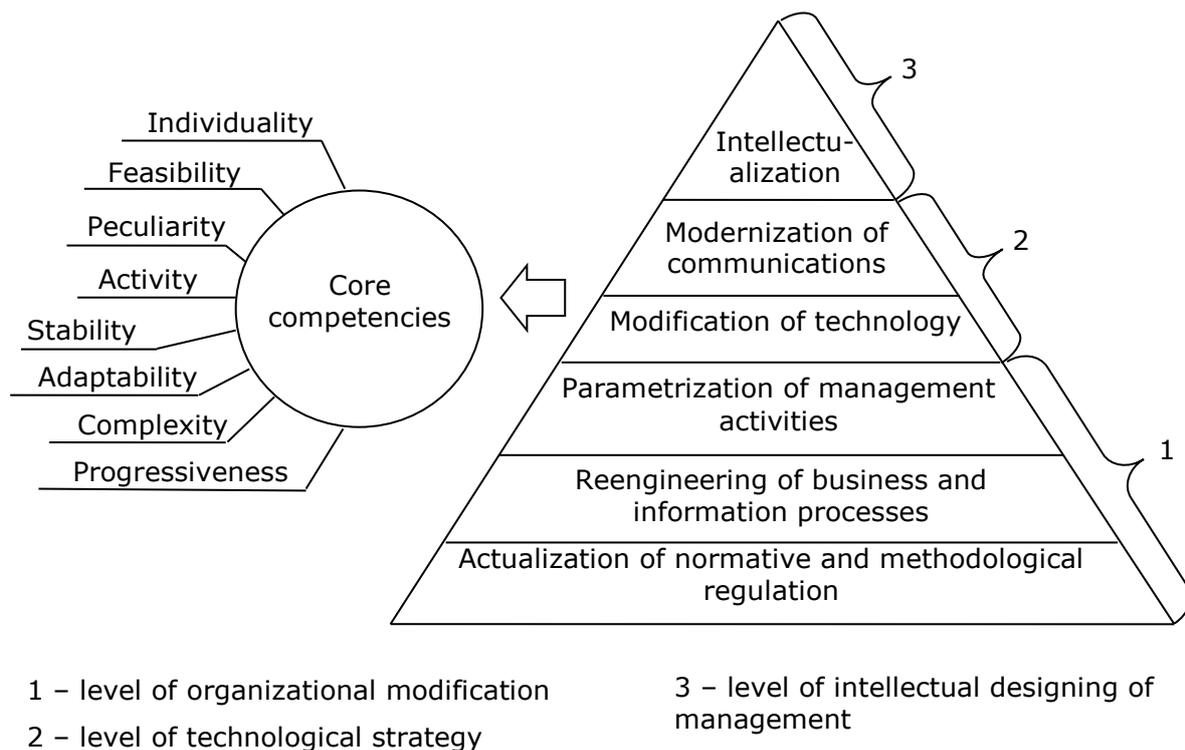


Figure 1 – Formation of enterprise core competencies

Source: developed by authors Bochulia T., Yanchev A.

Group of enterprise core competencies has personalized character because as source of competitive advantages and factor of productive business is determined individually by business entity, on the basis of values, conditions, features, characteristics, factors of external environment that are envisaged reflection of enterprise environment, methods and principles of its institutional, informational, economic, social interactions. Most typical are core competencies that are characterized by following features:

- 1) Individuality – refusal from patterns of informational, organizational,

management policies that is implemented during formation of models and prototypes of enterprise activity.

2) Feasibility – justification of changes, implementations, designing, feasibility of development projects and activity scenarios, provision conditions for innovations.

3) Peculiarity – possession of distinctive properties that cannot be copied competitors.

4) Activity – qualitatively new level of development that influences the organizational, methodological, informational aspects of modifications with provision of introducing innovations on the basis of increasing the level of its susceptibility with expectations of economic and non-economic character.

5) Stability – provision of long-term character of fundamental features, properties, characteristics of environment enterprise, its corporate image, management pattern and business model.

6) Adaptability – flexible response to changes in external environment with research of economic, social, information effects of changes and increasing the ability to modification of internal environment, generation of new knowledge, basic provisions, approaches and instruments of management.

7) Complexity – multidimensional nature of changes at all levels of enterprise, taking into account necessity of update all the attributes of enterprise with formation the group of development factors according to implementation of complex distinctive features of business entity.

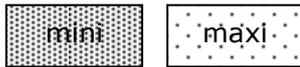
8) Progressiveness – openness to change and innovations with upgrading and expansion of distinctive attributes of enterprise with increase of its activities effectiveness, with generation of new knowledge, properties, characteristics of enterprise activity and formation new hypotheses of development with proposal of scenarios and projects for their implementation.

Formation and expansion of core competencies carried out based on chosen hypothesis of creating value enterprise and its activity in external environment. Hypothesis begins with determination and assessment of problem situation that for core competencies is implemented by formulation of five basic tasks of its management: definition of priori (existing) core competencies; development of programs acquisition of core competencies; generation of core competencies; expansion of core competencies; monitoring and development of measures to protect core competencies with preservation of leadership [Hamel 1996]. Hypothesis should be regarded as category of progressive opportunities for definition of direction of enterprise development with most effectively using the internal potential, opportunities, constraints, resources on the basis of external environment conditions.

Management of competencies carried out based on development of methodological, organizational, informational basis of economic and social relations in internal and external environment. This is system of certain value, conceptual, organizational, methodological factors that determine intersubjectivity of sphere enlargement of competencies. Map of competencies management is formed for decision options according to defined hypothesis, what is personalization of attributes enterprise (Fig. 2).

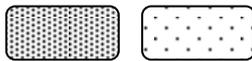
Most optimal variant is determined according to the time and spatial context of enterprise environment with using the map of competencies management. Competencies management is a definition and implementation of potential that is located in knowledge, skills, experience, technology, intuition. Level of changes and transformations (mini, maxi) for each block of plan (potential of

competencies, implementation of changes, control of result) is identify based on general plan of competencies expansion. After choosing solution alternative (A1...An) and formation of development strategy (S1...Sn), is formed composition of competencies management that is not limited to one version and can be integrated according to expected final result. Architectonics of competencies management is not limited to one strategy and one alternative that is why elements of blocks are combined at different levels and can be duplicated according to necessity. Each variant has characteristics of plasticity, integration, labor availability, security, relevance, systematization, wear resistance, uniqueness; progression of development, availability of dynamic capabilities.



Potential of competencies:

reengineering of processes – modification of strategy; optimization of solutions – optimization of projects; strategic planning – strategic architecture; information service – information prediction



Implementation of changes:

optimization of patterns – personalization of projects; mobilization of strategy – philosophy of long-term development; using of information instruments – structuring of information relations; competences at locations – competences in coalitions



Control of result:

internal diagnostics – external diagnostics; evaluation of project – evaluation of reputational benefits; preferences within the existing organizational structure – preferences in new structure; maximum of knowledge – maximum of leadership preferences

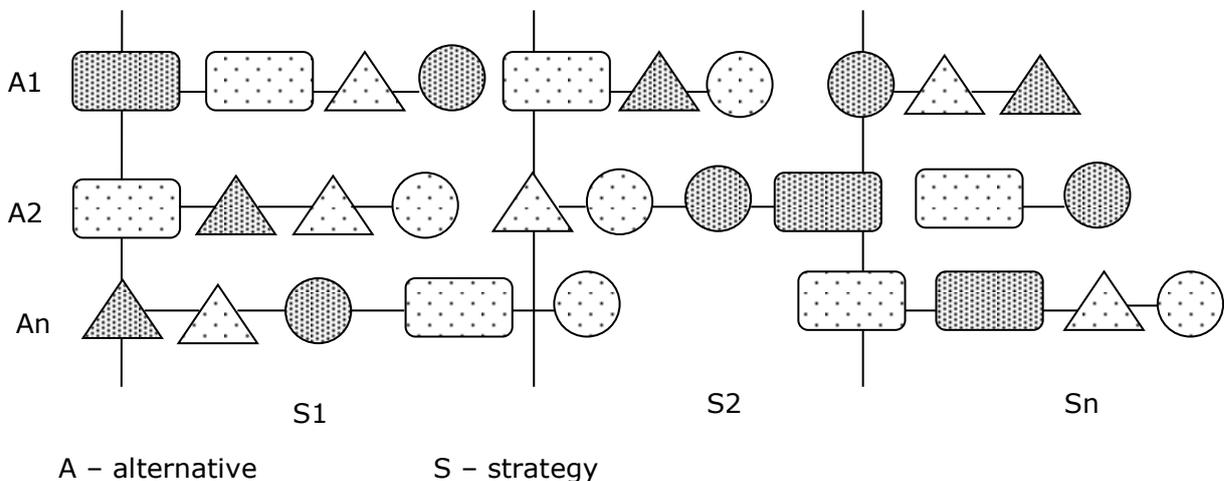
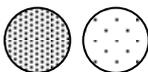


Figure 2 – Construction of competencies management

Source: developed by author Bochulia T.

Competencies enterprise is its active immaterial nature that designed for its harmonious development with provision of basic benefits, competitive advantages, reputation potential, unique technologies that incorporated in process of creation of business value. Formation prototype of competencies management implemented through standard with focusing to internal priorities and constraints of enterprise. Group of core competencies is constructed on the basis of typical factors of collaboration and communication.

Collaboration involves cooperation upon receipt of new knowledge, skills and abilities of development technological environment and creation of innovative products. Instruments of collaboration (on-line cooperation, off-line cooperation) are designed for debugging communication, organization of joint projects, synchronous and asynchronous generation of knowledge, easily find and exchange information, accumulation of cooperation results that accumulation of cooperation results implemented in projects, programs and scenarios.

Collaborative environment at the micro- (business organizations), mezo- (branch environments) and macro level (non-thematic environment) is organized based on different compositional decisions concerning technologies, instruments and technique, resources under the influence certain characteristics [Brunets 2010, p. 152]:

1. Global interactivity, when can be organize communication not only "individual – individual", "individual – group", "individual – society", but also provide multilateral communication through use of websites, mailing lists, discussion panels (web-board), chats.

2. General availability that provides an opportunity to anyone at any time to be participant of group communication and to know results of discussion.

3. Storage of communications results – storage capability final results of communication of Internet-community and intermediate data that allows to track and understand development of discussion: how appeared this or that text, when and who wrote it.

4. Integration – possibility of organization archive for messages of e-conference with subsequent classification.

5. Operativeness of communication that contributes to development internal and external information networks as verbal forms of communication (such as chat that allows in real time promptly respond to colleagues remarks).

6. Total single space of communication that allows each participants of group interaction at any time to join the discussion, regardless of location.

In modern collaborative environment are dominated means and instruments of remote access communication that provided of technological possibilities and functionality of virtual reality that has developed through formation of social networking. For business the instruments of collaboration have more functional possibilities than those, which are in social networks, although the latter are effective mean for search and exchange information in global multimedia environment. Group of solutions for transmission of information, knowledge, experience and skills by means of video, audio messages, files, symbols is implemented in collaborative environment. Components of formation and coding of messages are include means of individual and collective encoding / decoding of information that are implemented in internal and external environment by different means of interaction.

Collaborative environment is organized in business structures to organize joint work, management of tasks, development of hypotheses of decisions, exchange of knowledge and information, i.e. for creating common context as

deployed information map of enterprise with implementation of multilevel communication.

Communication is the second important factor of expansion of core competencies that is implemented based on trust, respect, culture, independence, moderate leadership, educational strategies, free exchange of information, study of full-life, attention, etc. Communication environment is organized as fully functional systems, solutions of which increase productivity activity, provide competitive advantages and promote harmonious modifications. At adjusted communication environment is accelerating decision making process, is expanding hypotheses and alternatives and is increases the level of knowledge fullness of information processes. Effect from use of standardized relations system at all levels of enterprise management helps to reduce time spent on processing, transmission and interpretation of information that promotes increasing quality parameters of decision and maximally minimizes asymmetry of information and managed impact. Such environment provides integration with expansion of limits of communication channels as effective instrument of partnership that rationalizes information processes and allows estimating each channel of information with determination of its performance and expediency.

At any form of communication is implemented accessibility of information and knowledge that makes possible to obtain preferences in decisions at different combinations of factors, conditions, restrictions, principles of direct and indirect impact.

Reality and ideology of external environment reorients enterprises on collaboration and communication as highest form of competition and guarantee of business development. Effectiveness of collaboration and communication is provided by integration of knowledge, skills, experience, abilities in configuration that is most optimal for enterprise environment and policy of its development. Communication benefits are inaccessible to objective analysis and its evaluation carried out by received results. But namely communication skills of management environment are promoted expansion of core competencies, which are prospect of enterprise, its characteristics in external environment. Competencies, which acquired during process of collaboration and communication are a posteriori, ie obtained by results of experience, cooperation that is implemented by transmission of information and knowledge. This is continuous process of acquisition, development, the expansion of business attributes based on individual approach according to capabilities and limitations of internal environment. Series-parallel formation, service and transmission of information include multivariate information system that is designed to meet various user requests without prevailing strategy, but with active dominant of competencies.

If consider competencies in notions of knowledge, experience, skills, their essence is to generate information resource with certain properties and characteristics that reflecting enterprise history, experience, culture, character, distinctive features of activities, strategy, development idea. This is result of objective reflection of reality enterprise environment at strategy, projects, scenarios of development, content of processes by performing tasks that correspond to hypothesis, which is formulated based on interpreters of organizational structure, taking into account time context.

Each of users needs information for decision making that orients on definition of key type of information, for obtain of which resources and time are allocated – management information. This is documented (and publicly announced) information about events and phenomena occurring in internal environment of business entity

and is integral part of effective management of organizational and economic processes and economic activities [Kuznetsova 2007, p. 16].

Management information has essential to expansion of core competencies of enterprise, because its feature is continuous use in management system that effects on internal and external environment and contributing to spread of information paradigm for economic development. Requirement of today is strategic prediction that is implemented by working team, in which are integrated creative, procedural, axiological, motivational characteristics of each members with formation area of multilevel operational and technological, informational, economic, corporate relations. Strategic prediction is carried out based on information prediction, in which is implemented base of a priori information and information for making decision that is most broad category, because includes range of information with different degrees of novelty, relevance, logic of generation.

Tasks of strategic prediction are revealed by results of enterprise activity at economic and social spheres of society that provides adaptation of development strategy and information system of business entity to requirements, factors and conditions of external market environment. Model of enterprise management is constructed based on levels of management according to time context of economic transformation that determines different level of priority of management tasks and activation of changes in internal environment (Fig. 3).

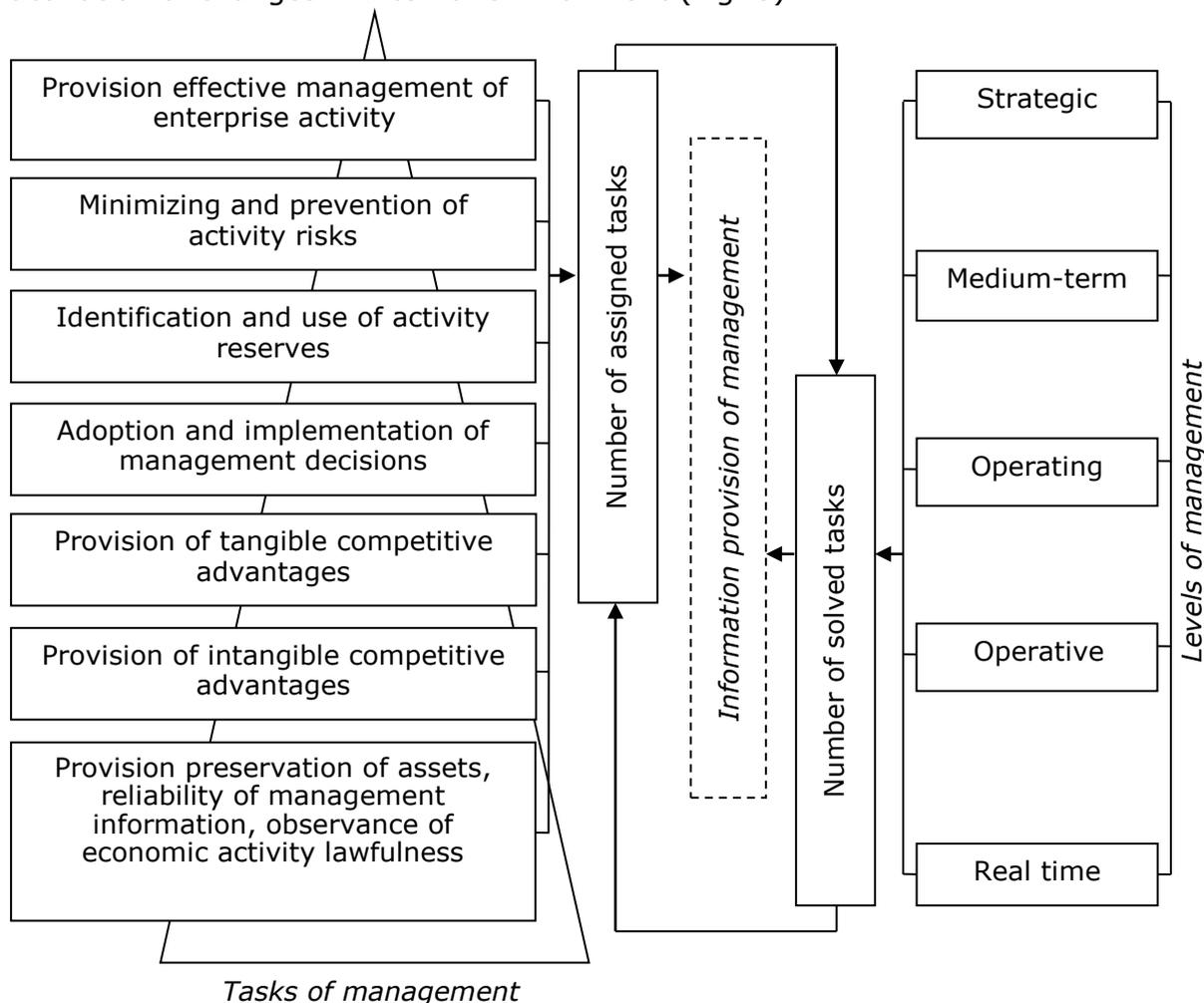


Figure 3 – Model of enterprise management according to time context
 Source: developed by materials [Karlgaard 2015; Kostyrko 2010, p. 123]

Understanding the importance of redesigning of management model and modernization of enterprise information system, adapting it to real requirements and needs of decision-making alternatives, information provision of enterprise management is used as developed resource for timely evaluation of management scenarios and projects that contributes to their adjustments to improve the efficiency of enterprise activity.

Enterprise for provision of competitive advantages creates management projects and develops making decision system in accordance with level of development of core competencies, totality of which promotes adaptation of enterprise to global character of competitive environment. The main marker of enterprise activity efficiency is its ability transforms important strategic and operational decisions into action at minimal amount of time, i.e. execution of developed management projects [Fedorak 2006].

The effectiveness of management projects, decisions, scenarios depends on number of economic, social and environmental criteria and indicators that indicate the practice of enterprise activity and characterize effectiveness of decisions, which implemented in developed projects. Business development through optimization of information provision of management an enterprise is achieved through transition to new level of management impact at making decision that provides different approaches to formation of information prediction.

Information prediction is result of comprehensive analysis of technological, economic and social trends, rules and postulates of external environment development, management styles that can be used to modernization of rules of information activity and creation of information environment that contributes to expansion enterprise core competencies.

Information prediction allows determining form of interaction between management subsystems, amount of information in accordance with time context and essence of user requests, qualitative characteristics of information for modification of a priori knowledge.

Information prediction is base of formation and development of strategic architecture, essence of which lies at generating and expanding of enterprise core competencies with development of general growth hypotheses, for which are created compositions of decision and management scenarios, changes in which happening according to requirements of adoption of new hypothesis that is adequate time context of enterprise activity. Strategic architecture is management configuration of servicing information that expanding range of alternative decisions and promotes choosing of most an optimal of them in conditions that have been formed on the basis of modifying factors of internal and external environment.

Information prediction is specific instrument for formation of core competencies as a base of enterprise competitive policy with development of strategic potential and provision distinctive qualities of information environment, thus sustaining its actualization by means technological and intellectual innovations.

Competence approach to enterprise management and development of its information environment allows achieving high results that are impossible at traditional approach without prevalence of skills and abilities as defining attributes of enterprise.

Area of information prediction is expanded to limits of provision of development and choosing alternative management decisions that involves

changing approach to the evaluation of management information, in which not only incorporated data about results of enterprise activity, but also showing prospects and potential of its development. Information provision of managing an enterprise carried out according to developed strategies that include complex of decisions, projects, scenarios of formation, servicing, development and realization of information with use of technology and communication decisions (Fig. 4).

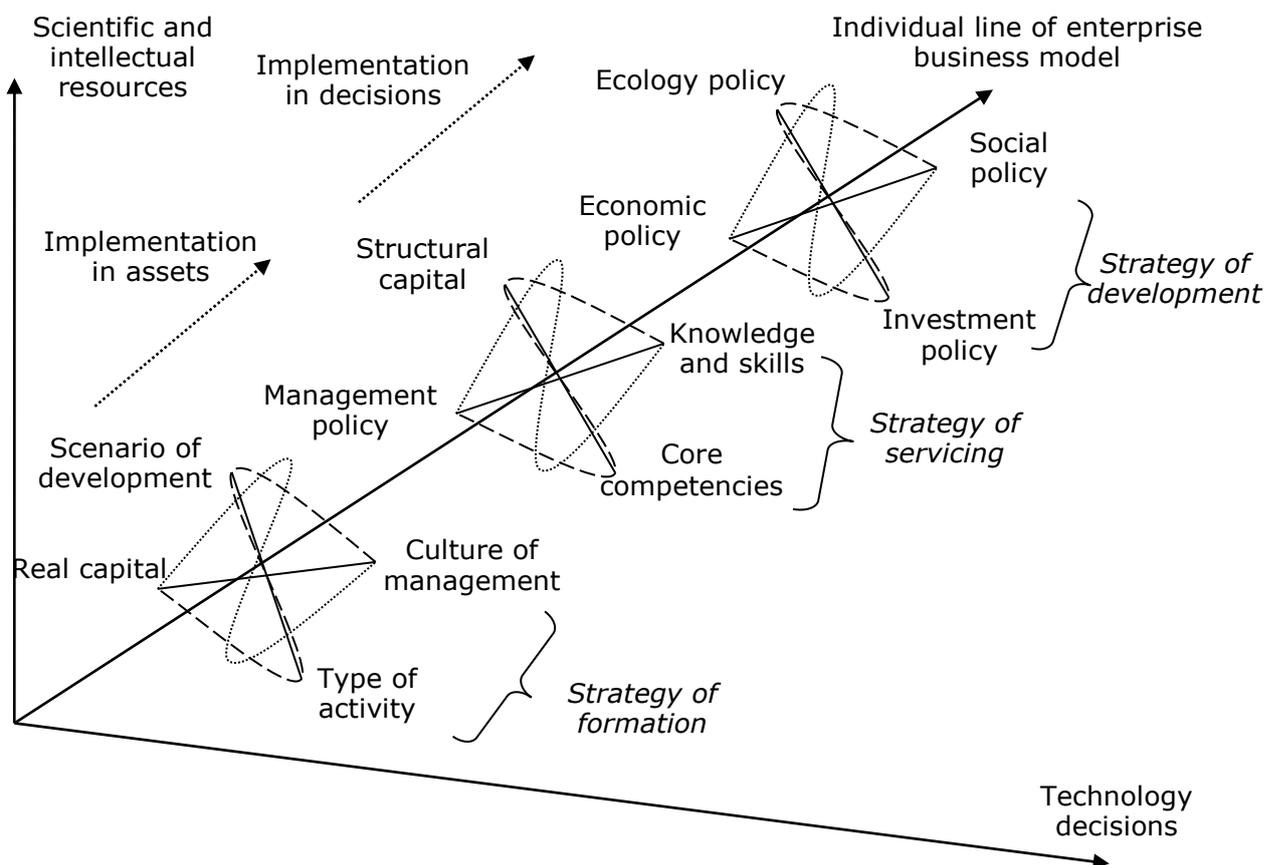


Figure 4 – Strategies of information provision of managing an enterprise

Source: developed by author Bochulia T.

Strategies of information provision of managing an enterprise (Fig. 4) are constructed taking into account key factors of activity enterprise development at each stage of import and servicing of information. Strategy of information provision of managing an enterprise is trinity of approaches to formation, servicing and development information in accordance with individual characteristics of enterprise activity and policy of its management.

At management is necessary special attention paid to strategy of formation data, because development of activity policy, scenario of management decision and evaluation of core competencies, which are map of management activity of enterprise depends on information import. Should be implemented individual approach to primary surveillance, cost measurement, operative grouping and final generalization of economic information without disrupting rules and postulates of formal institutes and implementing rules of informal institutes.

Subsequently strategy of information provision of managing an enterprise passes to stage of servicing that envisages its actualization through

implementation of professional judgment. Economic information is used in according to management decisions, i.e. takes into account the formation of new enterprise business model, adjustments to its development strategy and implementation of innovations that servicing by additional information with formation of expansion database, which is integrated with enterprise information environment.

Stage of development of information provision of managing is a result of developed scenario of management policy, in which is dominated by informal regulators and indicators of external environment are decisive factors that is projected on enterprise business model. Processing, evaluation and analysis of information carried out according to of professional judgment that envisage formation of data for enterprise management process with provision of quality characteristics, which make it possible to improve the efficiency of management decisions.

Implementation of changes is motivation of development and has imperative character when developing alternative decisions to data formation. Diagram of construction of information flows of management system not has statistic character, because is dynamic of changes at relationships, are defined new priorities, are attracted additional sources and are modified rules and principles. This induces to organization of effective management policy as complex of decisions concerning enterprise development strategy.

Information provision of expansion of core competencies is formed, serviced, developed on micro-, meso- and macro level. Information on micro level is formed based on assessment of enterprise internal environment, its organizational, social, information culture, potential of development, architectonics of information relations between management subsystems and policy of servicing technological changes and intelligent innovations. Information on meso level describes relations with partners, evaluation of their competitive advantages and management policy, definition of competencies of other business entities.

Information of this level is paramount for enterprise because it allows to objectively evaluating development potential as compared with competitors, to develop an optimal development scenario and qualitatively individualize management policy, taking into account spatial and time context of activity. Information of macro level is formed for provision of awareness about requirements, factors, changes and transformations of external environment. Such information is necessary for enterprise to operative reacting on trends of changes in conditions of business activity that envisages actualization of hypotheses, strategy and changes for development of management system.

The effectiveness of enterprise activity depends on effectiveness of its information activities, organization of which is complicated due to global scale of information development of economy and society with their transition into a qualitatively different state that is characterized by transformations and innovations. Effectiveness of developed management alternatives is defined by qualitative and quantitative parameters of information provision of managing, analysis of which allows evaluation of effectiveness its implementation at management decisions and timely development of necessary measures to create of information prediction.

Conclusions. At the stage of development of information economy in Ukraine and taking into account impact of global information environment, the enterprises are necessary to adapt activity to information paradigm of

development economic theory that is characterized by integration of relevant factors of modernity – information, communications, knowledge, and the formation of new socio-economic relations. Transformation of economy leads to increase in requirements to qualitative and quantitative parameters of management information that is implemented during the formation and implementation of management impact. Exactly in conditions of information economy, priority of technological and intelligent decisions in activities of business entities the necessity to development of enterprise core competencies becomes particular relevance for revitalize its activity.

For development of information provision of managing in article have been formulated recommendations on organizational and methodological bases of information activity as basis of information regulation of control and making decisions in conditions of communication phenomenon and paradigm of information development of economy. Main conclusions and results that obtained in scientific research:

1. The system of enterprise competencies has been formed for evaluating effectiveness of its development that allows to measure performance of hardware, technical, communication, programming and professional provision of activity and are controlled quality and informativeness of management impact during making decisions. Such information contributes to identification of reserves and developing of measures to improve the efficiency of enterprise management through optimization and efficient use of hardware, technical, communication, programming and professional provision.

2. Map of management of enterprise core competencies has been formed for modification scenarios of its development, therefore being implemented appropriate approaches to provision of quality of information activity at organization internal environment for modeling hypothetical situation as some events in activity enterprise. Scenarios of organization for enterprise management is proposed create through use of combinational approach to formation of core competencies. Thus complete picture of enterprise activity scenarios is available with possibility of its evaluation in different ranges of input variables that makes it possible achieve efficiency of business processes and minimization of negative aftereffects of reasons concerning probable disadvantages of activity.

3. For each enterprises is inherent individual model of information relations that is to provide of information management, which is formed by particular combination of information with taking into account distinctive features that is characterized the enterprise business model, complex of its management patterns and development scenarios. Formation of management system model has been proposed according to time context that is organized based on processes, decisions, competencies and motivations that is developing by relevant management information. This contributes to obtaining of additional advantages at satisfy informational requests of management process with achieving balance between condition of enterprise information environment and prospects of its development by mobilizing information potential for increase argumentation and effectiveness of management decisions.

4. Strategies of information provision of managing an enterprise that are constructed taking into account integration of key factors of development business entity at each stage of import and processing of information is substantiated. Evaluation of information is proposed to perform according to developed strategies that include complex of decisions, projects, scenarios of

formation, servicing and development of information with using technology and communication decisions. It contributes to increase of efficiency provision of information requests, which changing and become more complex under the influence factors of internal and external environment.

Proposals and recommendations that are set out in scientific article and are formed for development information provision of managing and aimed at promoting intellectual and technological innovations, adaptation to changes, which inherent stage of transformation modern economy, achieve efficiency of change management and obtaining results from their implementation. In future it is planned to develop results of research to determine different directions of business development, based on rationality and substantiate of strategy that is a derivative of business factors and conditions of external economic environment. It is planned to construct map of business development that should reflect facts, results, consequences, prospects and reserves of enterprise development to promote adjustment and coordination of its management policy for orientation in possibilities and limitations of enterprise development with determination of potential to its revitalization.

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