

## Economy Scale Impact on the Enterprise Competitive Advantages

Violeta Pukelienė, Inga Maksvytienė

Vytauto Didžiojo universitetas  
S.Daukanto g. 28, LT-44246 Kaunas

*An enterprise striving towards bigger profit first of all must correspondingly manage internal conditions forming and effectively use them, so that it could reduce production costs and achieve bigger economy on which the enterprise competitiveness depends. This task is solved through corresponding enterprise management strategies which enable the enterprise to choose and employ factors forming the enterprise competitive advantages in competing with other enterprises.*

*The enterprise which has presented the produced product to the market cannot change these results especially in a short period. Enterprise can manage factors of competitive advantages directly during the production process. Such management of factors of competitive advantages at an enterprise is understood as the reduction of production costs applying corresponding strategies of economy scale.*

*An enterprise is interested in producing more products, so bigger capital and labor resources are necessary to increase the scale of production. The quantity of produced production which is determined by material, labor and financial resources and the effectiveness of their employment are called scale of production. When economy is increasing in decreasing production costs, growing economies emerge, which forms a respective economy scale manifesting itself in different types of economies of scale, economies of product's scope, economies of innovation and economies of experience and knowledge, taking into consideration the specificity of measures used for the increase of production scale.*

*The factors which influent of economy scale in corresponding scale of production limits are the factors reducing production costs and formatting competitive advantages at the same time. Economy scale which forms enterprise competitive advantages do not become the factor reducing or increasing enterprise competitive advantages by themselves. The corresponding strategies increasing enterprise competitive advantages are essential.*

*Economy scale strategies can be accepted and changed before the end of the good production and selling process.*

Keywords: *competitive advantages of enterprise, economy scale, economy scale sorts.*

### Introduction

In the theory of management and economics competition mechanism is mostly considered as market system (interaction of demand supply, factors influencing it, markets, their segments, macroeconomic competition

condition regulation and so on), i.e. competition consequences are presented through market functioning: market prices, income, enterprise profit, market parts and so on (Badinger, 2007). The enterprise which has presented the produced product to the market cannot change these results especially in a short period. Changes in the production taking into account the market conditions are possible only in the next stages of enterprise activity and the enterprise has to reconcile with present competitiveness consequences as with an experience.

**Scientific problem.** In the article there is a hypothesis that there is an opportunity to manage factors of competitive advantages before the produced product becomes a good, i.e. directly during the production process. Such management of factors of competitive advantages at an enterprise is understood as the reduction of production costs applying corresponding strategies of economy scale.

In management respect the aim of such strategies is to establish the so-called "narrow spaces" of manifestation of competitive advantages factors that would enable to evaluate the priorities of enterprise competitive advantages factors and manifestation of weak sides, and in corresponding enterprise hierarchic management levels it would be possible to solve these problems before the product appears in the market. That would enable to strengthen the enterprise competitive advantages and receive higher economic results.

In the level of an enterprise many and various competitive advantages factors are functioning. They are considered both in theory and in practice in various respects and the aim is to employ them in strengthening the enterprise competitive advantages. They can be grouped and evaluated in various ways. Every enterprise employing its competitive advantages aims to produce and sell more and better production created under less expenditure and receive bigger income and profit. One of the ways of reaching this aim is development of production manifesting itself in increase of production scale for which various measures are used. Corresponding production scale size is related with corresponding production costs size and their structure. If the enterprise increases the production scale in its corresponding level economy appears which enables to form competitive advantages. The group of competitive advantages factors conditions by the measures of production scale forms various economy sorts in the article described as economy scale on the basis of reduction of production costs. This part of enterprise competitive advantages increases the mechanism which is

related with production scale and production costs levels correspondence is very important and relevant for further both enterprise, branch, national and international competitiveness formation. The raised issues have been little considered in theoretical and practical respects.

**Research object** - economy scale.

**Research goal** - the evaluation of the influence of the impact of economy scale to production costs.

**Research objectives** - to define the integrated conception of the new category economy scale and economies sorts: economies of scale, economies of scope, economies of innovation, economies of experience and knowledge; to define economy scale impact on enterprise competitive advantages.

**Research methods** – in investigating and analyzing the competitive advantages factors which had formed in economy scale influence in the article general scientific methods, systemic, logical and comparative analysis declared in literature sources of declared conceptions and conclusions are employed; for theoretical analysis and theoretical generalizations method of graphic modeling has been employed, for theoretical conclusions 11 SPSS version software package has been used.

**Scientific novelty** - a new category enterprise economy scale has been formulated and economies sorts have been defined.

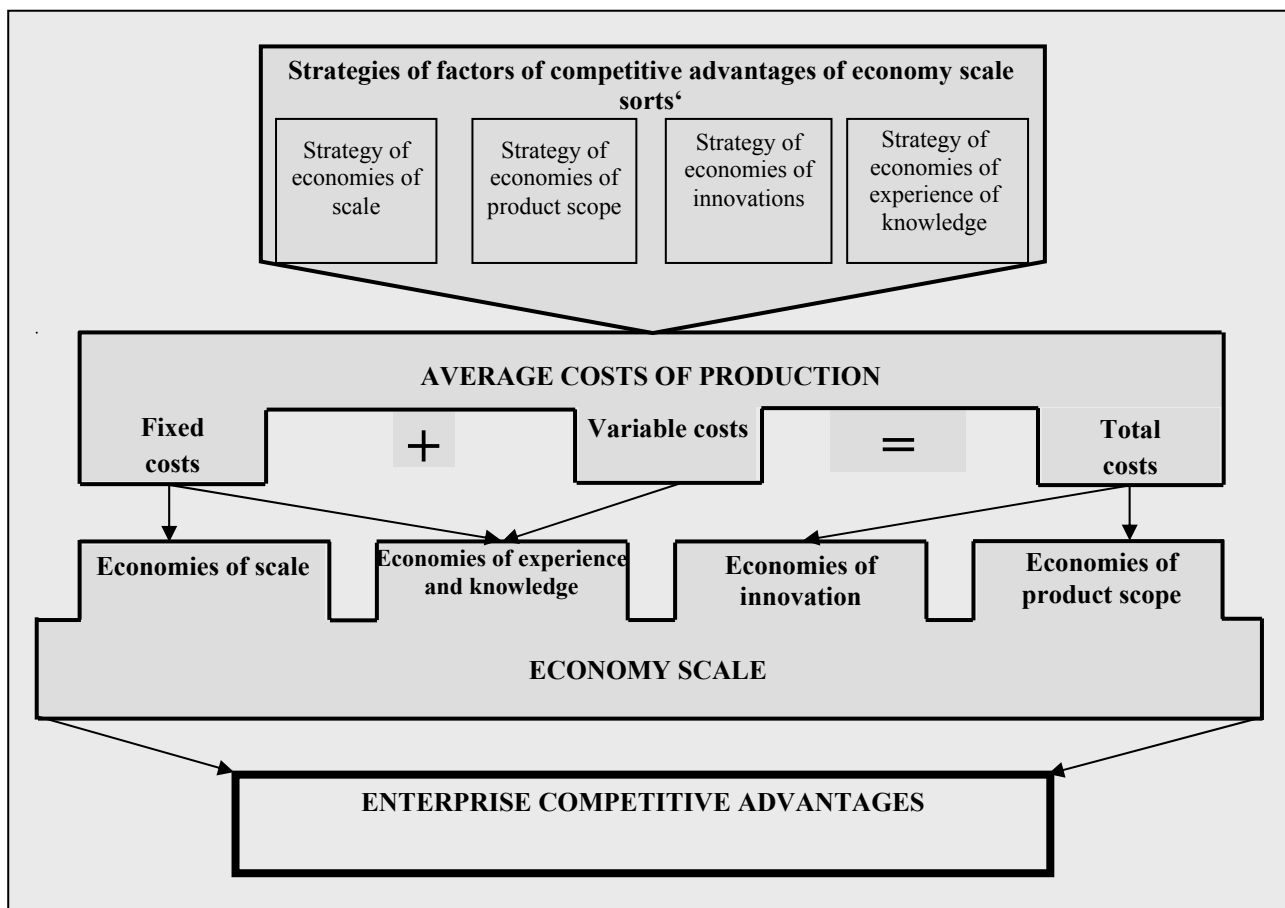
### **Economy scale forming enterprise competitive advantages**

An enterprise is interested in producing more products, so bigger capital and labor resources are necessary which increase the scale of production. The quantity of produced production which is determined by material, labor and financial resources and the effectiveness of their employment are called scale of production. The scale of production corresponds to a certain level of production costs. When the scale of production increases in certain limits of scale of production costs of produced product unit decrease and growing economy is obtained. In large enterprises: 1) there are possibilities of specialization of production and labor, therefore labor productivity raises and at growth of a market demand, it's possible to increase scale of production in decreasing production costs; 2) use of a fixed capital of the enterprise improves and, as a rule, production extends, improving techniques and technology and raising qualification of workers (Arrow, 1964). In this case the relative economy will be formed because of change of parity between fixed and variable production costs and the economy will be formed due to decrease in variable costs of the enterprise (Hyman, 1992). Analysis of economic literature shows that the following economy scale sorts are possible: economies of scale (Stigler, 1958; Miller, 1984; Revier, 1987; Holmström, Roberts, 1998; Kumar, Rajan, Zingales, 1999; Canback, 2002, 2003), economies of product's scope (Cabral, Riordan, 1997; Helfat, Eisenhardt, 2004; Chandler, 1990; Toulan, 2002), economies of innovation (Danneels, 2002; Argyres, Silverman, 2004; Laursen, Salter, 2005; Sampson, 2005; Torbianelli, Chieruzzi, 2005; Chia-Hung Sun, 2007; Ulku, 2007) and economies of experience and knowledge (Cabral, Riordan, 1997; Ghemawat, 1985; Hudson, 1999;

Khade, 2003; Morroni, 2006). Types of economy scale depend on the resources and their quantity and quality, as well as by what strategies and how the scale of production in enterprise is increased. Economies of scale are return of increasing production factors' enabling to form competitive advantages in decreasing average fixed costs. Diseconomies of scale is contrary to economies of scale and is formed by factors which reduce enterprise competitive advantages when increasing the scale of production decrease of production fixed costs get slower or even increase when costs are fully or partly not affected by scale of production strategies of decreasing costs. Economies of product's scope are reduction of costs of the unit of production, received from a synergy of average total costs. This forms competitive advantages of the enterprise. However, when the speed of general costs decreasing gets slower or when the general costs start to increase the same groups of factors form diseconomies of product's scope due to bureaucratic control interference and too large separation of control functions. Economies of innovation is a return of investments in the innovations, used in production enabling to form competitive advantages in decreasing average total costs. Economies of experience and knowledge are a return of the accumulative experience production and personnel, investments of improvement of professional skill of personnel and their knowledge enabling to form competitive advantages in decreasing average fixed and variable costs. When the economy is increasing in decreasing production costs, the growing economies emerge, which forms a respective economy scale manifesting itself in different types of economies of scale, economies of product's scope, economies of innovation and economies of experience and knowledge, taking into consideration the specificity of measures used for the increase of production scale. Economy size is defined as economy scale which the authors define as follows: economy scale is external and internal integrated return of competitive advantages factors of economies of scale, scope, innovation, experience and knowledge enabling to form in decreasing production costs competitive advantages strengthening the enterprise competitiveness.

### **Evaluation of economy scale increasing the enterprise competitive advantages**

Enterprise forms good production conditions and factors, e. i. the scale of production proximately itself. However, being a subject of market and selling the good requires adjusting the market conditions by using its competitive advantages, which appears in effect of economy scale forms. A direct contact exists between economy scale forms, which appear from enterprise scale of production, and competitive advantages manifesting in enterprise (Figure). The factors which influence economy scale in corresponding scale of production limits are the factors reducing production costs and formatting competitive advantages at the same time. Economy scale which forms enterprise competitive advantages does not become the factor reducing or increasing enterprise competitive advantages by themselves. The corresponding strategies increasing enterprise competitive advantages are essential.



**Figure.** Economy scale impact on the enterprise competitive advantages (prepared by the authors)

Various strategies of factors of economy scale forms are different in aims, tasks, methods, effect competitive advantages possibilities. The authors exclude four strategies of factors economy scale forms: economies and diseconomies of scale, economies and diseconomies of product scope, economies of innovation and economies of experience and knowledge.

Strategy of factors of scale economy is an estimation, selection and coordination for the future of factors of competitive advantages by means of which a businessman can expect reduction of average fixed costs of production, enabling to form competitive advantages.

Strategy of factors of product's scope economy is an estimation, selection and coordination for the future of factors received from a synergy by means of which the businessman can expect reduction of average total costs of production, enabling to form competitive advantages.

Strategy of factors of innovation economy is an estimation, selection and coordination for the future of factors received from a return of investments in the innovations by means of which the businessman can expect reduction of average total costs of production, enabling to form competitive advantages. Strategy of factors of experience and knowledge economy is an estimation, selection and coordination for the future of factors of the accumulative experience production and personnel, investments of improvement of professional skill of personnel and their knowledge by means of which the businessman can expect reduction of average fixed and

variables costs of production, enabling to form competitive advantages.

Economy scale sort strategies planning cost reduction measures typical to them create corresponding enterprise competitive advantages which in its turn creates opportunities for further increase of economy scale producing bigger income and profit. Peculiarity is that the decisions planning cost reduction measures are adopted in the enterprise till the produced goods are not entered to market and till the final result — income and profit — has not been obtained. Economy scale strategies can be accepted and changed before the end of the good production and selling process.

Strategies of all the types of the economy scale in Lithuanian joint-stock companies – producers of spirits and dairy products in 2000-2005 have been assessed on the basis of the indices of increase of the production scale and costs, by determining the level of intensity and significance of the connection between the factors of competitive advantages and extent of costs. The results of the analysis, employing 11 SPSS version software package, have demonstrated that the economy scale impact on the enterprise competitive advantages is considered to be suitable in the enterprise practice, taking into consideration the ineffective measures of increase of the economy scale, forming the respective types of the economy scale and enabling determination of the factors of competitive advantages, the use of which should be improved.

## Conclusions

Summarizing it is possible to make the following conclusions:

- The enterprise which has presented the produced product to the market cannot change these results especially in a short period. Taking into account the market conditions changes in the production are possible only in the next stages of enterprise activity and the enterprise has to reconcile with present competitiveness consequences as well as with experience. The article creates a hypothesis that there is an opportunity to manage factors of competitive advantages before the produced product becomes a good, i.e. directly during the production process. Such management of factors of competitive advantages at an enterprise is understood as the reduction of production costs applying corresponding strategies of economy scale.
  - The scale of production corresponds to a certain level of production costs. When the scale of production increases in certain limits of scale of production costs of produced product unit decrease and growing economy is obtained. When economy is increasing in decreasing production costs, the growing economies emerge, forming a respective economy scale manifesting itself in different types of economies of scale (diseconomies of scale), economies of product's scope (diseconomies of product's scope), economies of innovation and economies of experience and knowledge, taking into consideration the specificity of measures used for the increase of production scale.
  - Economies of scale are return of increasing production factors' enabling to form competitive advantages in decreasing average fixed costs. Diseconomies of scale is contrary to economies of scale and is formed by factors which reduce enterprise competitive advantages. Increasing the scale of production decrease of production fixed costs get slower or even increase when costs are fully or partly not affected by scale of production strategies of decreasing costs. Economies of product's scope are reduction of costs of the unit of production, received from a synergy of average total costs forming competitive advantages of the enterprise. However, when the speed of general costs decrease gets slower or when the general costs start to increase the same groups of factors form diseconomies of product's scope due to bureaucratic control interference and too large separation of control functions. Economies of innovation is a return of investments in the innovations, used in production enabling to form competitive advantages in decreasing average total costs. Economies of experience and knowledge are a return of the accumulative experience production and personnel, investments of improvement of professional skill of personnel and their knowledge enabling to form competitive advantages in decreasing average fixed and variable costs.
  - Economy scale is external and internal integrated return of competitive advantages factors of economies of scale, scope, innovation and experience and knowledge enabling to form in decreasing production costs competitive advantages strengthening the enterprise competitiveness.
- Strategy of factors of scale economy is an estimation, selection and coordination for the future of factors of competitive advantages by means of which the businessman can expect reduction of average fixed costs of production, enabling to form competitive advantages. Strategy of factors of product's scope economy is an estimation, selection and coordination for the future of factors received from a synergy by means of which the businessman can expect reduction of average total costs of production, enabling to form competitive advantages. Strategy of factors of innovation economy is an estimation, selection and coordination for the future of factors received from a return of investments in the innovations by means of which a businessman can expect reduction of average total costs of production, enabling to form competitive advantages. Strategy of factors of experience and knowledge economy is an estimation, selection and coordination for the future of factors of the accumulative experience production and personnel, investments of improvement of professional skill of personnel and their knowledge by means of which the businessman can expect reduction of average fixed and variables costs of production, enabling to form competitive advantages.
  - The strategies of the types of the economy scale, which foresee their characteristic measures for decreasing of costs, form respective competitive advantages of the company. The advantages of the proposed impact lie in the fact that one can accept and change the strategies of the economy scale even before the completion of the cycle of manufacturing and sale of production.

## References

1. Argyres, N. S. R&D, organization structure, and the development of corporate technological knowledge / N. S. Argyres, B. S. Silverman // *Strategic Management Journal*, 2004, Vol. 25, issue 8-9, p. 713-958. Prieiga per internetą: <http://www.rotman.utoronto.ca/strategy/research/r&d%20organization%20structure.pdf>
2. Arrow, K. J. Control in Large Organizations // *Management Science*, 1964, Vol. 10, No 3, p. 397-408. Prieiga per internetą: [http://links.jstor.org/sici?sici=0025-1909\(196404\)10%3A3%3C397%3ACILO%3E2.0.CO%3B2-R#abstract](http://links.jstor.org/sici?sici=0025-1909(196404)10%3A3%3C397%3ACILO%3E2.0.CO%3B2-R#abstract)
3. Badinger, H. Market size, trade, competition and productivity: evidence from OECD manufacturing industries // *Applied Economics*, 2007, Vol. 39, issue 17, p.2143-2157. Prieiga per internetą: <http://www.informaworld.com/mpp/content?content=10.1080/00036840600707282>
4. Cabral, L. M. B. The learning curve, predation, antitrust, and Welfare / L. M. B. Cabral, M. H. Riordan // *Journal of Industrial Economics*, 1997, Vol. 45, No 2, p. 155-169. Prieiga per internetą: <http://www.blackwell-synergy.com/doi/abs/10.1111/1467-6451.00041?cookieSet=1&journalCode=joie>
5. Canbäck, S. Bureaucratic limits of firm size: Academic summary / *EDAMBA Journal*, 2004, Vol.1, No 1, p. 1-20.
6. Canbäck, S. Bureaucratic limits of firm size: empirical analysis using transaction cost economics / London: Brune University, 2002, 268 p.
7. Chandler, A. D. Jr. *Scale and Scope: The Dynamics of Industrial Capitalism* / Cambridge, Mass.: Belknap Press, 1990, 760 p.
8. Chia-Hung Sun. Economic integration, efficiency change and technological progress // *Applied Economics*, 2007, Vol. 39, issue

- 5, p. 653-662. Prieiga per internetą: <<http://www.informaworld.com/smp/content?content=10.1080/00036840500447690>>
9. Ghemawat, P. Building Strategy on the Experience Curve // Harvard Business Review, 1985, Vol. 63, March-April, p. 143-149. Prieiga per internetą: <[http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item\\_detail.jhtml?jsessionid=KCGTAMRV4RUDIAKRGWCB5VQBKEYOISW?id=85206](http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.jhtml?jsessionid=KCGTAMRV4RUDIAKRGWCB5VQBKEYOISW?id=85206)>
  10. Danneels, E. The dynamics of product innovation and firm competences // Strategic Management Journal, 2002, Vol. 23, issue 12, p. 1095-1121. Prieiga per internetą: <<http://www3.interscience.wiley.com/user/accessdenied?ID=98517584&Act=2138&Code=4717&Page=/cgi-bin/fulltext/98517584/PDFSTART>>
  11. Helfat, C. E. Inter-temporal economies of scope, organizational modularity, and the dynamics of diversification / C. E. Helfat, K. M. Eisenhardt // Strategic Management Journal, 2004, Vol. 25, issue 13, p. 1217-1295. Prieiga per internetą: <<http://mba.tuck.dartmouth.edu/digital/Research/AcademicPublications/HelfatDiversification.pdf>>
  12. Hyman, D. N. Modern microeconomics. Analysis and Applications / Boston: Richard D. Irwin, Inc., 1992, 689 p.
  13. Holmström, B. The Boundaries of the Firm Revisited / B. Holmström, J. Roberts // Journal of Economic Perspectives, 1998, Vol. 12, No 4, p. 73-94. Prieiga per internetą: <<http://pages.stern.nyu.edu/~wgreene/entertainmentandmedia/Holmstrom.pdf>>
  14. Hudson, R. The Learning Economy, the Learning Firm and the Learning Region: A Sympathetic Critique of the Limits to Learning // European Urban and Regional Studies, 1999, Vol. 6, No 1, p. 59-72. Prieiga per internetą: <<http://eur.sagepub.com/cgi/reprint/6/1/59>>
  15. Khade, A. S. Developing competitive advantage through process/product innovation and experience curve / A. S. Khade, S. K. Metlen // Journal of the Academy of Business and Economics, 2003, March. Prieiga per internetą: <[http://findarticles.com/p/articles/mi\\_m0OGT/is\\_1\\_2/ai\\_113563635](http://findarticles.com/p/articles/mi_m0OGT/is_1_2/ai_113563635)>
  16. K. B. Kumar, R. G. Rajan, L. Zingales // NBER Working paper, Cambridge, MA, 1999, No 7208, 49 p. Prieiga per internetą: Kumar, K. B. What Determines Firm Size? / <[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=227556](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=227556)>
  17. Laursen, K. Open for innovation: the role of openness in explaining innovation performance among U.K. manufacturing firms / K. Laursen, A. Salter // Strategic Management Journal, 2006, Vol. 27, issue 2, p. 131-150. Prieiga per internetą: <[http://66.249.93.104/search?q=cache:76eeYzllscsl:www.druid.dk/laursen/papers/laursen\\_salter2006smj.pdf+%22Open+for+innovation:+the+role+of+openness+in+explaining+innovation+performance+among+U.K.+manufacturing+firms+%22&hl=en&ct=clnk&cd=1](http://66.249.93.104/search?q=cache:76eeYzllscsl:www.druid.dk/laursen/papers/laursen_salter2006smj.pdf+%22Open+for+innovation:+the+role+of+openness+in+explaining+innovation+performance+among+U.K.+manufacturing+firms+%22&hl=en&ct=clnk&cd=1)>
  18. Miller, E. M. The Extent of economies of scale: the effect of firm size on labor productivity and wage rates // Southern Economic Journal, 1984, Vol. 51, No 2, p. 582-587. Prieiga per internetą: <[http://links.jstor.org/sici?sici=0038-4038\(198410\)51%3A2%3C582%3AE0E0SA%3E2.0.CO%3B2-F](http://links.jstor.org/sici?sici=0038-4038(198410)51%3A2%3C582%3AE0E0SA%3E2.0.CO%3B2-F)>
  19. Morroni, M. Knowledge, Scale and Transactions in the Theory of the Firm / Cambridge: Cambridge University Press, 2006, 348 p.
  20. Prahalad, C. K. The Future of Competition: Co Creating Unique Value with Customers / C. K. Prahalad, V. Ramaswamy / Boston, MA: Harvard Business School Press, 2006, 256 p.
  21. Revier, Ch. F. The Elasticity of scale, the shape of average costs, and the envelope theorem // American Economic Review, 1987, Vol. 77, No 3, p. 486-488. Prieiga per internetą: <<http://links.jstor.org/sici?sici=0002-8282%28198706%2977%3A3%3C486%3ATEOSTS%3E2.0.CO%3B2-K&origin=repec>>
  22. Sampson, R. C. Experience effects and collaborative returns in R&D alliances // Strategic Management Journal, 2005, Vol. 26, issue 11, p. 1009-1031. Prieiga per internetą: <<http://www3.interscience.wiley.com/user/accessdenied?ID=112093990&Act=2138&Code=4717&Page=/cgi-bin/fulltext/112093990/PDFSTART>>
  23. Stigler, G. J. The Economics of Scale // Journal of Law & Economics, 1958, Vol. 1, No 1, p. 54-71. Prieiga per internetą: <<http://www.journals.uchicago.edu/action/jstor?sici=0022-2186%28195810%291%3C54%3ATEOS%3E2.0.CO%3B2-G&doi=10.1086%2F466541>>
  24. Torbianelli, V. A. From transition to innovation: Policy issues in a Knowledge – based economy / V. A. Torbianelli, F. Chieruzzi // Transition studies review, 2005, Vol. 12, No 2, p. 240-253. Prieiga per internetą: <<http://www.springerlink.com/content/b121241050u14432/>>
  25. Toulan, O. N. The impact of market liberalization on vertical scope: the case of Argentina // Strategic Management Journal, 2002, Vol. 23, issue 6, p. 551-560. Prieiga per internetą: <<http://www3.interscience.wiley.com/cgi-bin/accessdenied?ID=92013940&Act=2138&Code=4717&Page=/cgi-bin/fulltext/92013940/PDFSTART>>
  26. Ulku, H. R&D, innovation and output: evidence from OECD and nonOECD countries // Applied Economics, 2007, Vol. 39, issue 3, p. 291-307. Prieiga per internetą: <<http://www.informaworld.com/smp/content?content=10.1080/00036840500439002>>

Violeta Pukelienė, Inga Maksvytienė

## Ekonomijos mastas ir jo poveikis įmonės konkurenciniam pranašumams

Santrauka

**Tyrimo objektas** – ekonomijos mastas.

**Tyrimo tikslas** – ekonomijos masto rūšių, formuojančių įmonės konkurencinius pranašumus, konkurencinių pranašumų veiksmų poveikio gamybos kaštams įtakos įmonės konkurenciniam pranašumams vertinimas.

**Tyrimo uždaviniai** – suformuluoti ir pagrįsti naują kategoriją *įmonės ekonomijos mastas*, apibrėžti ekonomijos masto rūšių integruotą sampratą, nustatyti ekonomijos masto poveikio galimybes įmonės konkurenciniam pranašumams.

Mokslinis naujumas - suformuluota nauja kategorija *įmonės ekonomijos mastas* ir ekonomijos masto rūšių integruota samprata.

Vadybos ir ekonomikos teorijoje daugiausiai nagrinėjamas konkurencijos mechanizmas, kuris suprantamas kaip rinkos sistema (paklausos ir pasiūlos sąveika, jai įtaką darantys veiksniai, rinkos, jų segmentai, makroekonominis konkurencijos sąlygų reguliavimas ir pan.), t. y. konkurencijos pasekmės pateikiamos per rinkos funkcionavimą: rinkos kainas, pajamas, įmonių pelną, rinkos dalis ir t.t. Įmonė, pateikusi pagamintą produktą į rinką, esamų rezultatų, ypač trumpąjį laikotarpį, pakeisti nebegali. Pokyčiai gamyboje, atsižvelgiant į rinkos sąlygas, galimi tik įmonės ateities veiklos etapuose, ir su esamomis konkurencinių pranašumų pasekmėmis įmonei tenka susitaikyti kaip su patirtimi.

Autorės kelia hipotezę, kad yra galimybė valdyti konkurencinių pranašumų veiksmus gamyboje. Toks konkurencinių pranašumų veiksmų valdymas įmonėje sąlygoja gamybos kaštų mažinimą, optimizuojant ekonomijos masto veiksmų strategijų derinius.

Vadybinių požiūrių tokių strategijų tikslas yra nustatyti vadinamąsias įmonės konkurencinių pranašumų veiksmų reiškimosi „siauras vietas“, kas leistų numatyti įmonės konkurencinių pranašumų veiksmų prioritetus bei pasireiškimo silpnąsias vietas, ir atitinkamuose įmonės hierarchinio valdymo lygiuose būtų galima šias problemas išspręsti dar iki produktui patenkant į rinką.

Tai leistų stiprinti įmonės konkurencinius pranašumus ir gauti aukštesnius ekonominius rezultatus.

Įmonės lygmenyje veikia daug ir įvairių konkurencinių pranašumų veiksmų. Jie tiek teorijoje, tiek praktikoje įvairiais požiūriais yra nagrinėjami ir siekiama juos panaudoti stiprinant įmonių konkurencinius pranašumus. Juos galima įvairiai grupuoti ir vertinti.

Kiekviena įmonė, naudodamasi savo konkurenciniais pranašumais, siekia gaminti ir parduoti daugiau, geresnės ir mažesnėmis sąnaudomis sukurtos produkcijos ir gauti didesnes pajamas bei pelną. Vienas šio tikslo pasiekimo kelių yra gamybos plėtra, pasireiškianti gamybos masto didinimu, kuriam naudojamos įvairios priemonės. Atitinkamas gamybos masto dydis yra susijęs su atitinkamu gamybos kaštų dydžiu ir jų struktūra. Įmonei didinant gamybos mastą, atitinkamame jo lygmenyje atsiranda vidaus ekonomija, kuri leidžia formuoti įmonės konkurencinius pranašumus.

Konkurencinių pranašumų veiksmų grupė, sąlygota gamybos masto ir kitų efektyvumo didinimo priemonių, formuoja įvairias ekonomijos masto rūšis, kurias autorės apibrėžia kaip ekonomijos mastą: tai masto ekonomija, produkto įvairovės ekonomija, naujųjų ekonomija ir patirties bei žinių ekonomija vidutinių gamybos kaštų sumažėjimo pagrindu. Ši įmonės konkurencinių pranašumų didinimo mechanizmo dalis, yra labai svarbi ir aktuali tolesniam tiek įmonės, tiek šakos, tiek nacionaliniams, tiek tarptautiniams konkurenciniam pranašumams formuoti. Išskirti klausimai teoriniu ir praktiniu požiūriais yra mažai nagrinėti.

Didinant gamybos mastą ir gaminamos produkcijos apimtį, kartu didėja gamybos kaštai, ir kiekviename tolesniame ilgojo laikotarpio momente buvusi gamybos kaštų struktūra keičiasi. Mažėjant produkcijos kaštams, atsiranda auganti gamybos veiksmų sąnaudų grąža, formuojanti atitinkamą ekonomijos mastą, turintį įvairias formas: masto ekonomija (neekonomija), produkto įvairovės ekonomija (neekonomija), naujovių ekonomija ir patirties bei žinių ekonomija. Ekonomijos masto rūšių struktūra priklauso nuo gamybos masto ir jį sąlygojančių gamybos veiksmų kitimo tempo. Veiksniai, kuriantys ekonomijos mastą, skirtinguose gamybos masto lygiuose formuoja skirtingus produkcijos kaštų dydžius, ir kartu sąlygoja nevienodą konkurencinių pranašumų reiškinys laipsnį ir jo poveikį įmonės konkurencingumui.

Įmonės masto ekonomija yra dėl išaugusių pastoviųjų gamybos veiksmų padidėjusio gamybos masto grąža, formuojanti įmonės konkurencinius pranašumus, mažėjant vidutiniams pastoviesiems gamybos kaštams.

Įmonės masto neekonomija yra įmonės masto ekonomijai priešingas reiškinys, kurį formuoja veiksniai, silpninantys įmonės konkurencinius pranašumus, kada, didinant gamybos produkcijos apimtį, sulėtėja gaminamos produkcijos pastoviųjų kaštų mažėjimas arba kaštai net padidėja, pilnai arba dalinai neveikiant kaštus mažinančioms konkurencinių pranašumų veiksmų priemonėms. Įmonės produkto įvairovės ekonomija, gaminant skirtingus, bet susietus produktus, yra produkcijos vieneto kaštų sumažėjimas, gautas dėl bendrųjų vidutinių kaštų sinergijos, formuojančios įmonės konkurencinius pranašumus.

Įmonės produkto įvairovės neekonomija yra įmonės produkto įvairovės ekonomijai priešingas reiškinys, kurį formuoja veiksniai, silpninantys įmonės konkurencinius pranašumus, kada bendrųjų vidutinių kaštų sinergijos veiksmų poveikis lėtina vidutinių bendrųjų kaštų mažėjimą arba net didina juos, pilnai arba dalinai neveikiant kaštus mažinančioms konkurencinių pranašumų veiksmų priemonėms. Naujovių ekonomija įmonėje yra dėl mokslinės, technologinės, projektavimo, įrangos ar technologijos įdiegimo, naujų gamybos organizavimo metodų taikymo, sudarančio sąlygas gaminti naujus arba patobulintus produktus bei tobulinti procesus, įdėtų į gamybą naujovėms investicijų grąža, formuojanti įmonės konkurencinius pranašumus, mažėjant vidutiniams bendriesiems gamybos kaštams. Patirties ir žinių ekonomija yra įmonės

sukaupto gamybos patirties, darbuotojų patirties, žinių bei kvalifikacijos kėlimo sąnaudų grąža, formuojanti įmonės konkurencinius pranašumus, mažėjant vidutiniams pastoviesiems ir kintamiesiems kaštams.

Ekonomijos mastas yra integruota masto ekonomijos bei produkto įvairovės, naujovių, patirties ir žinių ekonomijų padidėjusių gamybos veiksmų sąnaudų grąža, formuojanti įmonės konkurencinius pranašumus, mažėjant įmonės vidutiniams bendriesiems gamybos kaštams.

Įmonės masto ekonomijos veiksmų strategija yra įmonės gamybos mastą didinančių konkurencinių pranašumų veiksmų vertinimas ir parinkimas bei derinimas perspektyvai, kurio dėka verslininkas gali numatyti vidutinių pastoviųjų gamybos kaštų mažinimą, formuodamas įmonės konkurencinių pranašumų veiksmus. Įmonės produkto įvairovės ekonomijos veiksmų strategija yra įmonės kaštų sinergijos veiksmų vertinimas ir parinkimas bei derinimas perspektyvai, kurio dėka verslininkas gali numatyti vidutinių bendrųjų gamybos kaštų mažinimą, formuodamas įmonės konkurencinių pranašumų veiksmus. Įmonės ekonomijos veiksmų strategija yra įdėtų į gamybą investicijų naujovėms mažinimo veiksmų vertinimas ir parinkimas bei derinimas perspektyvai, kurio dėka verslininkas gali numatyti vidutinių bendrųjų gamybos kaštų mažinimą, formuodamas įmonės konkurencinių pranašumų veiksmus. Patirties ir žinių ekonomijos įmonėje veiksmų strategija yra įmonės sukaupto gamybos patirties, darbuotojų patirties, žinių bei kvalifikacijos kėlimo sąnaudų veiksmų vertinimas ir parinkimas bei derinimas perspektyvai, kurio dėka verslininkas gali numatyti vidutinių pastoviųjų ir kintamųjų gamybos kaštų mažinimą, formuodamas įmonės konkurencinių pranašumų veiksmus.

Sprendimai, numatantys kaštų mažinimo priemones, priimami įmonėje, kol dar pagaminta prekė nepateko į rinką ir kol negautas galutinis rezultatas – pajamos ir pelnas. Galima vertinti, parinkti ir derinti ekonomijos masto konkurencinių pranašumų veiksmų strategijas, dar nesibaigus produkto gaminimo ciklui.

Raktažodžiai: *įmonės konkurenciniai pranašumai, ekonomijos mastas, ekonomijos masto rūšys.*

The article has been reviewed.

Received in February, 2008; accepted in April, 2008.