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FORMATION OF ENTERPRISE INTELLECTUAL CAPITAL IN CONTEXT OF RESOURCE THEORY

The main content of the resource theory and description of it evolution in three stages were considered in this article. The first stage was the formation of the classical concept of the resource, the second – the origin and development of the concept of core competencies and dynamic organizational capabilities, and the third is associated with the formation of the theory of resource advantages. The nature and the necessity to identify new resource elements (core competencies, dynamic capabilities and organizational routines) were characterized in the context of the selected stages. The signs of sustainable competitive advantage and types of economic rents that arise on the resource base were generalized. There is a connection between resource theory and concept of knowledge management based on identification of intellectual component in the economic nature of the core competencies and organizational abilities. The basic approach to the classification of resources and their elements, which form the intellectual capital of the company was described. New elements of economic resources such as competencies, organizational abilities, rutin and elements of intellectual capital are in close connection. It is concluded that the core competencies are best developed in human client and networking elements of intellectual capital, dynamic organizational capability in innovative capital and routines in process capital of an enterprise.

Keywords: resource theory, core competencies, dynamic organizational capability, intellectual resources, intellectual capital, sustainable competitive advantage.

Introduction. In the last years of the XX-th century the transition to a post-industrial economy began in developed countries. This is global and intellectual economy where intangible assets play the role of the leading production factors. At the industry level, these trends appear through increases updatable technology as a result of continuous innovation and technological convergence, in enhancing intra-integration and global competition. At the level of enterprises postindustrial trends developed in the humanization of resources and distribution of network and virtual organizational forms of business, in the global "spread" of the value chain and on the concentration of firms in their core competencies. This fundamental transformation of modern business environment led researchers to focus on finding organizational resources, the use of which would enable to give an adequate response to changes in economic system.

Under these conditions, the mission of sourcing development, continuous updating and leadership of the company are compiled by resource theory. It suggested the new logic of economic analysis, focused on mechanisms of competitiveness of enterprises on the basis of unique resources. Modern concepts of resource theory are at the center of attention of researchers today and its main categories – assets, resources, competencies and organizational capability are the subject of increased scientific interest.

Literature review. Resource approach was originated with the need to explain the nature of sustainable competitive advantage under conditions of highly turbulent environment. Basis of the resource approach was laid by the publication "Theory of firm growth" by E. Penrose in 1959. [2] The idea of defining the resource component of enterprises economic efficiency was justified there. Scientific opinions on the role of resources in improving company performance and on the different use of identical resources in the context of business management were further developed in researches in the 60's of last century. Further development of the resource theory is related with publications of B. Wernerfelt, J. Barney, R. Grant, R. Ramelt, D. Teece, G. Hamel, C.K. Prahalad. [2] The defining idea of resource approach is to consider the enterprise as a set of resources that are the primary determinants of its effective operation.

An important feature of this theory is the wide interpretation of the term "resources", which in literature is used to describe almost everything that allows the company to create and implement strategies that improve its effectiveness. In more traditional sense resources are determined as a source of inventories or of certain economic benefits. According to one of the famous researcher of resource theory D. Tis, resources should be considered "in relation to specific company assets that are difficult, if not impossible, to imitate." [1, p. 147] This wide view on resources led, first, to their diverse classification, and secondly, to the priority attention of researchers on categories of assets which have mainly intangible nature. Analysis of current domestic and foreign scientific researches suggests that there is some imbalance between the role of intellectual assets to ensure a high level of competitiveness, and the level of study of effective management applied aspects.

The main reason for this, on our opinion, is that a concept of core competencies and organizational capability, despite a long scientific interest, continues to be not enough integrated in modern decision-making process. To a large extent this may be due to the lack of understanding their essential nature, which does not allow using appropriate management practices. In particular, the measuring and evaluating of core competencies and organizational capabilities remain as controversial issue, which does not allow to create the process of their management. Correlations between basic categories of resources approach and elements of intellectual assets on our opinion may be a perspective direction to solve this problem. In this case we will consider as working hypothesis the idea that the basic categories of resource approach can be identified as intellectual resources.

Purpose. The purpose of the paper is to justify the impact of the resource theory provisions on the formation and identification of the elements of intellectual capital.

Results. Scientists usually distinguished three stages in the development of resource concepts. The first stage – the formation and development of the so-called classical resource concept, mostly associated with the names of J. Barney B. Wernerfelt. [2] The first scientists in 1986, explained the nature of a sustainable competitive advantage on the resource-based view and determined main resource characteristics. They called "VRIO-quality":

- Value – a resource is valuable if it helps the firm to meet external threats or exploit an opportunities. Common competitive foundations for firms are efficiency, quality, customer responsiveness, and innovation. If resource helps bring any one of these four things then it is valuable;

- Rarity – indicates how rare is resource among the competitors in the industry;
- Imitability – a resource is inimitable if it is difficult for competitors to acquire or to substitute it.
- Organization – if the resource is built-in the strategy of the company.

The beginning of the fundamental development of resource concepts in strategic management was done in B. Wernerfelt's article "Firm resourcing interpretation" (1984). [2] There was first shown the feasibility of firm analysis in terms of resources than products and was hypothesized that this approach may become a new paradigm for learning strategies. The best way for company growth in the long run was shown in finding a balance between available resources and supporting the development of new ones.

The second phase, on which an intellectualization of resource approach took place, associated with the forming of the concepts of core competencies and dynamic organizational capabilities. These categories significantly expanded and modified the content of the resource by adding elements of internal origin – organizational capabilities, competencies, routines etc. These terms now form a unique content of resource theory and its actual contribution to the study of the mechanisms of competitive advantages.

The concept of core competencies is one of the current approach within which new economic categories of resource theory was formed. The authors G. Hamel and C.K. Prahalad entered into scientific circulation the term of competence as universal, generalizing category, reflecting the special knowledge of the company, experience and skills that distinguish it from competitors. The concept of competence formed in condition of leading steps of foreign business to transition from an industrial to a knowledge economy, where the key requirement is to achieve competitiveness by "intellectual leadership" in their field. Based on the experience of the best companies in the world, the authors concluded that the main sources of competitive advantages are the ability of management to consolidate disparate technological, managerial, organizational and practical skills and knowledge in corporate competences. Thus, the resource concept is changing view on the essence of the strategy of competitiveness – the transition from adaptive to the advanced type of development.

The term "competence" in general is treated as a set of interrelated specific skills, technologies, knowledge and abilities, which are carried, collectively or individually, by staff. The formation of enterprise competencies are closely linked to the accumulation and functioning of corporate knowledge, experience, skills and other resources of information and intellectual nature.

The main basis for interpretation of dynamic capabilities was developed by D. Teece, E. Pisano and A. Shuen who defined this term as the ability to integrate businesses, create and make reconfiguration of internal and external competences responding to rapid changes in the environment. "We call this potential to achieve new forms of competitive advantage as dynamic capabilities. The term "dynamic" means that you can upgrade skills in order to achieve consistency with the changing business environment. The term "capabilities" emphasizes the key role of strategic management in proper adaptation, integration and reconfiguring internal and external organizational skills, resources and functional competencies in order to comply with the business environment." [1, p.146] The purpose of the firm is to improve the productivity capabilities of other resources.

Formation of company capabilities is the result of the origination of complex relationships between skills, resources and accumulated knowledge. There is a consensus in common characteristics of organizational capabilities despite the differences in their definitions in modern literature and regardless of industry, functional and technological features. They are considered to be:

- Firstly, the capabilities have value for the firm to create different products and different markets;
- Secondly, the capabilities are embedded in organizational routines and can maintain its value if individual employees leave the organization;
- Thirdly, the capabilities are implied, that why it is difficult to present them in the form of algorithms behavior or operating procedures.

An important issue is to clarify the controversial relationship between the terms "capability" and "competence". Existing scientific opinions define their range of interchangeable to differentiated categories. V. Katkalo justifies that they can be used interchangeably, but there are three different cases using term capabilities. First, the capability can be associated with one of the functional areas of management (eg, the ability to promote brands, production management and procurement). Another case – they can be linked to specific technologies or types of products. This type of capability is the focus of the concept of core competencies (C. K.Prahalad and G.Hamel). Thirdly, there may be the ability of organizations to coordinate various activities or relationships between elements of the value chain. However, according to V. Katkalo the greatest potential for development this approach is a view in which "... one of the category used to describe phenomena that refers to another, namely competence are combinations of capabilities and capabilities are reconfiguration mechanism of competencies." [2, p. 348]

The result of the implementation of organizational capabilities in the strategic management of the company is their using in business processes and as the basis of organizational routines. This is a new category for the resource theory, which is associated with the processes of functioning competencies and organizational capability in the real business.

R. Nelson and S. Winter noted that organizational routines reflect regular and standard business processes and integrated competences and functional capability of the enterprise in these processes. Formation of organizational routine procedures is going in close integration of knowledge and understanding between members of a team that provides effective coordination of organizational processes. Forming of organizational routine is an important step in the transformation of internal instructions, methods and regulations of the specific organizational competence.

It should be noted that organizational routines and processes are a key elements in making available strategic resources in main products of the company. Thus, in addition to the obvious impact on key products, they also affect the firm's resources, mainly through organizational learning, training, development of new technologies, successful financial politics. Thus, with the development of resource theory it is getting clear that resources are not productive without their involving in processes of forming of competences and routines. The available organizational capabilities and core competencies of the enterprise implemented in specific business processes with using other resources are the basis of competitiveness. Their value to the company increases when they are functioning in business, and when they create new combinations of strategic resources.

This led to move to the third stage in the development of resource theory, the basis of which was the concept of resource advantages and asymmetries.

Further researches of resource concepts (eg, D. Miller) posit the idea that success on the market depends not on whether company has unique resources or opportunities, but in asymmetry of the resource set. Skills, processes or assets that competitors do not have, and that cannot be easily copy, imitate or buy on the market are considered as the sources of asymmetry. Many successful companies have been able to transform these asymmetries into sustainable competitive advantages by opening, providing and implementing them in their activities. In foreign publications, these ideas are incorporated within the new progressive theories of enterprise resource advantages.

At first the basic provisions of this theory were formulated in 1995 by Shelby Hunt and Robert Morgan. [3] Resource advantages theory became strengthened and is actively described by foreign scientists in 2001-2005 and today is the last progressive point of view that reflects the confidence not only theoretical legacy, but also the practical realities of science and new business formation. The only fact of the possession of resources and opportunities for their use and reproduction is not a prerequisite for success of the enterprise. It is important to invent new kind of resources, which has none of the competitors, i.e. asymmetries, and only they can provide a sustainable competitive advantage. The sources of such asymmetry are the skills, processes and assets that competitors do not have, and that cannot easily copy, imitate or acquire on the market. At this stage of the resource theory the focus of resources management was shifted to the creation, development and protection of those that are strategic for the company.

Economic effects of resource management are in gaining of a monopolistic, ricardian, shumpeterian and comparative rents. In their analysis it is important to note that the classical resource theory uses mainly ricardian rent – income from using unique resources, which can be converted into competitive advantage. Concept of core competencies and dynamic capabilities suggest that businesses are gaining shumpeterian rents through better use of resources in business processes and the formation of new combinations through organizational capacity and competence. Comparative rents are gained as result from long-term inter-firm relationships and of inter-organizational competitive advantage: specialized assets generated during the interaction of our partners, sharing knowledge, complementary resources and capacity, effective management.

Foreign economists justify the division of resources into two groups: available (root) and strategic. Available resources are the main assets of the company to ensure its operations. Every company has access to the same basic resources, like its competitors, but the companies are different in methods, available to manage such resources. Available resources are used for storing different types of resources – strategic, and only his process creates value to stakeholders. The company needs to maintain a high proportion of the strategic resources in resource portfolio, to improve the strategic importance of intellectual resources and search for new resource combinations.

The modern vision of resource competitive advantage lies in their following components:

- ability to attract new businesses to their species, identify unique combinations in comparison with competitors;
- holding of exclusive and limited resources;
- creating a nonrenewable resource, not available to other market participants;
- identifying strategic resources that provide income generation, high effectiveness and efficiency of customer value creation in promising markets.

The study of the evolution of resource concepts indicates that the process of their formation was difficult and long. Early scientific views are formed under the influence of purely theoretical assumptions, which do not have sufficient reasoning. Each subsequent stage of strategic management theory led to the formation of practical arguments in favor of theoretical positions of resource concepts. Recent researches are inextricably linked and justify the possibility of forming a sustainable competitive advantage on resource base. Therefore, further improvement of platform of resource theory is considering in it accordance to global dimension of intellectual economy.

Development of resource theory and the possibilities of its potential using is associated largely with issues of valuation of new resources elements: strategic resources, organizational capabilities, core competencies. The above consideration of the nature and evolution of resource theory, as well as approaches to resource management allow us to interpret the economic nature of these concepts as intellectual assets. Despite contradiction and polemical character of many aspects of resources theory and intellectual capital, we consider well founded the opinion on the conformity of main strategic resource elements as component of intellectual assets.

Resource theory is multidisciplinary by nature, and therefore shows its close relationship with other areas and concepts of strategic management, including modern theory of knowledge management. From the standpoint of the resource theory knowledge are considered as an important resource of the company, whose role especially increase in the formation of modern knowledge-based economy. Research of the formation and use of corporate knowledge caused with more economic content such terms as experience, competencies, skills, abilities, routines. According to the resource approach the main factor of the success of the company is the acquisition of new knowledge and abilities through continuous organizational learning. It means about the transition from a closed to an open innovation model as new paradigm in business development.

The studies of the nature of intellectual resources are devoted to works of foreign scientists: R. Grant, J. Ruus, H. Itami, L. Edvinsson, M. Malone, P. Strassman, E. Penrose, T. Stewart, K.-E. Sveibi, D. Sullivan, L. Prusak, J. Klein, B. A. Leontiev. Among domestic researchers are O. Kendyukhov, A. Butnik-Seversky, A. Chukhno, V. Bazylevych, A. Stryzhak and others. Almost all scholars define the knowledge and information as the basis of intellectual resources, but their content is interpreted individually, using different terms, but often such as "intangible assets", "intellectual assets", "intellectual capital", "intellectual resources", "intellectual capacity". Almost all of these economic categories are used in literature recently, and thus are characterized by ambiguity and inconsistency of views of researchers. Some authors consider these terms synonymous and offer interchangeable use of them, explaining their existence in different areas of use. Other researchers consider these terms as part of each other. In this paper, we consider the as a common category of "intellectual resources" and will consider it in the context of resource theory.

There are many different classifications of resources: by the physical meaning, by the intending in the production process, by the level of use in the manufacturing process and so on. James Harrington considers a term "resources" regarding to all types of assets. [4] According to the classification resources are divided into financial, physical, human, intellectual, informational, organizational and technical. Ruus J. and Pike S. identified two key types of enterprise resources: traditional, which consist of cash and material; and intellectual resources – resources of relations (all relationships that the company has with other organizations and individuals outside), organizational and human. This division is due to the fact that each group has characteristics that are important from the standpoint of management. [5] Classification and structure of resources by these authors are presented in Fig. 1. The content of the intellectual resources (relationships, human and organizational) essentially corresponds to the characteristics of core competencies, dynamic capabilities and organizational routines. This indicates the transformation of these resources in the elements of intellectual capital.

Thus, we can argue about the close connection between the concepts of strategic resources and elements of "intellectual capital." Despite the fact that the interpretations of intellectual capital and its components has no common point of view, however we can say that a number of researchers confirms with such a view. In support of this we give a classification of intellectual capital, proposed by Ivashkovska and Bayburyna. [6] They justify modified model of intellectual capital and identified it several levels.

Components of first level are presented in a model as human, organizational (which is divided into a process and innovation), client and cross-border capital (Fig. 2). Human capital is seen as a set of skills and abilities of personnel. Staff skills form the basis for innovation and strategic renewal of the company and thus increase its value base.

Most researchers identify components of human capital such as competence, creativity and attitude of employees to the organization. Client capital is a value, resulting in relationships with individual and institutional clients, which provides a contribution to the value of company through the mechanism of increasing cash flow.

Innovative capital is considered as part of an organizational capital. It includes a set of intellectual property rights, and no formalized legally innovation: technological and organizational know-how, new entrepreneurial concepts and innovative achievements, innovative tools, culture, the so-called innovative coaching of managers that support the innovative mentoring.

The second subcomponent of organizational capital – is a process capital, which refers to the infrastructure of the company (IT, business-process, etc.). This is business routines, which are already well-established models of corporate internal interaction. Companies with sustained process-subcomponent of intellectual capital tend to create favorable conditions for the use of human capital as allow almost fully realize its potential, and accumulating thereby innovative and client capital. There are such subcomponents of the second level allocated in the process capital: corporate culture, organizational structure, operational processes and information systems. Finally, the fifth component of the intellectual capital is network capital. It is a value that is creating in the quality and stability of relationships with contractors, suppliers, contractors, competitors and necessary contractors related industries.

Determination of the components of intellectual capital allowed to justify author vision of it consolidated relationship with the terms of resource theory (Fig. 2).

Proposed scheme, on our opinion, can be regarded as a way of resource theory apply, so as the use of appropriate methods of identification and estimation of core competencies, dynamic capabilities, organizational routines – on the one hand and other the subcomponents of intellectual capital (human, client, networks, innovation and process) – on the other. Correct identification of the value of intellectual capital and intellectual resources is considered as generally recognized problem that can be solved on the basis of proposed approach.

In turn, the intensive formation, accumulation and use of intellectual capital create for the enterprise the system of sustainable competitive advantages that became into market dominant source of its development. The dominant position of intellectual resources in the enterprise development necessitates the establishment of a functional relationship between the types, quantity, quality, business intelligence and competitive advantages. Consistent coordination of staff to accumulate a set of intellectual resources is also important in this case.

Conclusions. The researchers called the economy of the XXI century as knowledge economy where value is created not only by physical and financial resources so as by intellectual capabilities and intangible assets. This conclusion is fully confirmed by resource theory. This theory justifies a new vision of the determinants of successful strategic development defined a corresponding economic categories, where the main is intellectual capital. This is accomplished through implementation of the basic categories of resources approach – core competencies, dynamic capabilities and organizational routines in process of intellectual capital forming. This scientific and applied problem remains as actual topic in scientific literature.

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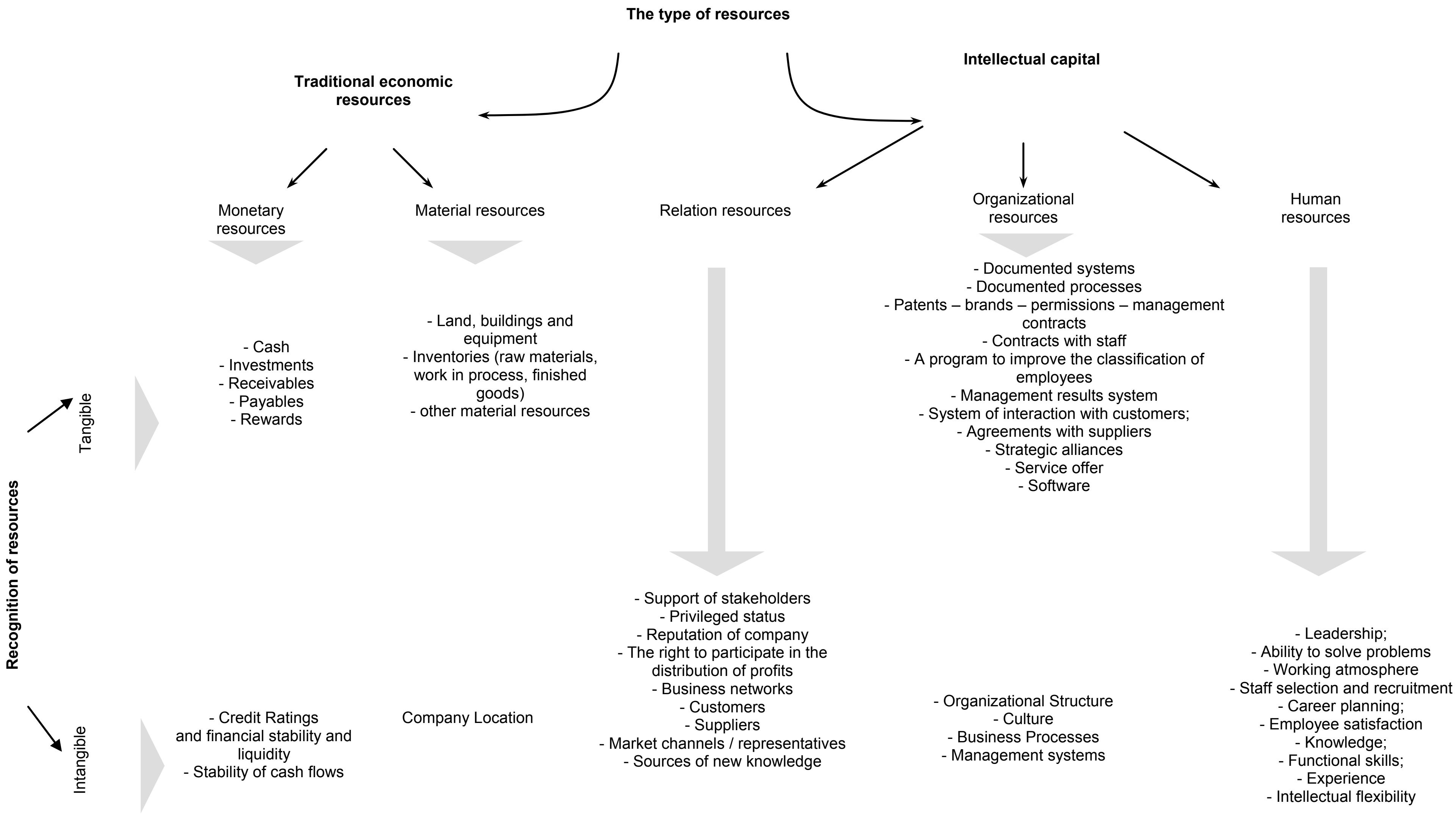

Fig 2. The relationship of the intellectual capital elements according to resource theory. Source:[6]

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ФОРМУВАННЯ ІНТЕЛЕКТУАЛЬНОГО КАПІТАЛУ ПІДПРИЄМСТВА У КОНТЕКСТІ РЕСУРНОЇ ТЕОРІЇ

Досліджено основний зміст та етапи еволюції ресурсної теорії. Узагальнено ознаки стійких конкурентних переваг і типи економічних рент, що виникають на ресурсній основі. Охарактеризовано сутність та інтелектуальні витоки ключових компетенцій, динамічних організаційних здатностей і рутин як визначальних елементів ресурсного підходу до управління підприємствами, і запропоновано їх вважати елементами інтелектуального капіталу.

Ключові слова: ресурсна теорія, ключова компетенція, динамічна організаційна здатність, інтелектуальні ресурси, інтелектуальний капітал, стійка конкурентна перевага.

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Рассмотрено основное содержание и этапы эволюции ресурсной теории. Обобщены признаки конкурентных преимуществ и типы экономических рент, возникающие на ресурсной основе. Охарактеризованы сущность и интеллектуальные истоки ключевых компетенций, динамичных организационных способностей и рутин как определяющих частей ресурсного подхода к управлению предприятиями, и предложено их рассматривать как элементы интеллектуального капитала.

Ключевые слова: ресурсная теория, ключевая компетенция, динамическая организационная способность, интеллектуальные ресурсы, интеллектуальный капитал, устойчивое конкурентное преимущество.

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NATIONAL INSURANCE MARKETS IN FORMATION OF EURASIAN ECONOMIC SPACE

The article considers some of the problems of national insurance markets of Kazakhstan, Belarus and the Russian Federation in terms of integration associations of the Customs Union, the Eurasian Economic Community, activities of the Eurasian Economic comission for future of EES. Presented the analysis of general indicators of the insurance markets that characterize the level of development. Based on a comparative analysis concluded conclusions and recommendations in order to ensure the competitiveness of the insurance market in Kazakhstan.

Keywords: insurance, the Eurasian Economic Space, the competitiveness, the national insurance market, insurance companies.

Statement of the problem. Integration processes of national economic systems of the three countries, Russia, Belarus and Kazakhstan, in the functioning of the EurAsEC, Customs Union, activities of the Eurasian Economic Commission begin to form an active insurance relationship. Accordingly, there is a need for harmonization of market relations in the range of integration created a single insurance space. Harmonization of legal insurance will not be easy, because the level of each national insurance market is not the same, the legal basis, the regulatory environment, the factors of the functioning of markets differ substantially. The insurance market of a developing country's economy has always interacts with the external reinsurance market, it's a real inevitability of market mechanisms. Together with those of each national insurance market can not tolerate excessive openness to foreign insurers and abroad, which could reduce the competitiveness of national insurers.

Analysis of the latest researches and publications. Integration processes occurring in different parts of the world to facilitate the movement of goods and services that are relevant to the world of reality. Zone created by the integration of trade in various parts of the world economic territory, whether it is the countries of Eurasia, or the North Atlantic area of trade in Western Europe and the United States, or the ASEAN countries of Southeast Asia, will focus on creating trade advantages compared to other participating countries world trade, the conquest of markets for goods and services.

Research questions in the theory and practice of integration processes in the financial sector, including insurance and paid a lot of attention lately in the works of Adamchuk N.G. [2] Golysheva E.Y. [5] Lukinov A.I. [10] Sabitova G.M. [17] Kebekpaeva ZH. [9] Fayzullaev D.A. [23] Sarkisov S.E. [3.18], and others. In their researches, the authors, noting the positive role of integration, the need for harmonization in the field of insurance, do not take into account the inevitability of market competition, do not specify the forms and methods of approach to the organization of insurance business of the tariff policy, the uniform requirements of prudential standards and the capitalization of insurance companies, etc.

The main goals of research are the analysis of national insurance markets of the participating countries of integration associations, comparison of general indicators of market development in order to develop recommendations for the competitiveness of the Kazakhstan's national insurance market for the long term.

The main results of the study. The formation of the Common Economic Space (CES) to promote goods, services, capital and labor should create equal conditions and opportunities for the implementation of the national insurance market insurers participating countries. However, the association itself insurance markets into a single space should enable national insurance market of Kazakhstan to gain specific benefits, both in terms of promotion of insurance products, as well as in the expansion of the insurance business. The acquisition only promote freedom of insurance services in the Russian Federation and Belarus should not be considered as a criterion of success of Kazakhstan's participation in the insurance space CES. Must take into account the negative experience of the functioning of the Customs Union for the 2011 – 2012 years, when