A PRACTICAL MODEL TO EVALUATE COMPETITIVENESS

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ABSTRACT
To succeed companies join efforts continuously to be competitive. However, most of them do it in a non-structured way. There are several approaches and tools to support companies in their strategic planning process, but not always offer an integrated practice. In addition, there are new concepts like resilience, innovation and sustainability that could introduce an alternative definition of competitiveness. Therefore, this research aims the design of an integrated model to evaluate companies competitiveness based on resilience and innovation, focused on a readiness assessment of their strategic monitoring capacity.

Keywords: Strategy, Competitiveness, Evaluation, Resilience and Innovation.

INTRODUCTION
Considering that competitiveness can be measured through two parameters, namely, performance and time, and that or resilience or innovation can be expressed through these two parameters, it is possible to establish a relation between them to support competitiveness definition. Regarding the “Resilience Triangle” and applying the same principle to the “Innovation S - Curve”, competitiveness can be defined as the readiness to react to disturbances that affect company’s performance and the willingness to leverage performance in a pro-active way (as shown in Fig.1.)

![Fig. 1 - Competitiveness definition based on resilience and innovation principles](image-url)

However, to apply this concept companies should have a framework to support the definition of goals and actions needed, to improve competitiveness positioning.
RESULTS AND CONCLUSIONS

A structured approach to improve competitiveness can be established based on the 4 A’s Cycle (as shown in Fig. 2). This framework include several tools and assumes, as an initial stage, a diagnosis of the company's readiness to implement these concepts.

This first step of evaluation is based on three dimensions: Organizational Consciousness of the need to measure competitiveness, Environment Influence to monitoring and the Monitoring Maturity of the company (as shown in Fig. 3).

REFERENCES

