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Bahliuk Y., PhD, Associate professor, Vasyl` Stus Donetsk National University**Stupina O.**, student, Vasyl` Stus Donetsk National University**DEFINING MARKET LEADER FOR COMPETITIVENESS BASED ON
COMPARISON OF COMPANIES POTENTIAL**

Potential as one of main component parts of competitiveness is considered in the article. The method «Square of potential» is considered for research of enterprise potential, methodology of calculation of square of potential is certain. The basic requirements, advantages and lacks of application of method, are set for market subjects. At level with that the article is sanctified to the investigation of mineral water market in Ukraine. The leader of the mineral water market is defined. It is «Myrhorod plant of mineral waters», that enters in IDS Group Ukraine. The method of square of potential is applied. It allowed to confirm of hypothesis, that potential of market leader, as the most competitive producer, has the best structure of potential. As basic competitors for comparison were select of «Erlan» and «Obolon», as powerful producers in industry. As a result of research main defects and possibilities were certain for further development of competitiveness of the investigated enterprises. The estimation of potential was conducted on the basis of general financial and economical indicators.

Keywords: market of mineral water, competitiveness, potential, comparison of potentials, method of square of potentials

Fig. 4, tab. 5, lit. 4.

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**ВИЗНАЧЕННЯ ЛІДЕРА РИНКУ ЗА
КОНКУРЕНТОСПРОМОЖНІСТЮ НА ОСНОВІ ПОРІВНЯННЯ
ПОТЕНЦІАЛІВ ПІДПРИЄМСТВ**

В статті проаналізований потенціал як одна з головних складових конкурентоспроможності. Розглянутий метод «Квадрат потенціалу» для дослідження потенціалу підприємства, визначена методика побудови квадрата потенціалу. Встановлені основні вимоги, переваги і недоліки використання методу для суб'єктів ринку. Разом з тим, стаття присвячена дослідженню ринку мінеральної води в Україні. Визначено, що лідером ринку мінеральної води являється ПАТ «Миргородський завод мінеральних вод», яке входить в IDS Group Ukraine. Для підтвердження гіпотези, що потенціал лідера ринку, як найбільш конкурентоспроможного виробника, має кращу структуру потенціалу, використаний метод квадрата потенціалу. В якості основних конкурентів для порівняння обрані ПАТ «Ерлан» та ПАТ «Оболонь», як ведучі виробники в галузі. В результаті дослідження були визначені головні недоліки і можливості подальшого розвитку конкурентоспроможності підприємств-конкурентів. Оцінка потенціалу проведена на основі аналізу загальних фінансово-економічних показників.

Ключові слова: ринок мінеральної води, конкурентоспроможність, потенціал, порівняння потенціалів, метод квадрата потенціалу.

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ОПРЕДЕЛЕНИЯ ЛИДЕРА РЫНКА ПО КОНКУРЕНТОСПОСОБНОСТИ НА ОСНОВЕ СРАВНЕНИЯ ПОТЕНЦИАЛОВ ПРЕДПРИЯТИЙ

В статье проанализирован потенциал как одна из главных составляющих конкурентоспособности. Рассмотрен метод «Квадрат потенциала» для исследования потенциала предприятия, определена методика построения квадрата потенциала. Установлены основные требования, преимущества и недостатки применения метода для субъектов рынка. Вместе с тем, статья посвящена исследованию рынка минеральной воды в Украине. Определено, что лидером рынка минеральной воды является ПАО «Миргородский завод минеральных вод», которое входит в IDS Group Ukraine. Для подтверждения гипотезы, что потенциал лидера рынка, как наиболее конкурентоспособного производителя, имеет лучшую структуру потенциала, применен метод квадрата потенциала. В качестве основных конкурентов для сравнения выбраны ПАО «Эрлан» и ПАО «Оболонь», как ведущие производители в отрасли. В результате исследования были определены главные недостатки и возможности дальнейшего развития конкурентоспособности исследуемых предприятий. Оценка потенциала проведена на основе анализа общих финансово-экономических показателей.

Ключевые слова: рынок минеральной воды, конкурентоспособность, потенциал, сравнение потенциалов, метод квадрата потенциала.

Raising of problem. Market of mineral water one of most powerful and fast-growing in Ukraine. Therefore industry requires permanent verification in the presence of powerful producers, potential of development and present threats.

It is necessary constantly to check up the level of market development producers, in fact a modern economy tests changes quickly. New technologies are entered, new foods and markets are opened.

Now there are a few powerful producers at the market, one of that PC «Myrhorod plant of mineral waters». The high level of development of enterprise must lean against powerful potential, as a mortgage of development, and thus for the leader of industry potential must be most balanced.

A research aim is a comparative analysis of the potential of enterprises to determine the market leader for competitiveness.

Research tasks: the Basic tasks of this research are:

- to substantiate method of estimation of potential of enterprises;
- to analyze the potential of PC «Myrhorod plant of mineral waters» and competitors;
- to identify the market leader for competitiveness.

Analysis of the last researches and publications. By research of problems of providing and support of competitiveness, as a necessary ingredient of enterprise activity such foreign scientists occupied as: P.F. Drucker, P.M. Senge, K. Christensen, P. Kotler, R.H. Coase, R. Eschenbach, M. Porter, C.K. Prahalad, D. Ricardo, A. Smith, R. Solow.

It costs to notice domestic economists and scientists: the B. Gubski, S. Mocherni, P. Pavlenko, V. Podsolonko, V. Sizonenko, L. Kobyliacki, S. Klimenko, S. Savchuk, M. Tkachenko, V. Osipov, A. Litvinenko, B. Bukrinski, I. Tarasenko, H. Tregub, O. Horbach, A. Fathudinov, K. Hrischenko, F. Shpih, T. Harchenko and other.

But without regard to plenty of scientific researches and works, this question continues to be actual in a modern economy.

Exposition of basic material. PC «Myrhorod plant of mineral waters» - is the biggest and the most innovative enterprise of industry in Ukraine that enters in the IDS Group Ukraine. It is equipped by the modern equipment certificated on international standards, and is one of most front-rank in domestic industry, and its staff is considered to one of most skilled in Ukraine [1].

PC «Myrhorod plant of mineral waters» is part of companies group IDS Borjomi International.

Now IDS Group Ukraine is one of the most powerful suppliers of water in Ukraine, and it takes about 30% of market.

Also there are a few powerful producers of mineral water at the market:

- IDS Group Ukraine («Morshynska», «Alaska» «Myrhorod», «Borjomi» «Truskavets»);
- Coca - Cola («Bon Aqua»);
- «Obolon» («Prozora», «Obolon»);
- «Rosinka» («Sofia Kyivska»);
- «Erlan» («Two Oceans», «Biola», «Calypso», «Znamenivska») [2].

More detailed considering distribution of market of main producers of mineral water in Ukraine is possible on figure1.

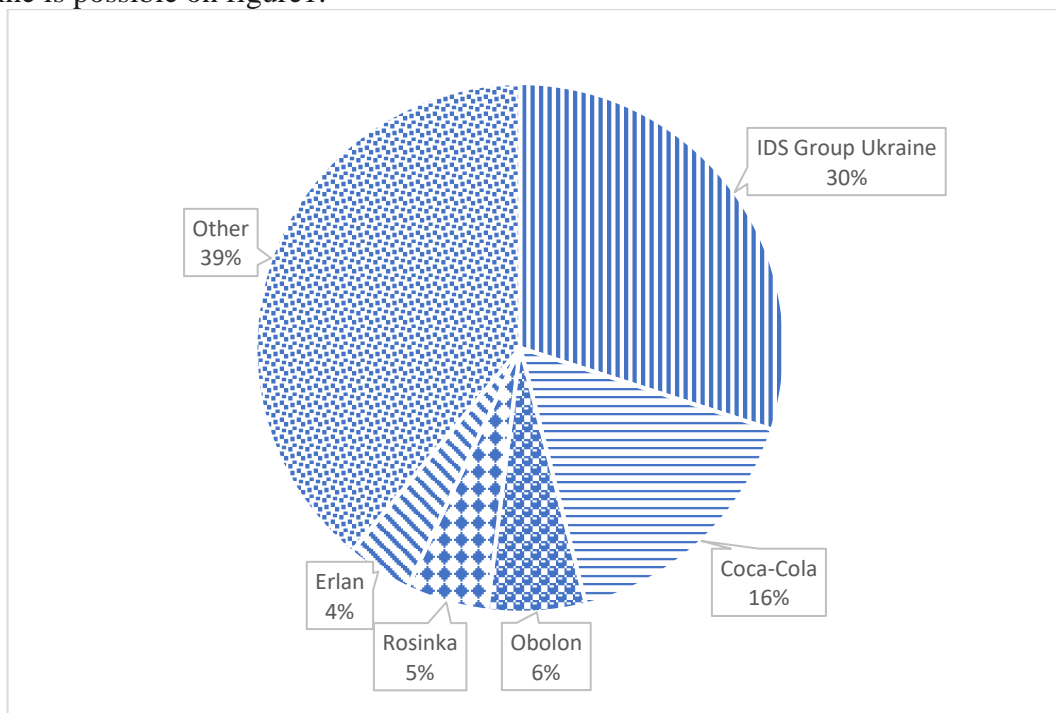


Fig. 1 A main producers` of mineral water market shares

Among IDS Group Ukraine a leading place occupies exactly PC «Myrhorod plant of mineral waters».

From a diagram notably, that powerful competitors in industry is also PC «Obolon» and PC «Erlan».

PC «Obolon» is one of the biggest producers of drinks in Ukraine. It produces alcoholic beverages, such as beer and cider, soft drinks (kvass, sweet water etc), and also mineral and drinkable water.

The PC «Erlan» is specialized on producing of juices and mineral water.

Exactly these enterprises have a most competitiveness in industry.

By the Law of Ukraine «About Defence of Economic Competition», a «economic competition (competition) is a competition between the subjects of menage with the aim of receipt due to the own achievements of advantages above other subjects of menage, as a result consumers, subjects of menage, have the opportunity to choose between a few sellers, customers, and the separate subject of menage can not determine the condition of terms of goods turnover at the market» [3].

A competitiveness is determined in many spheres of enterprise activity in fact it is basic description of activity of economical subjects.

Potential of enterprise is maximally possible totality of active and passive, obvious and hidden alternatives (possibilities) of quality development of the socio-economic enterprise system in the certain environment of management (situational-market constituent) with considering resource, structurally-functional, temporary, sociocultural and other constraints [4].

For comparison of potentials most comfortable is a method «Square of potentials». This method was first applied in 1998 in the advanced studies of I. Repina. It gives an opportunity system to set quantitative and quality copulas between the separate ingredients of potential, level of his development and competitiveness and on the basis of it to ground and in good time realize management decisions in relation to the increase of efficiency of enterprise functioning [2].

This method includes the complex estimation of four aspects of enterprise functioning. Depending on the aim of research, it is necessary to pick up such parties of activity enterprises that characterize a research aim better in all.

After realization of necessary calculations it is necessary to propose rating points with determining the rating location, and on their basis there is a calculation of vectors length, that creates the square of potential. Length of vector settles accounts after the formula 1:

$$LV = 100 - (R_j - n) \frac{100}{n(m-1)} \quad (1)$$

where LV is length of vector;

R_j is a sum of rating estimations;

n is an amount of ingredients of estimation;

m is an amount of research objects.

Model «Square of potential» sets quantitative, quality copulas between the ingredients of potential and level of his competitiveness and gives an opportunity to ground and timely realize administrative decisions in relation to the increase of enterprise efficiency [2].

There are certain requirements that the list of indexes must satisfy for the constructing of square of potential :

- Scope of all parties of industrial and economic activity as possible completer, and also from party financial and other types of activity;
- Possibility to collect indexes that will describe the select sphere of activity of enterprise;
- Shortage of indexes duplication.

Basic advantage of this method is that a base for the rating estimation of the state and level of the use of enterprise potential are not subjective opinions of experts, inherent to other most methodologies of assessments, but the greatest results attained in the real competitive fight [4].

As within the framework of market competition every commodity producer tries, that his indexes were better than indexes of competitor, this method fully satisfies a quality estimation.

For the estimation of potential of the development for investigated enterprises the next divisions of indexes are formed:

- Relative indexes of financial firmness;
- Indexes of enterprise profitability;
- Indexes of circulating of Assets and Passive of enterprise;
- Estimation of the use of capital assets.

Thus calculation of length of the first vector the «Relative indexes of financial firmness» it takes place after the described algorithm, resulted in Table 1.

Table 1

Relative indexes of financial firmness

Indexes	«Myrhorod»	«Erlan»	«Obolon»
Coefficient of autonomy	1	3	2
Coefficient of financial dependence	3	1	2
Coefficient of financial risk	3	1	2
Coefficient of manoeuvrability of property asset	3	1	2
Coefficient of the long-term bringing in of money	1	1	3
Coefficient of financial independence of the capitalized sources	3	3	1
Sum of estimations	14	10	12
Vector 1	33,33	66,67	50

In a table 2 is presented calculation of length of vector 2 «Indexes of profitability of enterprise».

Table 2

Indexes of profitability of enterprise

Indexes	Rating estimation		
	«Myrhorod»	«Erlan»	«Obolon»
Gross profitability is a sale (GPM)	1	2	3
Operating profitability is a sale (OPM)	2	3	1
Net profitability is a sale (NPM)	2	3	1
Profitability of the combined capital (ROA)	2	3	1
Profitability of property asset (ROE)	1	3	2
Net profitability of products (ROM)	1	3	2
Profitability of the fixed assets (ROFA)	2	3	1
Profitability of circulating assets (RCA)	1	3	2
Profitability of inconvertible assets (RFA)	2	3	1
Sum of points	14	26	14
Vector 2	72,22	5,56	72,22

In a table 3 is presented calculation of length of vector 3 «Indexes of circulating of Assets and Passive of enterprise».

Table 3

Indexes of circulating of Assets and Passive of enterprise

Indexes	Rating estimation		
	«Myrhorod»	«Erlan»	«Obolon»
Coefficient of circulating of assets	3	1	2
Coefficient of circulating of the fixed assets	3	1	2
Coefficient of circulating of circulating assets	2	1	3
Coefficient of circulating of supplies	3	2	1
Coefficient of circulating of account receivable	2	1	3
Coefficient of circulating of property asset	1	3	2
Coefficient of circulating of account payable	1	3	2
Sum of points	15	12	15
Vector 3	42,86	64,29	42,86

In a table 4 the presented calculation of length of vector 4 «Estimations of the use of capital ssets».

Table 4

Estimation of the use of capital assets

Indexes	Rating estimation		
	«Myrhorod»	«Erlan»	«Obolon»
Capital productivity of capital assets	1	1	2
Capital ratio	3	1	2
Labour equity	1	2	3
Average annual cost of the fixed assets	1	2	3
Sum of points	6	6	10
Vector 4	75	75	25

Doing necessary calculations for the estimation of length of vectors, they must be summarized as general parameters of squares of potentials. These parameters are presented in a table 5.

Table 5

Parameters of squares of potentials

Enterprise	Relative indexes of financial firmness	Indexes of profitability of enterprise	Indexes of circulating of Assets and Passive of enterprise	Estimation of the use of capital assets
	Vector 1	Vector 2	Vector 3	Vector 4
«Myrhorod»	33,33	72,22	42,86	75
«Erlan»	66,67	5,56	64,29	75
«Obolon»	50,00	72,22	42,86	25

On the basis of length of vectors it is necessary to build the squares of potentials.

If as a result a figure goes out alike on to the square, then potential of enterprise is balanced. It one of key indexes of competitiveness, and is the mortgage of successful activity.

A figure can not look like to the square, when one or more parties considerably differ one from other. In such case necessary transformations are for balancing of enterprise potential, and warning of possible threats.

Square of potential for PC «Myrhorod plant of mineral waters» is presented on figure 2.

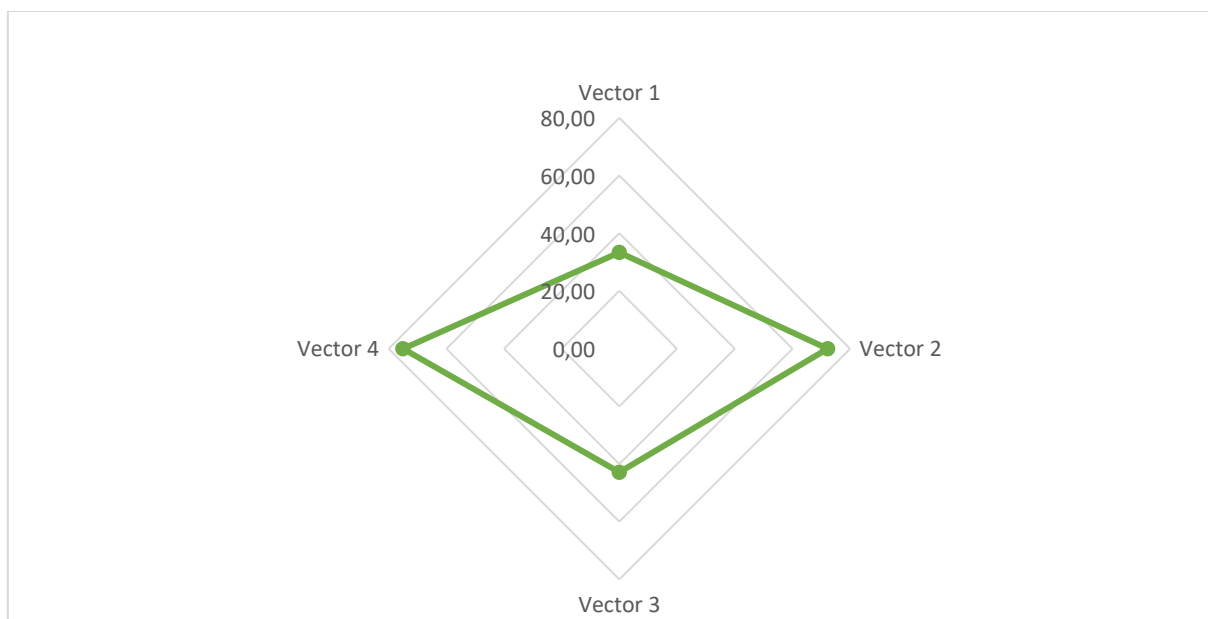


Fig. 2 Square of potential for PC «Myrhorod plant of mineral waters»

A figure is close to the form of square, and thus has the balanced structure of potential. But vector 2 and vector 4, id est the parameters of profitability of activity of enterprise and use of capital assets have worst values, and extend a square. It means that for the improvement of activity, to the enterprise necessary transformations for an improvement in these spheres.

Square of potential for PC «Erlan» is presented on figure 3.

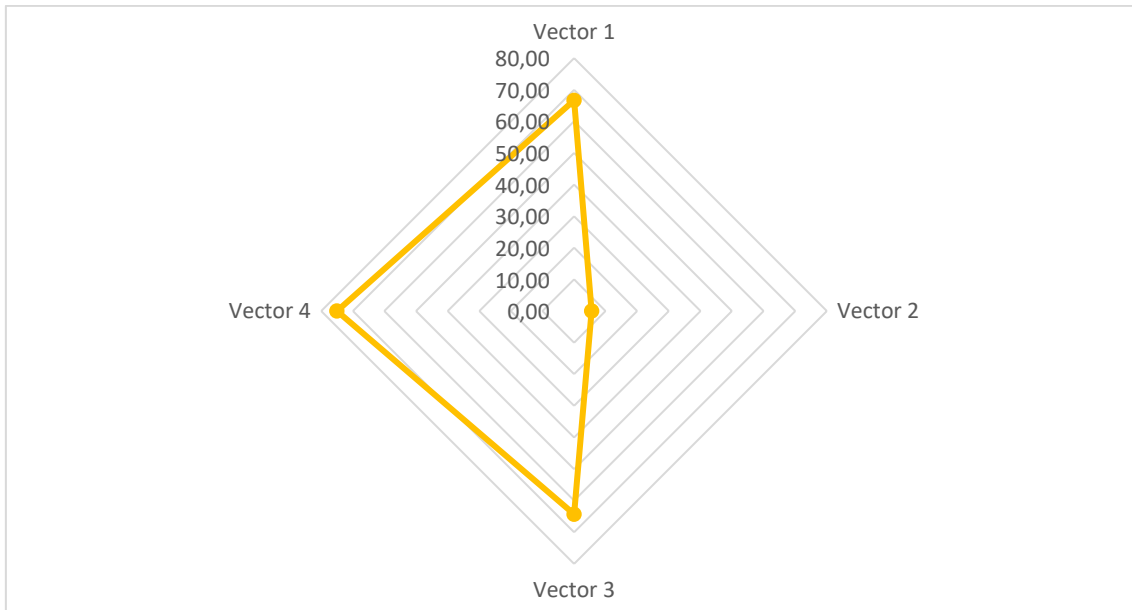


Fig.3 Square of potential for PC «Erlan»

Square of potential PC «Erlan» is dicbalansed, and unlike on a square. The best for an enterprise are indexes of profitability of enterprise, id est Vector 2. For Vectors 1, 2 and 4 necessary changes in an enterprise for the best position at the market. If transformations will change Vector 2, it can balance the square of potential, but not improve market possibilities.

Square of potential for PC «Obolon» presented on figure 4.

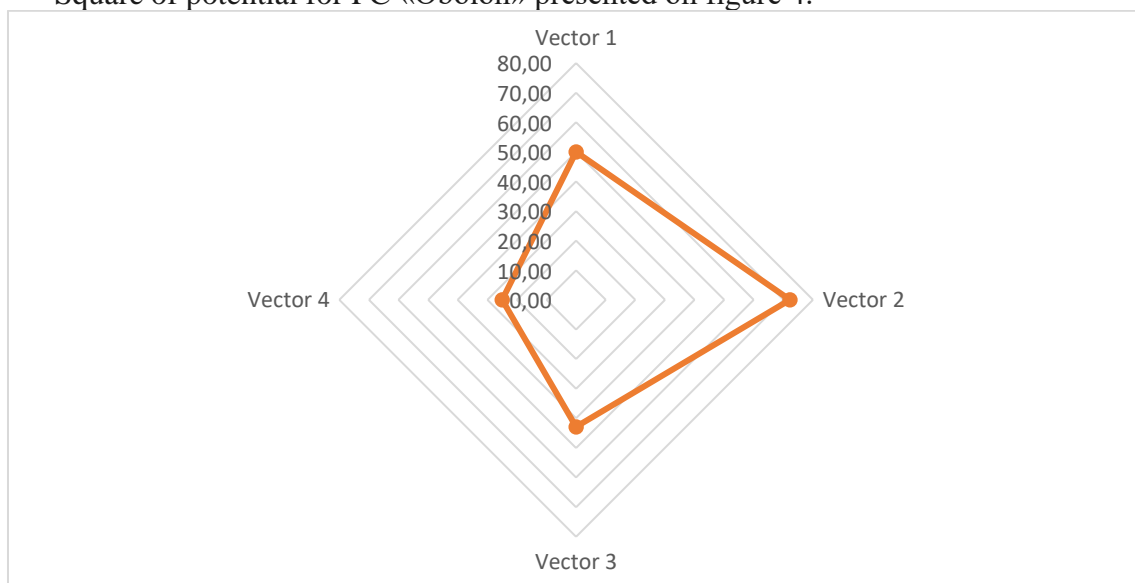


Fig.4 Square of potential for PC «Obolon»

A square of potential for PC «Obolon» is disharmonious, Vectors 1 and 3 have near sizes. Vector 2, that presents the indexes of profitability, requires changes. Vector 4 has the good state in relation to a market, but on the whole a square requires strong transformations.

Conclusions: Method Squares of potentials allows to estimate balanced of enterprise potential for the different spheres of activity. It allows to accept correct administrative decisions and remove possible threats.

Comparing PC «Myrhorod plant of mineral waters», PC «Erlan» and PC «Obolon», it is possible to draw conclusion, that PC «Myrhorod plant of mineral waters» confirms his position of leader at the market of mineral water. An enterprise has the most balanced potential.

Most dicbalansing is square of potential for PC «Obolon». To the enterprise necessary transformations, they can be attained by structural changes and redistribution of resources.

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