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5. Development of competitive advantages on the market of mineral water in Transcarpathian region

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Introduction: Enterprises-producers of mineral water strive to achieve leading positions in a competitive struggle and to set their own rules within the market of their activities.

Depending on the strategy of such actions, the enterprise may gain a competitive advantage. Competitive advantage may provide the enterprise marketability and also it is an integral part of the enterprise strategic potential. And the enterprise marketability depends on the quantity of existing competitive advantages. So the creation of an effective competitive advantage selection is the most actual issue in developing the economic mechanism for the enterprise functioning within the market environment. In order to conduct successful activities, the enterprise has to define its competitive strategy, which will determine its main directions of competitive strategy implementation, necessary for the enterprise effective functioning and development.

Resources and methods: competitive strategy it is necessary to consider the influence power of internal and external factors. Among such that influence the competitive strategy of an enterprise, one can identify two groups. The first influence group includes trends in industry sector ratings and competitive circumstances. The second group includes financial and economic results of the enterprise activity, its market position and own potential capabilities.

As of 01.01.2012 total quantity of mineral water bottling enterprises in Transcarpathian region had decreased: throughout the region, in 2011 there were 21 bottling enterprise, and in 2005 there were 26 enterprises. Quantity of staff employed at mineral water manufacturing industry is also lower: 1 215 persons in 2011 against 1 591 in 2005, overall employment rate decreased 28, 14% in comparison with 2005. In 2012 total mineral water bottling in Transcarpathian region, had dropped 9, 07% in comparison to 2011. If we now compare this data to the data of year 2005, we shall see that overall manufacture dropped 0, 29%. So, as we can see, the development trends did not suffer significant changes. Quantity of innovatively active enterprises in Transcarpathian region is growing; in 2012 it increased three times compared to 2011, which makes up 14% of total percentage in mineral water bottling enterprises. It is an indicator of active Scientific and Technical progress implementation into the industry. Cost of innovative products, distributed within the region during 2012 constitutes

1 296 thousands UAH, and is characterized by implementation of new technological processes, new product types and goods development within mineral water bottling enterprises.

Results: Mineral water bottling enterprises must choose the right direction in further activities development and market existence. In order to sustain the existing competitive advantages and to develop new ones, it is necessary to maintain steady positions within the competitive environment.

We offer the following order for choosing a competitive strategy for defining and maintaining mineral water bottling enterprise competitive advantages with the following course of actions: analysis of all factors and manufacturing means; analysis of regional productive forces placement and natural climatic conditions; monitoring of the market in terms of specified activity branch; detailed research of the market segment, customer's tastes, suggestions and likings; analysis of marketability level; comparison of the enterprise own powers with those of their competitors; analysis of activities effectiveness and financial state; analysis of all possible risks; comparison of the received results with the enterprise main mission etc.

It is also necessary to take "five forces of competition" into account, namely the: threat of new competitors' emersion; threat of substitute goods emersion, price fluctuations for certain goods, customers' abilities to bargain; struggle of existing competitors among each other may define the earning power of the whole industry branch, because they influence prices, set by the enterprises to compensate incurred production expenses, and the amounts of investments necessary to maintain competitive position within the named branch.

Within the branch where such forces act favorably, market participants may receive positive fiscal results from their investments. And if one or more forces act unfavorably, then only a small portion of enterprises can maintain positive fiscal results for a long term.

In order to develop a strategy and choose the alternatives, the following stages are necessary: analysis and assessment of an existing strategy, a stage of forming such new strategy; calculation of risk probabilities; reflection and choosing alternative strategies.

Conclusions: So, in order to gain the advantage, one must adapt to market changes; mineral water bottling enterprises are to be included to trends existing or being observed within the industry branch at the time of considering recent influence factors. It is necessary to extend the portfolio investment of an enterprise in order to overcome the competitors' weaknesses and observe the changes, implemented by them for a timely reaction. The main goal of choosing the enterprise competitive strategy – is adapting one's own potentials to competitive market conditions. Competitive strategy is a general-business basis for the development of competitive advantages.

Development of a rational approach to choosing a competitive strategy will provide economic entities with a possibility of an effective advance under the circumstances of a competitive environment. The suggested sequence may also aid in choosing the necessary behavior alternatives.

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