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ASSESSING THE COMPETITIVENESS OF A WINE-MAKING ENTERPRISE AS A MANAGEMENT TOOL FOR ITS DEVELOPMENT

The article reveals the essence of the authors' approach and methodical tools of assessment of competitiveness of the enterprise on a certain phase of its economic development taking into account a complex of indicators characterizing all activities of the enterprise and determine the level of its competitiveness.

Authors generalize the methodical approaches to assessing the enterprise's competitiveness. The proposed combination of integral and matrix approaches significantly expands methodical opportunities of such an assessment, and allows to prove more deeply the structure of management decisions on ensuring the enterprise's development. Analyzed the current condition of Ukraine's the wine-making industry, including the factors restraining its development and prerequisites for future growth.

The article provides results of the approbation of methodical tools on the example of five wine-making enterprises in Odessa and Mykolaiv regions. Based on the data of expert analysis and financial statements, the authors construct the profiles of the enterprises' competitive advantages and estimate their potential by the following elements: "production, distribution and sale", "organizational structure and management", "marketing" and "finance".

A calculation of individual indicators of products' competitiveness is made by a differential method, defined the rated values of economic indicators, and calculated the integrated indicator of competitiveness. Combining the assessment of competitiveness and life cycle stage allows displaying the position of each of the wine-making enterprises of Odessa region in the matrix of integrated assessment of the level of competitiveness and suggesting a development trajectory. Revealed the reserves and developed corresponding recommendations on the behavior of the wine-making enterprises and necessary organizational changes to raise the development stability and competitiveness.

K e y w o r d s : development strategy, assessment of competitiveness of the wine-making enterprise, product competitiveness, ADL model, the square of competitive opportunities, competitive advantages

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Competitiveness is a determining factor in the survival, stabilization and development of industries, as well as their individual branches, sub-sectors and enterprises. In the European and world markets national and industry-specific competitiveness focuses on the results of the activities of enterprises and individual industries, on the one hand. On the other hand, it focuses on competitive capacity of enterprises and similar industries. Thus, the competitive capacity of enterprises plays an important role in today's conditions of international integration and innovation development. Today's economy defines concrete requirements for increasing the competitive capacity of enterprises. It means the operational response to changes in the economic situation in order to support sustainable development, strengthen financial stability, continuous improvement of internal business processes in accordance with changing in market.

In this case, the processes of competitive dynamics play a special role in the markets of goods having a regional superiority in a certain area, for example, grape wines for the enterprises of the South of Ukraine. The analysis of the grape wine market in Ukraine from 2007 to 2010 is characterized by positive dynamics and volume growth. However, from 2011 to 2014 this trend has changed with the reduction of production, due to the peculiarities of socio-economic development of the country. At first glance, the decline in wine production in Ukraine may seem the part of global trends. In 2012, the world wine market declined by 6% [1]. In some countries, such as France, winemaking has reached the historic minimum of the 1970s [2]. In 2014–2016 the production output of grape wine is increasing in Ukraine by about 10% annually. In 2016 the production output of wine in Ukraine increased to 1,2 million hectoliters (hl) as we compare to 0,9 million (hl) in 2015. In 2017 the leader in the production output of wine materials was the Odessa region. In this region the production output of wine materials increased by 32,5% to 9,8 thousand decalitres (dal), in Kherson region – by 24,2% to 2,2 thousand decaliters and in Mykolaiv region it decreased by 10,6% to 6,4 thousand decalitres (dal.) [3]. Despite significant production output of wine processing in Ukraine over the past three years (they have been declining over the long term) and production output of wine are characterized by negative trends. For example, during the last 26 years (from 1990 to 2017) the production of grape wine in Ukraine has decreased by 5,6 times – to 1,2 million hectoliters (hl). The consumption of grape wine also declined per capita by almost 70% [4].

At the same time, the presence at the domestic market well-known world brands of wine products against the background of a slump in production leads to an increase in the intensity of competition. The research shows that domestic vine producers tend to adhere to spontaneously developed development strategies. They focus on achieving tactical goals with some focus on long-term business prospects.

Consequently, the problem of increasing the efficiency of managing their competitiveness is particularly significant in the management system for the development of winemaking enterprises. The instrumentarium for solving strategic problems of increasing the competitiveness of winemaking enterprises is an integrated approach to assessing the company's competitiveness at a particular moment of its

existence on a certain stage of its economic development, developing an effective model for the formation and implementation of a competitive strategy.

The analysis of recent research and publications. The issue of competitiveness is presented in the economic literature since the early classics, since Adam Smith has written in 1786 his "An Inquiry into the Nature and Causes of the Wealth of Nations". His arguments were supported by David Ricardo who introduced the notion of comparative advantages of states. These advantages formed the basis of the theory of international trade. These topics were continued by such scholars as H. Azoiev, H. Bahiiev, O. Vikhanskyi, I. Herchykova, Ye. Holubkov, H. Holdshtein, M. Knysh, A. Marchenko, P. Fatkhutdinov, I. Ansoff, F. Bukkerel, A. Dayan, Ph. Kotler, J.J. Lambin, H. Mintzberg, M. Porter, A. Strickland, A.A. Thompson, etc. The analysis of literary sources and the methods of evaluation of competitiveness examined by them gives them an opportunity to differentiate them into groups: matrix methods; methods of product evaluation by market share; methods based on the theory of effective competition; methods based on the theory of firm and industry; methods based on the theory of product quality (in particular, on the theory of marketing); methods based on the analysis of comparative advantages [5]. However, the difficult economic situation in the country, the lack of sufficient competition experience, the unresolved nature of a large number of methodological and applied problems of the promotion of domestic enterprises competitiveness – wine producers need additional research and determine their relevance.

The purpose of this article is to develop a comprehensive assessment of the competitiveness level of the enterprise; recommendations on the selection and formation of trends in the development of winemaking enterprises on the basis of this assessment.

The essence of the integrated approach to the assessment of competitiveness is to ensure the maximum competitiveness of the research object based on the factors taking into account the competitiveness of the enterprise. The generalization of methodical approaches is presented in Figure 1.

The appointment of integrated assessment methods of the company's competitiveness is realized in the company's available resources, assessing the effectiveness of competitiveness potential usage and determining the level of its competitiveness with respect to enterprises. These enterprises are operating in the same industry and belong to the same product group. Thus, different methodological approaches are used to assess the competitiveness of an enterprise. It includes the calculation, interpretation and evaluation of a set of indicators that characterize different aspects of an enterprise's activity, form its competitiveness using different methodological approaches.

Each of these methods has certain disadvantages. The most significant ones are: the absence of a clearly expressed hierarchy in terms of the significance of elements, underestimating the role of the competitive environment and the market position of the enterprise when choosing a competitive strategy, the lack of multi-variation of actions depending on the current conditions (algorithmization), etc. In

this case the issue of improving the methodological support for assessing the level of competitiveness of the enterprise and strategic planning of its development become relevant.
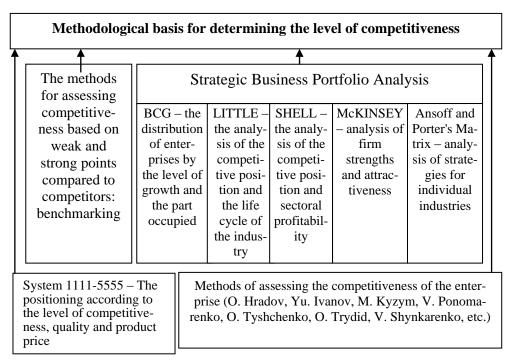
Methodological basis for determining the level of competitiveness					
The methods for assessing competitiveness based on weak and strong points compared to competitors: benchmarking	Strategic Business Portfolio Analysis				
	BCG – the distribution of enterprises by the level of growth and the part occupied	LITTLE – the analysis of the competitive position and the life cycle of the industry	SHELL – the analysis of the competitive position and sectoral profitability	McKINSEY – analysis of firm strengths and attractiveness	Ansoff and Porter's Matrix – analysis of strategies for individual industries
System 1111-5555 – The positioning according to the level of competitiveness, quality and product price	Methods of assessing the competitiveness of the enterprise (O. Hradov, Yu. Ivanov, M. Kyzym, V. Ponomarenko, O. Tyshchenko, O. Trydid, V. Shynkarenko, etc.)				

Fig. 1. Methodological basis for assessing the competitiveness of the enterprise

Source: own ideas based on [6–12].

The authors proposed such a scheme for assessing the competitiveness of the enterprise, taking into account the results of its activities (Figure 2).

There is an example of the competitiveness evaluation of the winemaking enterprises, using expert evaluation and financial statements of LLC "Veles" (I), Public Company "Bolgrad Wine Factory" (II), LLC "Industrial and Trading Company Shabo" (III), Public Company "Koblevo" (IV), Private Limited Company "Izmail Winery" (V).

Today in Ukraine the total number of companies that produce wines is about 100. The primary winemaking enterprises of the main wine-growing regions of Ukraine are located in Odessa, Mykolaiv, Kherson and Zakarpattia regions. There are about 20 enterprises that form the domestic market (large and medium-sized producers). Due to the withdrawal of the Crimean enterprises there was a slight change of the TOP-5 largest producers. Odessa and Mykolaiv companies became of primary importance. They partly occupied the niche of the Crimean trademarks. Thus, according to the results of 9 months of 2018, among the first five companies (without rating) are: "Koblevo" (wines of tradename KOBLEVO), agricultural firm "Tavria" (capacity of the TM "Tavria", where Inkerman International is realizing pouring of Inkerman soft wines, the company "Niva" (Tairovsk winery "Niva", TM

Tayirov and TM Odessa Steppe), "Shabo" (TM Shabo), "Fruit Master Foods" (Ukrainian-Hungarian enterprise "Cotnar", Wines TM Bereg Wine, TM Cotnar, TM Vinia) [13].
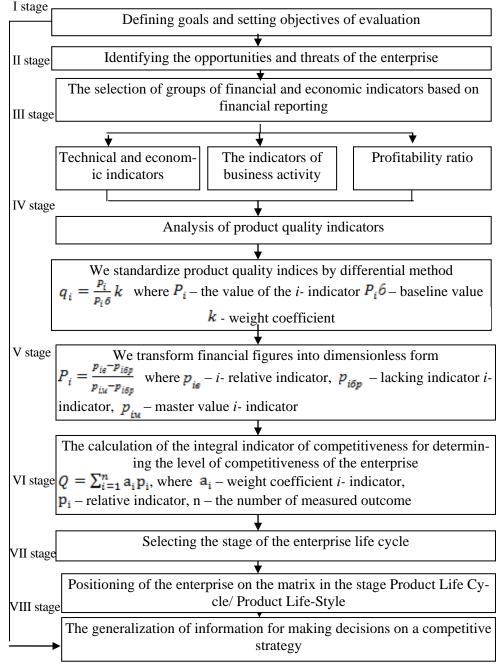
I stage — Defining goals and setting objectives of evaluation

II stage — Identifying the opportunities and threats of the enterprise

III stage — The selection of groups of financial and economic indicators based on financial reporting

- Technical and economic indicators
- The indicators of business activity
- Profitability ratio

IV stage — Analysis of product quality indicators

We standardize product quality indices by differential method

$q_i = \frac{P_i}{P_i \delta} k$ where P_i – the value of the i- indicator $P_i\delta$ – baseline value

k - weight coefficient

V stage — We transform financial figures into dimensionless form

$P_i = \frac{p_{i\epsilon} - p_{i\delta p}}{p_{i\mu} - p_{i\delta p}}$ where $p_{i\epsilon}$ – i- relative indicator, $p_{i\delta p}$ – lacking indicator i-indicator, $p_{i\mu}$ – master value i- indicator

VI stage — The calculation of the integral indicator of competitiveness for determining the level of competitiveness of the enterprise

$Q = \sum_{i=1}^{n} a_i p_i$, where a_i – weight coefficient i- indicator,

p_i – relative indicator, n – the number of measured outcome

VII stage — Selecting the stage of the enterprise life cycle

VIII stage — Positioning of the enterprise on the matrix in the stage Product Life Cycle/ Product Life-Style

The generalization of information for making decisions on a competitive strategy

Fig. 2. The scheme for assessing the competitiveness of the enterprise

Source: authors' development.

Among the current trends of the wine industry in Ukraine, the following should also be mentioned [14]:

– the preservation of the aging trend of vineyards, the shortage of table grape and technical varieties of grapes;

– a lower level of consumption of grape wine in Ukraine compared to Europe. If in France, Italy, Spain there is 55-60 liters per person, in Ukraine – about 6 liters per person;

– the reduction of the grape wines production on the background of the general increase in the consumption of alcoholic beverages;

– there is little or no support by the state of the industry in crisis conditions, which concerns both administrative measures (for example, quotas or licensing) and financial (duties, fees);

– Constrained tariff and non-tariff measures (excise duty on all types of wines, including collectible, establishing quotas for ethyl alcohol).

– Opportunities and problems of the enterprise and their degree of priority over competitors can be identified by constructing a profile of competitive advantages and potential squares.

– For example, LLC "Veles" has constructed competitive profiles for Public Company "Koblevo" (Table 1) and Private Limited Company "Izmail Winery", and the square of the company's competitive capabilities (Table 2).

Table 1

Competitive profile LLC "Veles" about Public Company "Koblevo"

Characteristics	Worse					0	Better					Problem rating
	- 5	- 4	- 3	- 2	- 1		+ 1	+ 2	+ 3	+ 4	+ 5	
1. Product price												IV
3. Product quality												V
3. Realization network												II
4. Assortment												I
5. Design of the bottle												III

Source: authors' development.

Table 2

The competitive profile of LLC "Veles" regarding Private Limited Company "Izmail Winery"

Characteristics	Worse					0	Better					Problem rating
	- 5	- 4	- 3	- 2	- 1		+ 1	+ 2	+ 3	+ 4	+ 5	
1. Product price												III
3. Product quality												IV
3. Realization network												I
4. Assortment												II
5. Design of the bottle												V

Source: authors' development.

In order to improve its competitive position in relation to Public Company "Koblevo" and Private Limited Company "Izmail Winery", LLC "Veles" it is necessary to pay attention to the problem of product implementation. The development and implementation of the marketing policies of the company should be based on good knowledge of the markets (external environment) and opportunities of the enterprise (internal environment). In other words, it is based on the material that can be obtained as a result of a full-scale analytical and selling marketing function. Then it is urgent to improve the range of goods. The key point in the conquest of positions in the market with regard to numerous competitors there is a timely preparation and organization of the production of new types of products. Next to the importance of Public Company "Koblevo", according to the competitive profile of the company, there are problems with the design of the bottle. On the contrary, Private Limited Company "Izmail Winery" has significant competitive advantages due to bottle design.

Considering that the elements of enterprise potential are always "working" together, then they can be both a common and an isolated dimension. A joint assessment of the elements makes it possible to determine the magnitude of the potential. However, this method does not give an idea of the size of its individual elements and thereby deprives the possibility of increasing the efficiency of the formation and use of production potential by maneuvering with the structure of the enterprise. The separate measurement of production potential elements does not have these drawbacks. The economic information about LLC "Veles" and other winemaking enterprises is presented in the Table 3–6 (the evaluation was carried out using expert methods and financial reporting of enterprises).

Table 3

Manufacture, distribution and commodity marketing

Indicator	$k_ц$	I		II	III	IV	V
		Estimation	Rating				
1. Production volume, *ths. UAH*	1,2	5 076	5	15 495	172 906	222 253	52 206
2. Product quality, *%*	1,25	90,2	2	82,3	93,2	89,9	87,8
3. Returns on assets	1,1	1,95	4	0,8	36,32	4,05	4,12
4. Capital-labor ratio	1,1	168,39	2	55,63	52,9	206,93	87,29
5. The number of concluded supply contracts, *items*	1,05	304	4	280	678	560	378
6. Solvency	1,15	1,1	4	1,17	27,94	1,05	0,9
7. Gross profitability of sales, *%*	1,15	41	1	0,3	19,98	13,57	3,8

Source: authors' development.

Table 4

Organizational structure and management

Indicator	$k_ц$	I		II	III	IV	V
		Estima-tion	Rating				
1. Quality management, *points*	1,2	92	2	86	94	91	90
2. The effectiveness of the organizational structure, *points*	1,15	87	3	86	93	89	87
3. Staff under 45 years old, *%*	1,15	65	2	45	65	72	64
4. Education level, *% higher education*	1,05	49	2	45	48	56	47
5. Labor Fund, *ths. UAH*	1,2	77,9	5	297,4	198	568,7	298,7
6. Labor productivity, *ths UAH*	1,25	133,58	4	108,36	1 921,18	838,69	360,04

Source: authors' development.

Table 5

Marketing

Indicator	$k_ц$	I		II	III	IV	V
		Estima-tion	Rating				
1. Scope of delivery on the domestic market, *%*	1,2	67	5	87	93	87	73
2. The level of compliance with contractual terms with customers (fines, *UAH*)	1,15	3500	2	2800	3900	4580	3790
3. Financing advertising activity,*% total costs*	1,15	0,09	3	0,08	0,72	0,89	0,03
4. Corporate style, *points*	1,15	67	3	58	78	74	67
5. Per unit production ost, *UAH*	1,1	36	3	37,5	39	35	34
6. The expenses for innovation activity, *ths. UAH*	1,25	230	4	150	450	480	245

Source: authors' development.

Table 6

Finance

Indicator	$k_ц$	Standard	I		II	III	IV	V
			Estima-tion	Rating				
1. Liquidity adequacy ratio	1,25	2-3	0,89	3	0,85	2,57	1,05	0,74
2. Acid-test ratio	1,1	1-2	0,6	2	0,53	1,7	0,39	0,35
3. The turnover of material goods in stock	1,25	1-5	0,83	4	0,79	4,5	2,3	1,7
4. Receivable turnover	1,15	increasing	8,44	1	1,5	7,97	3,3	5,1
5. Inventory turnover ratio	1,1	increasing	0,63	5	0,91	1,54	2,34	1,8
6. The financial autonomy ratio	1,15	until 0,7	0,26	4	0,17	0,72	1	0,48

Source: authors' development.

For each indicator, the optimal value is determined by taking into account the sensitivity k_u and the ranking of enterprises with the definition of the sum of rankings is carried out.

For an enterprise that is analyzed there is the sum of rankings (P_j) received in the course of rating according to each function block by formula (1):

$$P_j = \sum_{i=1}^{n} a_{ij} * k_u ,$$ (1)

where Pj – the sum of rankings;

a_{ij} – matrix input information;

k_u – sensitivity coefficient.

$P_1 = 1,2*5+1,25*2+1,1*4+1,1*2+1,05*4+1,15*4+1,15*1 = 25,05$
$P_2 = 1,2*2+1,15*3+1,15*2+1,05*2+1,2*5+1,25*4+1,15*1 = 21,25$
$P_3 = 1,2*5+1,15*2+1,15*3+1,15*3+1,1*34+1,25*4 = 23,5$
$P_4 = 1,25*3+1,1*2+1,25*4+1,15*1+1,1*5+1,15*4 = 22,2$

The sum of rankings received during the rating is transformed into the length of the vector, which creates the square of the potential of the enterprise. Consequently, the length of the vector that creates the potential square of the enterprise (B_k, де k=1, 2, 2) (where k = 1, 2, 2) is found using the formula (2):

$$B_k = 100\% - (P_j - \sum k_u * n)\frac{100\%}{\sum k_u * n * (m-1)} ,$$ (2)

where Pj – the sum of rankings;

k_u – sensitivity coefficient;

n – the volume of indexes;

m – the number of enterprises.

$$B_1 = 100\% - (25,05 - 8) * \frac{100\%}{8*(5-1)} = 46,72\ \%$$

$$B_2 = 100\% - (21,25 - 7) * \frac{100\%}{7*(5-1)} = 49,13\ \%$$

$$B_3 = 100\% - (23,5 - 7) * \frac{100\%}{7*(5-1)} = 41,09\ \%$$

$$B_4 = 100\% - (22,2 - 7) * \frac{100\%}{7*(5-1)} = 54,26\ \%.$$

Having defined the length of all vectors, we create the square of the competitive capabilities of LLC "Veles" (Table 7, Diagram 3).

Initial values for constructing a square of competitive opportunities

Indicator	Vector length				
	I	II	III	IV	V
Distribution and marketing of goods	46,72	17,96	78,9	64,06	38,75
Organizational structure and management	49,13	20,56	79,29	82,86	50,02
Marketing	41,09	37,34	63,41	66,97	41,27
Finance	54,26	8,43	87,86	81,65	33,24

Source: authors' development.

Fig. 3. The square of the competitive capabilities LLC "Veles"

Source: authors' development.

Thus, LLC "Veles" compared with other competitor companies has an average level of competitive abilities. In particular this enterprise is characterized by the same opportunities with the competitor of Private Limited Company "Izmail Winery" in the field of organizational structure and management. In order to improve its competitive position, an enterprise needs to increase sales volumes on the domestic market by expanding the range and intensifying its export activities.

Focusing on the strengths and taking measures to eliminate "narrow places" in activities with opportunities and threats, this enterprise has the opportunity to function effectively in a changing market environment.

In determining the level of competitiveness of winemaking enterprises, an objective result can be obtained expert way that is based on the main economic indicators that characterize the activity of enterprises. As basic indicators we will accept: production volume; worker productivity; capital-labor ratio; returns on assets; gross profitability of sales; payroll budget; enterprise solvency; commodity mix; product competitive power is one of the most important components that comprehensively assesses product characteristics and can serve as the basis for the company to exit its products to new markets [15].

In order to determine the level of competitiveness of vine producers, we will evaluate the competitiveness of products using the differential method. The differential method is based on the use of individual indicators of competitiveness.

In the differential method, parametric indices are constructed according to the formula (3) [16]:

$$q_i = \frac{P_i}{P_i \text{б}} k \ , \tag{3}$$

where P_i – the value of the i- indicator,

$P_i \text{б}$ – indicator basic values,

k – commodity mix.

Using formula (3), let's calculate the level of competitiveness of products in Table 8.

Thus, the most competitive products are the wines produced by "Industrial and Commercial Company Shabo", because the company has the highest single and aggregate indices of competitiveness; Wales produced by LLC "Veles" ranked second in the results of the analysis of products competitiveness.

Table 8

**The calculation indicators of competitiveness of products
by a differential method**

Indicators	k	P_iб	I		II		III		IV		V	
			P_i	$\frac{P_i}{P_i\text{б}}k$	P_i	$\frac{P_i}{P_i\text{б}}k$	P_i	$\frac{P_i}{P_i\text{б}}k$	P_i	$\frac{P_i}{P_i\text{б}}k$	P_i	$\frac{P_i}{P_i\text{б}}k$
Transparency	0,14	10	9	0,126	8	0,112	9	0,126	8	0,112	10	0,14
Color	0,16	10	10	0,16	9	0,114	9	0,144	10	0,16	9	0,144
Taste	0,2	10	10	0,2	9	0,18	10	0,2	9	0,18	10	0,2
Mass fraction of ethanol, *%*	0,1	10	9	0,09	8	0,08	9	0,09	9	0,09	9	0,09
Bouquet	0,2	10	9	0,18	9	0,18	10	0,2	10	0,2	8	0,16
Wholesale price	0,2	10	9	0,18	9	0,18	9	0,18	9	0,18	9	0,18
Product competitiveness				0,936		0,85		0,94		0,92		0,914

Source: authors' development.

Since the main economic indicators are measured in different units (Table 4 – Table 5), then in this form they can not form one value. Therefore, we transform them into dimensionless form, using the following formula (4) [16]:

$$P_i = \frac{p_{iв} - p_{i\text{бр}}}{p_{iм} - p_{i\text{бр}}}, \tag{4}$$

where $p_{iв}$ – i-relative indicators,

$p_{i\text{бр}}$ – discarded (the worst permissible) value i- indicator.

The economic indicators of the enterprise in the dimensionless form are shown in the Table 9.

If you compile the resulting dimensionless metrics, then the aggregate indicator will not adequately reflect the competitiveness of the enterprise, because when compiling it does not take into account the significance of each indicator. In order to get the integral index of competitiveness, the following formula (5) [16] is used: relative indicators

$$Q = \sum_{i=1}^{n} a_i p_i \ , \qquad (5)$$

where a_i − weight coefficient i-indicator,

p_i − relative indicators,

n − the number of measured indicators.

Table 9

The competitiveness level of winemaking enterprises

Indicators	a_i	I		II		III		IV		V	
		p_i	Q	p_i	Q	p_i	Q	p_i	Q	p_i	Q
Business capacity	0,1	0,05	0,005	0	0	0,77	0,077	1	0,1	0,22	0,022
Worker productivity	0,1	0,02	0,002	0	0	1	0,1	0,4	0,04	0,14	0,014
capital-labor ratio	0,05	0,75	0,037	0,02	0,001	0	0	1	0,05	0,22	0,011
Return on assets	0,05	0	0	0,03	0,002	1	0,05	0,09	0,005	0,1	0,005
Gross profit margin	0,1	1	0,1	0	0	0,48	0,048	0,33	0,033	0,09	0,009
Payroll budget	0,05	0	0	0,44	0,022	0,24	0,012	1	0,05	0,45	0,023
Paying capacity of the enterprise	0,1	0	0	0,01	0,001	1	0,1	0,01	0,001	0,01	0,001
Range of commodities	0,15	0,07	0,01	0,07	0,01	1	0,15	0,33	0,049	0,22	0,033
Product competitive power	0,3	0,936	0,28	0,85	0,253	0,94	0,282	0,92	0,277	0,914	0,275
Integral indicator			*0,436*		*0,281*		*0,819*		*0,605*		*0,392*

Source: authors' development.

There are a large number of models and matrices in order to formulate and select a strategy, one of this is the ADL matrix. The basis of this approach is the concept of the life cycle of the industry or business unit. According to this approach each business unit has four development stages: introduction, growth, maturity and decline. Another parameter is the company's competitive position: dominant, strong, favorable, reliable and weak [12].

LLC "Veles" is at the stage of its life cycle – decline, because it contains the majority of indicators with the exception of profits, consumers and key marketing tools. Public Company "Bolgrad Wine Factory" is at the stage of maturity. Profit and cash flows are reduced. The price is reduced in order to differentiate with new products. LLC "Industrial and Trading Company Shabo" and Public Company "Koblevo" are at the stage of maturity of the life cycle. In this phase, profit reaches its maximum and begins to decrease due to additional costs to maintain the competitiveness of goods for advertising, sales promotion. Private Limited Company "Izmail Winery" refers to the phase of growth which is characterized by a substantial increase in sales and profit growth (Table 10).

Table 10

The stages of the life cycle of winemaking enterprises

The situation of the enterprise and market situation	The stages of the life cycle			
	birth	growth	maturity	ageing
Volume of sales		I, III, V	II, IV	
Profit/Income	I	IV	III, V	II
Cash flow		I, IV	III, V	II
Consumers	I	V	II, III, IV	
A number of competitors		I, V	III, IV	II
Strategic targets, sales pattern		IV, V	I	II, III
Selling outlays		I, V	II, III, IV	
Key marketing tools	I		IV, V	II, III
Product		I, V	II, III, IV	
Price		I, IV, V	III	II

Note: I – LLC "Veles" II – Public Company "Bolgrad Wine Factory", III – LLC "Industrial and Trading Company Shabo", IV – Public Company "Koblevo", V – Private Limited Company "Izmail Winery".

Source: authors' development.

Based on the calculations, we can construct an ADL matrix (Fig. 4) for the formation and implementation of a competitive strategy of enterprises.

The calculations show that the largest enterprise has the highest level of competitiveness – it is LLC "Industrial and trading company Shabo", because it has the highest level of competitiveness among competitors and other indicators are at a high level. LLC "Veles" takes the third place, giving way to LLC "Industrial and trading company Shabo" and Public Company "Koblevo" due to the low level of return on assets and solvency of the enterprise.

Thus, for each individual vine producer, appropriate recommendations are made regarding its economic behavior in order to increase or maintain a high level of competitiveness and development:

– LLC "Veles" – a favorable competitive position at the stage of growth. Recommended strategy – increasing the volume of sales in the domestic market by expanding the range and intensifying export activity;
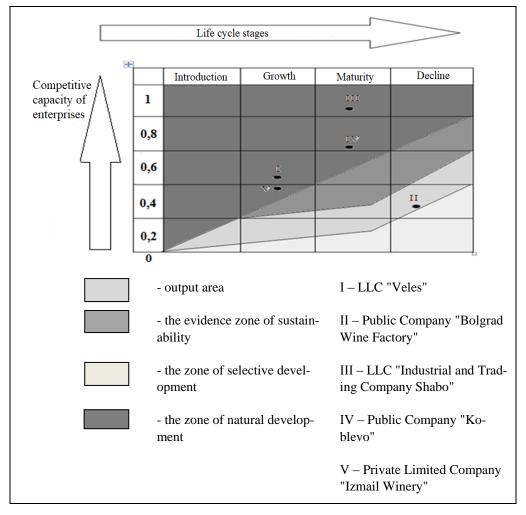
Fig. 4. Matrix ADL

Source: authors' development.

− Public Company "Bolgrad Wine Factory" − unstable competitive position at the stage of decline. Recommended strategy − cost reduction;

− LLC "Industrial and trading company Shabo" − the dominant position at the stage of maturity. Recommended strategy − maintaining positions and maintaining market share in the manufacture;

− Public Company "Koblevo" − strong competitive position at the stage of maturity. Recommended strategy − capture market niches and strong differentiation;

− Private Limited Company "Izmail Winery" − strong competitive position at the stage of growth. Recommended strategy − capture market niches, differentiation and strengthening the quality of goods.   For example, LLC "Veles" developed a model for the formation and implementation of a competitive strategy (Fig. 5).
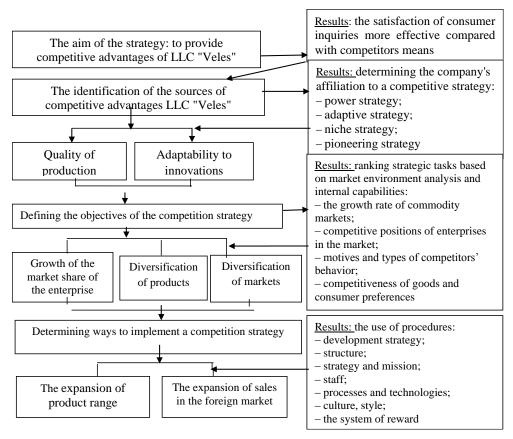
The aim of the strategy: to provide competitive advantages of LLC "Veles"	→	**Results:** the satisfaction of consumer inquiries more effective compared with competitors means

The identification of the sources of competitive advantages LLC "Veles"

Results: determining the company's affiliation to a competitive strategy:
– power strategy;
– adaptive strategy;
– niche strategy;
– pioneering strategy

Quality of production

Adaptability to innovations

Results: ranking strategic tasks based on market environment analysis and internal capabilities:
– the growth rate of commodity markets;
– competitive positions of enterprises in the market;
– motives and types of competitors' behavior;
– competitiveness of goods and consumer preferences

Defining the objectives of the competition strategy

Growth of the market share of the enterprise

Diversification of products

Diversification of markets

Determining ways to implement a competition strategy

Results: the use of procedures:
– development strategy;
– structure;
– strategy and mission;
– staff;
– processes and technologies;
– culture, style;
– the system of reward

The expansion of product range

The expansion of sales in the foreign market

Fig. 5. The formation and implementation model of a competitive strategy for LLC "Veles"

Source: authors' development.

Also, due to increase the competitiveness of wine-making enterprises some measures have been proposed such as: to reduce raw material shortages, to organize the production and sale of wine in the integration structure. This process includes grape producers, wine, transporters, traders and packaging enterprises. An essential reserve for increasing competitiveness for all winemaking enterprises is the processing of waste from winemaking, because they have valuable qualities and bring high added value.

Conclusions

Today, the assessment of the enterprise competitiveness is an important condition for the formation of the state policy of economic security, regional and sectoral policies. The methodical approach to the complex assessment of the enterprise competitiveness is proposed. It is based on the analysis of its technological, manufacturing, financial, organizational and sales opportunities, the complex application of the traditional financial and economic approach and the assessment of the products competitiveness using the differential method. This method provides the opportunity to obtain reliable estimates for the adoption of reasonable decisions on

competitiveness and development orientation. The final stage of the system for assessing the competitiveness of the enterprise is proposed to use the matrix of complex assessment of the competitiveness level of the enterprise. It is based on a definite integral indicator of competitiveness and the stage of the life cycle of the enterprise. The proposed matrix defines the potential of the enterprise and measures that are necessary to ensure the desired competitive positions.

The use of the proposed methodology allowed us to assess the level of competitiveness of winemaking enterprises in Odesa and Mykolaiv regions and to make their ranking. The leaders are LLC "Industrial and trading company Shabo" and Public Company "Koblevo". On the basis of a comprehensive assessment of the competitiveness of winemaking enterprises, two ways to achieve optimal functioning and development are proposed: focusing on the production of low-priced wines or providing new qualitative and flavoring products, the use of new technologies, and the creation of a new brand to meet the needs of consumers of high-priced segments. In order to solve the problems in the wine industry, today it is necessary to focus the producers on the needs of consumers, improve product quality, introduce innovations, qualitative employment of resources and improvement of working conditions. The extension of vineyards space, increasing the level of wine quality, reducing the amount of falsification, introducing into organic wines production, developing the infrastructure of the agrarian market and channels of product sales, solving the problems of organizational and legal nature will contribute to improving the state of the wine market in Ukraine and will help Ukrainian enterprises become more competitive.

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ОЦІНКА КОНКУРЕНТОСПРОМОЖНОСТІ ВИНОРОБНОГО ПІДПРИЄМСТВА ЯК ІНСТРУМЕНТ УПРАВЛІННЯ ЙОГО РОЗВИТКОМ

Розкрито суть авторського підходу і методичного інструментарію оцінки конкурентоспроможності виноробного підприємства на певній фазі його економічного розвитку з урахуванням комплексу показників, які характеризують усі напрями діяльності підприємства і формують рівень його конкурентоспроможності. Узагальнено методичні підходи до оцінки конкурентоспроможності підприємства, запропоновано поєднання інтегрального і матричного підходів, що істотно розширює методичні можливості оцінки та дає можливість більш глибоко обґрунтовувати управлінські рішення щодо забезпечення розвитку підприємства.

Проаналізовано сучасний стан виноробної галузі України, в тому числі фактори, які стримують її розвиток, та передумови для майбутнього зростання. Наведено результати апробації методичного інструментарію на прикладі п'яти виноробних підприємств Одеської та Миколаївської областей. На основі даних експертного аналізу та фінансової звітності побудовано профілі конкурентних переваг підприємств і дано оцінку величини їх потенціалу за елементами: "виробництво, розподіл і збут продукції", "організаційна структура та менеджмент", "маркетинг" та "фінанси". Зроблено розрахунок одиничних показників конкурентоспроможності продукції диференціальним методом, визначено нормовані значення економічних показників і розраховано інтегральний показник конкурентоспроможності. Поєднання оцінки конкурентоспроможності та стадії життєвого циклу допомогло відобразити позицію кожного з виноробних підприємств Одеської області в матриці комплексного оцінювання рівня конкурентоспроможності та запропонувати траєкторію розвитку. Виявлено резерви і розроблено відповідні рекомендації щодо поведінки виноробних підприємств і необхідних організаційних змін для підвищення стійкості їх розвитку і конкурентоспроможності.

Ключові слова: *стратегія розвитку, оцінка конкурентоспроможності виноробного підприємства, конкурентоспроможність продукції, модель ADL, квадрат конкурентних можливостей, конкурентні переваги*

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ОЦЕНКА КОНКУРЕНТОСПОСОБНОСТИ ВИНОДЕЛЬЧЕСКОГО ПРЕДПРИЯТИЯ КАК ИНСТРУМЕНТ УПРАВЛЕНИЯ ЕГО РАЗВИТИЕМ

Раскрыта суть авторского подхода и методического инструментария оценки конкурентоспособности предприятия на определенной фазе его экономического развития с учетом комплекса показателей, которые характеризуют все направления деятельности предприятия и формируют уровень его конку-

рентоспособности. Авторами обобщены методические подходы к оценке конкурентоспособности предприятия. Предлагаемое сочетание интегрального и матричного подходов существенно расширяет методические возможности оценки, позволяет более глубоко обосновывать состав управленческих решений по обеспечению развития предприятия. Проанализировано современное состояние винодельческой отрасли Украины, в том числе факторы, сдерживающие ее развитие, и предпосылки для будущего роста. В статье приводятся результаты апробации методического инструментария на примере пяти винодельческих предприятий Одесской и Николаевской областей. На основе данных экспертного анализа и финансовой отчетности построены профили конкурентных преимуществ предприятий и дана оценка величины их потенциала по элементам: "производство, распределение и сбыт продукции", "организационная структура и менеджмент", "маркетинг" та "финансы". Произведен расчет единичных показателей конкурентоспособности продукции дифференциальным методом, затем определены нормированные значения экономических показателей и рассчитан интегральный показатель конкурентоспособности. Объединение оценки конкурентоспособности и стадии жизненного цикла дало возможность отобразить позицию каждого из винодельческих предприятий Одесской области в матрице комплексного оценивания уровня конкурентоспособности и предложить траекторию развития. Выявлены резервы и разработаны соответствующие рекомендации относительно поведения винодельческих предприятий и необходимых организационных изменений для повышения устойчивости развития и конкурентоспособности.

Ключевые слова: *стратегия развития, оценка конкурентоспособности винодельческого предприятия, конкурентоспособность продукции, модель ADL, квадрат конкурентных возможностей, конкурентные преимущества*