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THE FORMATION DIRECTIONS OF COMPETITIVE ADVANTAGES OF THE PROCESSING ENTERPRISES ON THE EXAMPLE OF THE BELARUSIAN DIARY PRODUCT SUBCOMPLEX

Introduction

Until now in the practice of processing enterprises activity of Belarus are not set up unified and theoretically based approaches to the formation of competitiveness strategy and tactics. The ways of its assessment and impact of various criteria on the competitiveness level of the enterprise are insufficiently studied. Moreover, in some cases, the role of strategy is underestimated that leads to organizational decisions which are contradictory to the system concept, and eventually gives rise to the inability of the production and enterprise as a whole to compete in the market.

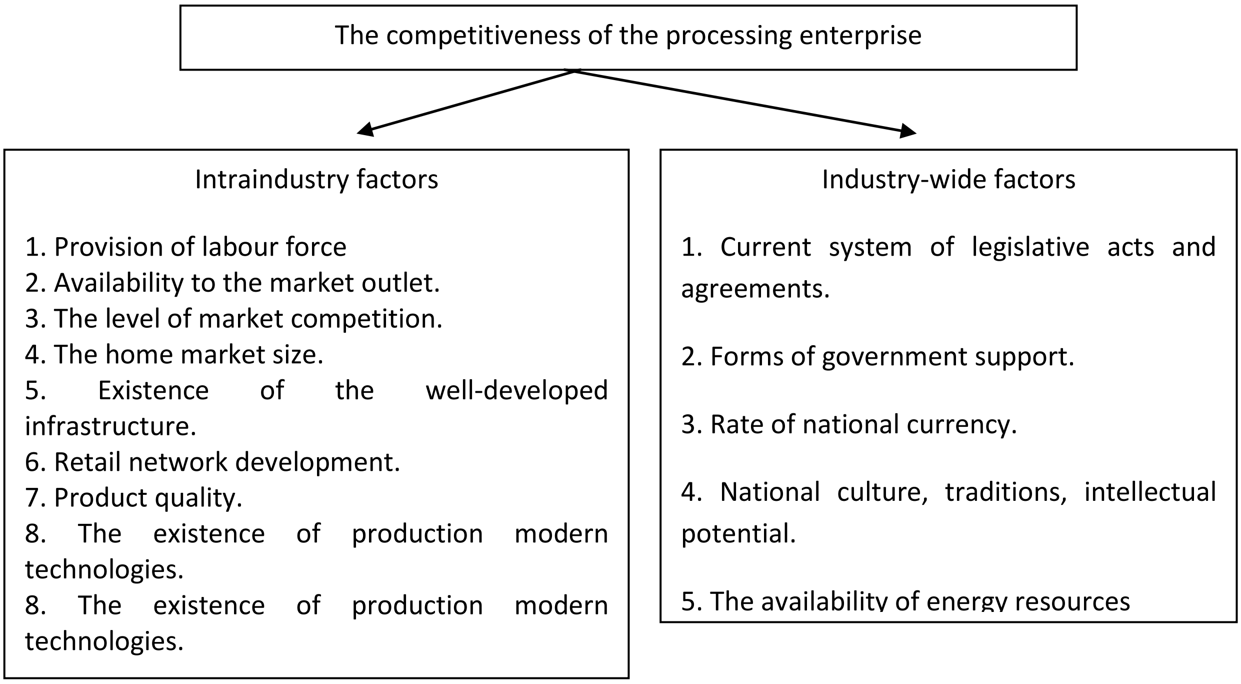
Problems of theoretical justification of development approaches, implementation and evaluation of the processing enterprise's competitive strategies which should be based on the basis of comprehensive consideration of a studied phenomenon are currently central in this context. Systematic approach of this case study involves the allocation of priorities in the implementation of the factors forming the competitive advantages of the higher order.

The main part

A management mechanism of processing enterprises’ competitiveness consists of three main stages. First, is to select subject to competitiveness management and conduct evaluation of its competitive positions and advantages. Second, is management problems statement and development of the program that is aimed on its solution. At the third stage is the choice of a marketing tool competitiveness management carried out [1].

In the processing industry of the Agroindustrial Complex of Belarus the main structural characteristics influencing the level of competitive advantages, are determined by the mismatch of the qualitative parameters of the production stages of the food chain and consequently a high level of transaction expenses. The structural feature of the industry is the underused potential of value added growth [2].

It is found that factors of competitive advantages formation of processing enterprises can be divided into two levels: the estimation of competitive advantage of this industry in general; the analysis of competitiveness conditions within the industry (Picture 1).



Picture 1 – Factors influencing the competitiveness of processing enterprises.

While studying competitive advantages of the sub -complex it is good to make an assessment on the number of factors: the profitability of the market segments in which the enterprise works; availability of raw materials; the share of value added in total value of the dairy products; the level of competitiveness in the market segments and etc. As part of the study we identified the following competitive advantages of enterprises and factors of their formation (table 1).

Table 1 – Competitive advantages and factors of their formation

The type of competitive advantages	The source of advantage	The content of the competitive advantage	Factors of forming competitive advantages
Loyalty of consumers	Providing an additional value of the product for the consumer	Large share of the market. A high level of brand valuation	Providing the differentiation of the product. The interaction with the customer. High level of service
The best operating efficiency	Lower cost of the product	Lower costs. Price reduction at a comparable quality.	High efficiency of organizational processes. The competence of the personnel (including company's management team). An effective structure of the company. The best location.
Innovativeness	Better adaptation to the change of environment, the realization rights of the «first mover»	Technological, organizational innovations. Organizational training	Innovative organizational processes. Patent protection. Informational and organizational systems

The reputation of the organization	Providing an additional value of the product for the consumer	Strong confidence to the company	The environmental friendliness of production. Interaction with the society. Social responsibility. Maintaining a stable level of consumer value of a product.

The Table 1 shows that the main factors securing forming of competitive advantages are assets of an enterprise or distinctive characteristics of organizational processes.

The competitive advantage of enterprises product sub-complex vary depending on the size of the enterprise and the stage of its life cycle. However, the enterprises of the dairy product sub-complex have their own specifics innovation activity, where the accumulated currently innovation potential is not realized in full. Especially it concerns a long-term horizon that is clearly seen as price fluctuations in the external market.

Generally speaking the competitiveness of the processing industry is determined by the dynamics of value added growth on the basis of increasing the utilization efficiency of production factors; ensure investment attractiveness of the industry and development of new markets. The main factors for domestic enterprises are:

the share of the industry production on the world market (the degree of export production orientation, share of exports in output and its dynamics);

the intensity of competition in the internal market (the number of competitors, the share of import on the market and its dynamics);

technological level of the industry, expressed in the amount of accumulated investments and qualitative characteristics of facilities, as well as in the intensity of the investment activity;

the level of concentration in the markets (the presence of large and effective national companies), which is sufficient for successful competition with the world's leading companies in their respective sectors;

the availability of raw material base, development of cooperation ties (involvement in clusters of competitiveness).

In 2010 processing of milk was concentrated in 45 enterprises with the total volume of milk processing -5 million tons per year, including production of fat cheese - 140 thousand tons, butter - 150 thousand tons, whole- milk products in conversion to milk - 1938 thousand tons, dry milk (fat and nonfat) - 161 thousand tons. By 2015 milk processing capacity is projected to reach 8.2 million tons per year, including cheese production - 180 thousand tons, dry milk products (fat and nonfat dry milk, dry whey) - 270 thousand tons, whole- milk products in conversion to milk - 2000 tons. Also assumes the implementation of measures, ensuring rational use of whey, the resources of which will constitute in 2015 of about 2.4 million tons.

The main directions of investment in the industry are: development of raw material areas by construction, reconstruction and modernization of dairy complexes; modernization of the existing enterprises for processing milk or creation new ones with application of modern technology, automation and mechanization; provision of milk processing depth to gain the maximum volume of commodity output of one ton of recycled materials; the investor’s participation in carrying out marketing policy in organizations engaged in production and processing of milk, aimed at increasing the share export volumes of dairy products sales, the use of the commodity distribution network of the investor and its further development, optimizes export flows with use of means of logistics.

Plant development of dairy farms will allow the Republic to increase the volume of milk production by 2015 to 8.1 million tons, which will increase sales of milk for processing by agricultural and other organizations (their branches) to 7365 thousand tons. By 2020 it is planned to bring the annual output of milk production in agricultural and other organizations (their branches) to 10 million tons.

A study of factors and conditions to strengthen competitiveness of dairy industry enterprises were conducted on the example of Minsk region organizations. In this region, the industry received a significant development. From its status and function largely depends on social and economic position of the region. There are 7 milk processing enterprises in Minsk region, including: JSC «Beresino cheese-making factory»; JSC «Borisov dairy plant» (Logoisk production division and Kholopenichi branch); JSC «Kletskaya Krynachka» (Nesvizh branch); JSC «Kopyl Creamery»; JSC «Luban cheese-making plant» (Soligorsk branch); JSC «Slutsk cheese factory» (Pukhovichski, Uzdenski, Starodorozhski production divisions); JSC «Molodechno dairy plant» (Vileika, Volozhin, Narochansky branches). Thus, 7 milk processing centers with separate branches and production divisions were formed in Minsk region. Milk-processing enterprises which were transformed into branches and production divisions, can accept milk of its raw zone, partially process it, and the rest of materials send to the principal enterprise. This helps to increase the use of production capacities and allows potentially solve questions of specialization. In this regard, the most important factor of competitiveness in the industry is the milk processing concentration on the principle of maximizing financial results from 1 ton of milk.

So, milk-processing centers were created on the principle that any of them should have the production potential (production capacity), that allows to process milk for dairy products in assortment and quantity that is demanded in the domestic and foreign markets. Also allows achieving a positive profitability and getting the greatest financial result from 1 ton of processed raw materials. Each of the branches and production sites specializes on the release of a particular assortment of dairy products.

Taken measures to optimize the number of dairy enterprises allowed to make a specialization of production capacities for the release of cost effective and competitive types of products on the enlarged list: rennet cheese, dry milk and dry whey, casein, butter.

The analysis of the dairy products market capacity showed that in terms of consumption and production it has possible reserves growth. The increase of market volume is caused by the growth of population purchasing power and its refocusing towards products of higher quality and high-level processing. Whole- milk products are relative inelastic at value by demand and supply than high-level processing products. In this regard, the third group of factors relates to the structure and volume of dairy products demand.

Strategic analysis of the industry and the competitive advantages formation should be implemented in the context of the main market segments: from the production of the low- degree processing depth and value added to higher. The first type includes the whole- milk products, second - production of butter, cheese, yoghurts. There is a different level of the competitive environment development on these segments. Monopolistic tendencies are clearly seen on the products market segments with higher added value, here is also sharper competition, as the products produced by the industry leaders more competitive and profitable.

The profitability of separate kinds of production is distinguished by high variability. In correlation between the production's profitability in agriculture, processing industry and trade is not favorable for the agricultural producers. The specifics of the diary products sub-complex is that the quality of used raw materials directly related to the quality of finished dairy products. Thus, the main structural changes in the dairy industry, influencing the formation of competitive advantages are: the mismatch of the production quality parameters of food chain stages and as a result, a high level of transaction costs. The peculiarity of the industry structure is the potential growth of value added, which allows to distinguish this factor as the main components of the industry competitiveness.

The competitive advantage of dairy product sub-complex enterprises vary not only depending on the size of the enterprise, but also on what stage of the life cycle it is, that confirms our analysis on the milk-processing sphere, according to which the enterprises based on the ascending stage of the life cycle (JSC «Savushkin product», JSC «Babushkina Krynka», JSC «Slutsky cheese-making plant») are the most successful and competitive in the industry.

The market potential of the effective enterprise includes the following components: specific target market, well-balanced price policy, marketing strategy, advertising activity, sales promotion, public opinion formation. Significant impact on the market growth in value terms has redistribution of product categories on the dairy market.

A study of the factors and conditions to strengthen competitiveness of the dairy industry enterprises, conducted on the example of the Minsk region organizations showed that the competitiveness of the processing industry is determined by the dynamics of value added growth on the basis of efficiency increase of production factors use. In this regard, the most important factors of the industry competitiveness are: the concentration of milk processing on the principle of maximizing financial results from 1 ton of milk; the specialization of production; the existing structure and amount of demand for dairy products; volume and dynamics of value added growth; availability of raw materials; investments in re-equipment; renewal of the product portfolio, product promotion on the markets, as well as the stage of the enterprise life cycle.

Conclusion

Thus, in the course of the research it was established that the factors and conditions formation of processing industry enterprises competitiveness is possible under condition of growth of total productivity of the agroindustrial complex under qualitative change and growth of value added, lowering the labor intensity of production, oriented on increasing the competitive advantage of the specialized and priority industries.

The main factors for enhancing competitiveness of the enterprises of processing industry are: the concentration of raw materials processing on the principle of maximizing financial results from 1 ton; specialization; the volume and structure of demand for the finished products; value added; availability of raw materials; investments in re-equipment; product portfolio renewal, product promotion on the markets as well as the conditions defined by enterprise’s life cycle stages.

High market potential of the efficient enterprise includes the following conditions: the existence of a specific target market, elaborated pricing policy, marketing strategy, advertising activity, sales promotion, forming public opinion. Significant impact on the market growth in cost expression has redistribution categories of food on the market, according to which the product with high added value demonstrates the greater profitability.

Nowadays processing enterprises of Belarus are guided by price competition, the determining factor of which is to reduce the cost. At the same time in developed countries is much more common the competition on the base of innovations, as well as the commodity market strategy associated with the occupation of certain positions on the market.

Competitive advantage and competitiveness are closely interrelated and complementary concepts, the essential features of which are that competitive advantages are a factor condition of competition, and competitiveness - potential ability to achieve goals in the competition. Accordingly, the essence of competitive advantage defined as the set of differentiated real or potential factors that could extract target results of the external and internal environment.

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НАПРАВЛЕНИЯ ФОРМИРОВАНИЯ КОНКУРЕНТНЫХ ПРЕИМУЩЕСТВ ПЕРЕРАБАТЫВАЮЩИХ ПРЕДПРИЯТИЙ НА ПРИМЕРЕ МОЛОЧНОПРОДУКТОВОГО ПОДКОМПЛЕКСА БЕЛАРУСИ

В статье рассматриваются аспекты, касающиеся управления факторами, влияющими на конкурентоспособность перерабатывающего предприятия, и позволяющие достичь определенного уровня конкурентных преимуществ. Оценка конкурентоспособности становится исходным пунктом при выявлении сильных и слабых сторон в деятельности предприятия и в работе конкурентов, что, с одной стороны, помогает избежать острых форм конкуренции, а с другой – использовать свои преимущества и возможности рынка.

Ключевые слова: конкурентные преимущества, конкуренция, перерабатывающие предприятия, конкурентоспособность предприятия, добавленная стоимость, перевооружение производства.

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БУДУЩЕЕ ЛЕСОХОЗЯЙСТВЕННОГО КОМПЛЕКСА БЕЛАРУСИ

Введение

В современных условиях ведения производства стратегия работы предприятий лесохозяйственного комплекса Беларуси основывается на прогрессивных технологиях и направлена на удовлетворение народнохозяйственных потребностей за счёт собственного инновационного производства и его экспортной ориентации. Исходя из этого, разрабатываются возможные направления будущего развития комплекса, с выявлением стабильных, долгосрочных тенденций развития, через выделение важнейших факторов и основных взаимосвязей с учетом конкретных условий в которых формируется лесохозяйственный комплекс.

Основная часть

Территория Беларуси более чем на 38% покрыта лесами, которые являются важнейшим природным ресурсом и национальным достоянием имеющим важное экономическое и экологическое значение. Благодаря многолетним усилиям лесоводов объемы заготовки древесины в стране ежегодно растут. Так если 2011г. её было заготовлено 17,7 млн. м^3 то в 2025г. планируется освоить более 21 млн. м^3. Такие объемы заготовки древесины опережают развитие деревообрабатывающих мощностей более чем на 2 млн. м^3 древесины которые отправляются за рубеж в виде необработанных балансов и техсырья. Прогнозируется, что к 2025г. возрастная структура лесов приблизится к оптимальной, с 11,6% спелые и перестойные леса увеличатся до 18%. Доля государственной поддержки лесного хозяйства с каждым годом снижается и если 2006г. она составляла 52%, то в 2012 составила 35%. Объем инвестиций в основной капитал в