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EVALUATION OF COMPETITIVENESS ON THE EXAMPLE OF CATERING ENTERPRISES

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ОЦІНЮВАННЯ КОНКУРЕНТОСПРОМОЖНОСТІ НА ПРИКЛАДІ ЗАКЛАДІВ ХАРЧУВАННЯ

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ОЦЕНКА КОНКУРЕНТОСПОСОБНОСТИ НА ПРИМЕРЕ ЗАВЕДЕНИЙ ПИТАНИЯ

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Formulation of the problem. Competition is an important element of the market economy mechanism. The more efficient the market functions, the more severe the competition on it. In order to achieve competitive advantages, enterprises try to satisfy the needs of consumers as much as possible, seek effective technologies for the quality provision of their services. There are also catering establishments, as lately there has been a decline in purchasing power of the population, changes in the taste and demands of consumers, the emergence of new formats of restaurant enterprises and as a consequence of the intensification of competition. Therefore, in order to achieve a stable position in this market, it is necessary to form an effective system for assessing the competitiveness of food establishments, which would enable to identify the weaknesses of the enterprise from the point of view of the end-user of services in order to eliminate them.

Analysis of publications. Modern scientific studies on the assessment of the competitiveness of enterprises are presented in the works of T.V. Androsova, L.V. Balabanova, N.O. Vlasova, M.V. Mikhailova, D.V. Nagernyuk, M. Porter, G.T. Pyatnitskaya, A.A. Thompson and others [1–4]. The theoretical issues of competitiveness analysis and some practical methods for assessing competitiveness are considered. However, today there is no single, universal developed method for assessing the competitiveness of an enterprise, which would be expedient to apply to any investigated facility, including catering facilities.

The purpose of the work. In this regard, the purpose of this work is to assess the competitiveness of nutrition institutions in order to identify the weaknesses of the enterprise, improve its market position and create a positive image.

Main part. Catering is one of the most common types of entrepreneurship. This is due to the fact that the consumption of food refers to the physiological needs of man and is one of the lowest levels of satisfaction of human needs. Catering facilities have their own peculiarities. Their specifics are due to the fulfillment of three interrelated functions: production, implementation and organization of consumption of culinary products.

The demand for catering services depends on:

– individual character, peculiarities of consumers (age, sex, occupation, tastes, views, advantages, etc.);

– limited time during the day (breakfast, lunch, dinner), week (weekdays, weekends) and seasons of the year;

– high elasticity on the incomes of consumers, the price and quality of products against the background of its differentiation in terms of income;

– availability of cross-elasticity for additional services / goods [3, 5].

Therefore, consideration of competitiveness should be considered in terms of consumer value of services and customer satisfaction.

The assessment of nutritional competitiveness is to find a comparative characteristic that would allow comparing the level of satisfaction of the needs of consumers according to the consumer value of the service over a certain period of time compared with the services of competitors.

The process of assessing competitiveness consists of a series of consecutive actions: the definition of goals, objectives, principles, methods of evaluation, the implementation of calculations and interpretation of the results.

Particular attention would be drawn to the principles and methods of assessing competitiveness. Classification of the principles of the assessment of competitiveness [2, 4, 5, 6, 7, 8] is given in table 1.

Table 1 – Classification of principles for the assessment of competitiveness

Principle	Varieties of Principles	Brief Description of Principles
General	Effectiveness	Is the need to exceed the results obtained over the cost of the evaluation
	Objectivity	Provides a reflection of the real characteristics of the object of evaluation, based on complete and accurate information
	Adequacy	Provides unambiguous interpretation of the results of the evaluation and the adequacy of the process of its implementation
	Systemic	Is to apply a systematic approach and provide a comprehensive assessment
	Complexity	Is to apply an integrated approach and provide a comprehensive integrated assessment
	Static	Provides a statement of the presence of the size of the indicator at a specific time point
	Correctness	Ensures conformity of the chosen methods to assess the demand to the general formal requirements
Market	Balance (equilibrium)	Makes it possible to evaluate the competitiveness from the position of its provision in proportion to all components
	Dependencies	Allows to carry out an estimation of competitiveness taking into account influence of factors of an environment
	Consistency	Ensures the interconnection of methods, criteria and indicators of competitiveness assessment at micro, meso- and macro levels
Specific	Expectation	Allows us to identify the peculiarities associated with certain expectations
	Usefulness	From the point of view of competitiveness assessment means: the service is an object of competitiveness only if it is useful to meet the specific needs of the consumer
	Selectivity	Determines the use of a certain set of indicators that allow assessing specific features of competitiveness
	Flexibility	Makes it possible to apply, if necessary, a flexible structure of the evaluation system
	Substitution	It is that in case of an increase in the price of the service the consumer will prefer substitute services (cross-elasticity)

Classification of methods for assessing the competitiveness [1, 5, 8, 9, 10] are given in table 2

Table 2 – Classification of methods for assessing the competitiveness of nutrition facilities

Sign	Criterion	Brief description
According to the direction of formation of the information base	Criterion	For the information base, absolute (natural or value) values of indicators are taken
	Expert	Information is collected on the basis of a survey of experienced specialists in this matter
In the form of presentation of the evaluation results	Graphic	Provide the highest level of perception of the final results of the evaluation, interpreted in graphic objects (figures, graphs, charts, etc.). For example, polygons of competitiveness
	Mathematical	Are based on factor estimation models that consist of calculating one (integral) indicator or several numerical values of the indicators for which the final score is formed. These methods are considered to be the most accurate, although they sometimes require burdensome mathematical calculations. For example, the index, benchmark rating methods
	Logistic	Information is presented in the form of an algorithm based on logical assumptions. For example, an assessment of the competitiveness based on the level of sales
By the possibility of developing managerial decisions	One-stage	Evaluate the actual state of competitiveness for a certain date, without providing the opportunity to develop activities for the future.
	Strategic	Give an opportunity to assess the state of competitiveness of the company's potential for a certain date and develop strategic measures to improve this potential.
By way of evaluation	Indicative	The system of indicators is used (a set of characteristics that can describe the state of the parameters of the investigated object), by means of which the enterprise competitiveness assessment is conducted. Each indicator, in turn, consists of a system of indicators that represent the state of individual elements of the object being studied.
	Matrix	Gives an opportunity to assess the competitiveness of interdependence and dynamics using a matrix model. It enables the company to adjust its strategy of behavior in the market by assessing the competitiveness of its closest competitors.

Since research on the competitiveness of nutrition facilities is appropriate in terms of the value of the service and the degree of satisfaction of needs, it is advisable to use an expert method as a method of assessing competitiveness. In this case, the main experts will be the clients of the catering establishments who took advantage of the offered services and can comprehensively evaluate the whole range of services on various grounds.

The consistency of the assessment of nutritionist competitiveness is made up of six stages.

At stage 1, a questionnaire is being developed, a survey of respondents is conducted, where each response is evaluated on a scale. Where 5 points are the highest level of performance, 1 point is the lowest level of performance [1].

To obtain reliable and objective information on the assessment of the competitiveness of nutrition facilities, we will use one of the popular tourist sites that conducted surveys of tourists on the quality of satisfaction of services provided by various institutions of the tourism industry, including catering establishments [11].

Stage 2. Selected research objects (enterprises-competitors) among which will be conducted research.

The ten most popular fast-food companies in Kyiv are selected as research objects: McDonald's, KFC, McFoxy, Puzata Hata, Kyivska perepechka, Zdorovenki bylyu, Burger Farm, Hesburger, Big Burger, Royal Hamburger.

Stage 3. The indicators of competitiveness of enterprises for "qualitative" and "price" components of competitive enterprises are determined.

At the heart of generalization is the calculation of the arithmetic mean of the number of points for the qualitative and price component values of enterprises [1]:

$$Ц_{p(q)}^{z} = \frac{\sum_{j=1}^{m} Б_{j}^{z}}{m} \; , \tag{1}$$

where C zp (q) – indicator of competitiveness of z-th enterprise for a qualitative (price) characteristic;

Bj – number of points for the elemental composition of the "j" z-th institution of the fast food;

M – the number of elements considered in a given direction of evaluation.

The assessment of qualitative characteristics was carried out according to indicators of quality of service, food, atmosphere; the price component – on the basis of the price-quality ratio.

Balance assessment of components and results of calculating the competitiveness indicators are presented in table 3.

Table 3 – Balance assessment of components and results of calculation of competitiveness indicators

Evaluation direction	Elemental composition of characteristics	Estimation of nutrition (fast food), points									
		№1 Puzata Hata	№2 Kyivska perepechka	№3 Zdorovenki bylyu	№4 Burger Farm	№5 McDonald's	№6 KFC	№7 Hesburger	№8 Big Burger	№9 McFoxy	№10 Royal Hamburger
Qualitative	service	4	4,5	4	4	4	4	4	4,5	3,5	2,5
	food	4	4	4	4	2,5	3,5	4	4	3	2
	atmosphere	3,5	4	3,5	3,5	3,5	4	3	4	3,5	2
The value of a quality component of competitiveness		3,83	4,17	3,83	3,83	3,33	3,83	3,67	4,17	3,33	2,17
Price	Quality Value	4,5	4,5	4,5	4	3	4,5	3,5	4	3	2,5
The value of the price component of competitiveness		4,5	4,5	4,5	4	3	4,5	3,5	4	3	2,5

Stage 4. Construction of the scale of competitiveness is carried out on the basis of the limit values of the general indicators of "qualitative" and "price" components. The calculation of the limit values is carried out according to the formulas [1]:

$$Ц_{p}^{гран} = Ц_{p}^{min} + \frac{Ц_{p}^{max} - Ц_{p}^{min}}{2} \tag{2}$$

$$Ц_{q}^{гран} = Ц_{q}^{min} + \frac{Ц_{q}^{max} - Ц_{q}^{min}}{2} \tag{3}$$

Enterprises are divided into groups with strong, medium and weak competitive positions (table 4).

Table 4 – Scale of determining the level of competitiveness of the enterprise

№	Scale of evaluation	Calculated scale of estimation	Spatial location on the graph	Competitiveness level
1	$\begin{cases} Ц_p^z \langle Ц_p^{гран} \\ Ц_q^z \langle Ц_q^{гран} \end{cases}$	$\begin{cases} Ц_p^z \langle 3{,}17 \\ Ц_q^z \langle 3{,}5 \end{cases}$	I sector	Low level of competitiveness
2	$\begin{cases} Ц_p^z \rangle Ц_p^{гран} \\ Ц_q^z \langle Ц_q^{гран} \end{cases}$	$\begin{cases} Ц_p^z \rangle 3{,}17 \\ Ц_q^z \langle 3{,}5 \end{cases}$	II sector	Average competitiveness level
3	$\begin{cases} Ц_p^z \langle Ц_p^{гран} \\ Ц_q^z \rangle Ц_q^{гран} \end{cases}$	$\begin{cases} Ц_p^z \langle 3{,}17 \\ Ц_q^z \rangle 3{,}5 \end{cases}$	III sector	
4	$\begin{cases} Ц_p^z \rangle Ц_p^{гран} \\ Ц_q^z \rangle Ц_q^{гран} \end{cases}$	$\begin{cases} Ц_p^z \rangle 3{,}17 \\ Ц_q^z \rangle 3{,}5 \end{cases}$	IV sector	High level of competitiveness

Stage 5. For clarity of division of enterprises according to the level of competitiveness it is expedient to apply the matrix method. At the heart of positioning - the limits of qualitative and price characteristics of enterprises. The graphic representation of the competitiveness level is presented in fig. 1, where, № 1 – № 10 – numbers of the studied nutrition (fast foods) listed in table. 3.
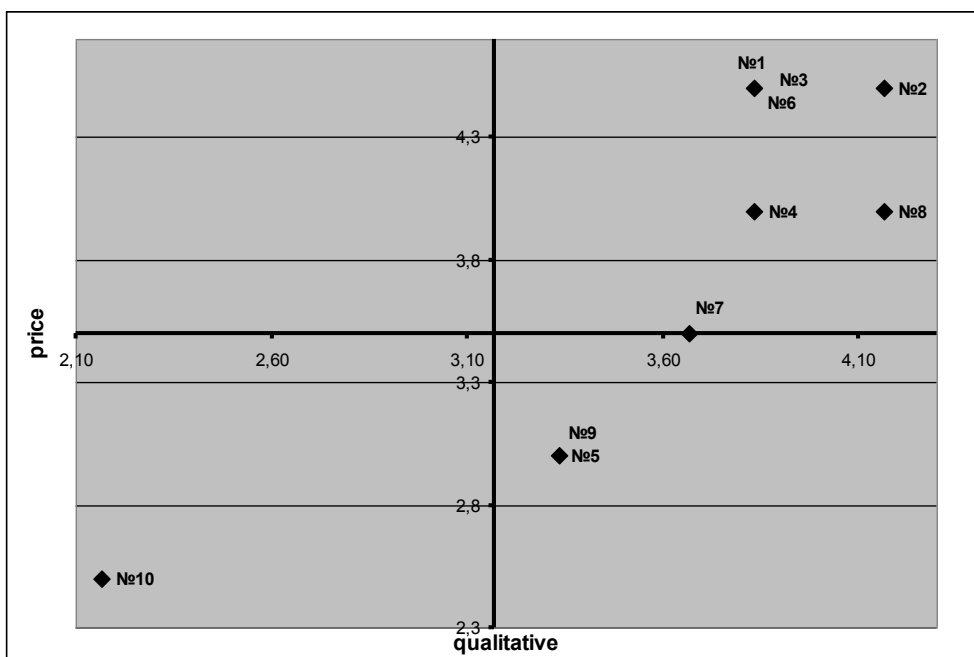

Figure 1 – Distribution of nutrition (fast food) by the level of competitiveness

Stage 6. Summing up. By comparing the qualitative and price characteristics of the enterprises according to the developed scale, it can be said that the enterprise of the № 2 Kyivska perepechka, and enterprises № 1 Puzata Hata, № 3 Zdorovenki bylyu, № 6 KFC and №8 Big Burger occupy the highest leadership position. The lowest level of competitiveness at № 10 Royal Hamburger № 10, in which the quality of service and the price level do not meet the needs of consumers. At McDonald's № 5 and № 9 McFoxy's average competitiveness. To improve their position, enterprises should use flexible pricing policies and pay attention to the work of the staff of the sales area. Taking into account the opinion of the clients, companies will be able to increase their competitive position in the market.

Conclusion. Consequently, the assessment of the competitiveness of nutrition by the consumer is his idea of the object of evaluation in terms of goals and relevant criteria, this would be the conclusion about the nutrition status formed on the basis of the results of analytical procedures in accordance with established norms and requests. The assessment of the company's competitiveness is determined at a specific time

interval and is not a long-term characteristic of its market offer. The decisive activity of other business entities can lead to a loss of position and a decrease in competitiveness. Therefore, it is necessary to constantly improve, to investigate the market of services, to predict trends of its development and to be able to adapt quickly to changes.

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ABSTRACT

Shcherbakova N.O., Lunina H.S. Evaluation of competitiveness on the example of catering enterprises. Economics and management on transport. Kyiv. National Transport University. 2017. Vol. 5.

The article is devoted to the research of the assessment of the competitiveness of nutrition facilities in terms of the emerging consumer demand in the market of services.

The object of the research is the process of assessing the competitiveness of the enterprise in the field of nutrition.

The purpose of the article is to assess the competitiveness of nutrition institutions in order to identify the weaknesses of the enterprise, improve its market position and create a positive image.

Competition among public catering establishments is very high, so each company is trying to find and offer its customers particular advantages and take their niche in this area. Some food establishments do it better, some worse – it is precisely for this purpose that the assessment of the competitiveness of the enterprise is aimed at.

The article describes the classification of principles and methods for assessing competitiveness. Since nutrition facilities have their own peculiarities of providing services, the research of the competitiveness of nutrition facilities has been carried out in terms of the value of the service and the degree of satisfaction of needs, and as an expert method has been chosen as a method of assessing competitiveness. The assessment was made on the example of ten fast food establishments (fast foods) offering their services in Kyiv. The constructed scale of the level of competitiveness of the enterprise made it possible to determine the level of competitiveness and to determine the directions of improvement of the work of the catering establishments.

KEYWORDS: COMPETITIVENESS, PRINCIPLES AND METHODS OF EVALUATION, SCIENCE EVALUATION, FOODSTUFFS.

РЕФЕРАТ

Щербакова Н.О. Оцінювання конкурентоспроможності на прикладі закладів харчування / Н.О. Щербакова, Г.С. Луніна // Економіка та управління на транспорті. – К.: НТУ, 2017. – Вип. 5.

Стаття присвячена дослідженню оцінки конкурентоспроможності закладів харчування з точки зору сформованим запитам споживачів на ринку послуг.

Об'єкт дослідження – процес оцінки конкурентоспроможності підприємства сфери закладів харчування.

Мета статті – здійснити оцінку конкурентоспроможності закладів харчування з метою визначення слабких сторін підприємства, покращення його ринкової позицій та створення позитивного іміджу.

Конкуренція серед закладів громадського харчування дуже висока, тому кожне підприємство намагається знайти та запропонувати споживачам свої особливі переваги і зайняти свою нішу в даній сфері. Деяким закладам харчування це вдається краще, деяким гірше – саме на це і направлена оцінка конкурентоспроможності підприємства.

В статті наведено класифікацію принципів та методів оцінки конкурентоспроможності. Оскільки заклади харчування мають свої особливості надання послуг, то дослідження конкурентоспроможності закладів харчування здійснено з точки зору споживчої цінності послуги та ступеня задоволення потреб, а в якості методу оцінки конкурентоспроможності обрано експертний метод. Оцінка проведена на прикладі десяти закладів швидкого приготування (фастфудів), які пропонують свої послуги в м. Києві. Побудована шкала рівня конкурентоспроможності підприємства дозволила визначити рівень конкурентоспроможності та визначити напрямки покращення роботи закладів харчування.

КЛЮЧОВІ СЛОВА: КОНКУРЕНТОСПРОМОЖНІСТЬ, ПРИНЦИПИ ТА МЕТОДИ ОЦІНЮВАННЯ, ШКАЛА ОЦІНЮВАННЯ, ЗАКЛАДИ ХАРЧУВАННЯ.

РЕФЕРАТ

Щербакова Н.А. Оценка конкурентоспособности на примере заведений питания / Н.А. Щербакова, Г.С. Лунина // Экономика и управление на транспорте. – К.: НТУ, 2017. – Вып. 5.

Статья посвящена исследованию оценки конкурентоспособности заведений питания с точки зрения сложившимся потребительским запросам на рынке услуг.

Объект исследования – процесс оценки конкурентоспособности предприятия сферы заведений.

Цель статьи – осуществить оценку конкурентоспособности заведений питания с целью определения слабых сторон предприятия, улучшения его рыночной позиций и создания положительного имиджа.

Конкуренция среди заведений общественного питания очень высокая, поэтому каждое предприятие пытается найти и предложить потребителям свои преимущества и занять свою нишу в данной сфере. Некоторым заведениям питания это удается лучше, некоторым хуже – именно на это и направлена оценка конкурентоспособности предприятия.

В статье приведена классификация принципов и методов оценки конкурентоспособности. Поскольку питания имеют свои особенности оказания услуг, то исследование конкурентоспособности заведений питания осуществлено с точки зрения потребительской ценности услуги и степени удовлетворения потребностей, а в качестве метода оценки конкурентоспособности выбран экспертный метод. Оценка проведена на примере десяти заведений быстрого приготовления (фастфудов), которые предлагают свои услуги в г. Киеве. Построенная шкала уровня конкурентоспособности предприятий позволила определить уровень конкурентоспособности и определить направления улучшения работы заведений.

КЛЮЧЕВЫЕ СЛОВА: КОНКУРЕНТОСПОСОБНОСТЬ, ПРИНЦИПЫ И МЕТОДЫ ОЦЕНКИ, ШКАЛА ОЦЕНИВАНИЯ, ПИТАНИЯ.

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