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CONDITIONS AND TRENDS OF DEVELOPMENT OF DOMESTIC BEVERAGES ENTERPRISES

OSOKINA Alla,

Ph. D. in Economics,

Associate Professor of the Department of Management

Vadym Hetman Kyiv National University

NIKIFORCHIN Mariana,

Applicant of the Department of Management

Vadym Hetman Kyiv National University

Annotation. *The article presents the results of a retrospective analysis of the activity of domestic breweries. Diagnostics of macro- and meso-environmental factors is carried out. The threats and possibilities of their functioning and development are determined, which are systematized in the stacking analysis matrix.*

Key words: *brew enterprises, stealth analysis, financial results, profitability of implementation.*

The tendencies of development of domestic breweries are singled out. It is established that for 2013—2016, the rapid decrease of beer production in Ukraine is characteristic. The main factors of negative dynamics are identified: the closure of markets in the East of Ukraine and the Crimea, political and economic instability, reduction of purchasing power of the population, increase of excises, rising prices of resources, imperfect legislation, restrictions on advertising and prohibition of branded products. As a consequence, isolated negative macroeconomic trends: reducing the investment attractiveness of domestic breweries and reducing the export of beer. Attention is drawn to the fact that, despite the negative factors, there are perspective opportunities for the development of domestic breweries, which are systematized in the stacking analysis matrix.

The key parameters of the activity of brewing enterprises are systematized. The capital-intensive nature of their production and a significant degree of depreciation of fixed assets on the background of continuous improvement of business processes, implementation of resource-saving technologies and new beer varieties are determined. By expanding the range of brands, companies traditionally focus on those who enjoyed the greatest demand in the past.

It is established that despite the fact that enterprises of the brewing industry are under the influence of identical factors of macro and meso environments, the trend of financial results of operating activity is chaotic and does not allow to distinguish typical tendencies of their changes. The dynamic nature of the functioning environment and the adaptive situational reactions of enterprises impede the identification of the best "reference" (according to M. Porter) practices and confirm the need for their identification through the prism of non-sectoral positioning, and the search for potential (not existing today) reserves to increase operational efficiency.

Attention is drawn to the fact that the tendencies that are characteristic for brewing "giants" do not correlate with the tendencies of changes in the financial results of the activities of medium-sized enterprises. Despite the negative factors of the macro- and meso-environments, they are rapidly increasing the volume of beer production and sales. The reason for this is that they have a larger reserve for growth. Instead, the leaders of the industry have reached a state of "hyper-stability", which now holds back their growth as a result of reaching critical growth points.

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