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КОНЦЕПТУАЛЬНІ АСПЕКТИ ДОСЯГНЕННЯ КОНКУРЕНТНИХ ПЕРЕВАГ СУДНОБУДІВНИМИ ПІДПРИЄМСТВАМИ УКРАЇНИ

Актуальність. В умовах обставин, що склалися на міжнародних ринках, посиленних наслідками протипандемійних заходів, постає проблема виживання та успіху підприємств та організацій національних економік. Знаходження суднобудівної галузі в Україні у стані дуже повільного відродження накладає на осіб, які приймають управлінські рішення, додаткові зобов'язання пошуку найсприйнятніших форм, методів та засобів збереження та розвитку галузі. В цьому контексті у дослідженні розроблені концептуальні підходи до посилення конкурентних переваг вітчизняними суднобудівними підприємствами.

Мета та завдання. Метою дослідження обрано формування концептуальних положень щодо посилення конкурентоспроможності суднобудівних підприємств України, шляхом аналізу стану та динаміки функціонування суднобудівних підприємств, організацій у світі та в Україні, аналізу світових трендів, ідентифікації чинників посилення конкурентних позицій вітчизняних суднобудівних підприємств та визначення підходів досягнення їх конкурентних переваг.

Результати. Оцінювання ефективності роботи будь-якого підприємства у ринкових умовах за показниками рівня його конкурентоспроможності є найбільш інформативним для подальшого управління розвитком цього підприємства. Одними з визначальних тенденцій у розвитку суднобудівної галузі в світі, що відзеркалюється на діяльності вітчизняних суднобудівних підприємств та формує тенденції у цій сфері на найближчі роки, є обмеження, запроваджені за наслідками розповсюдження пандемії. З врахування чинних трендів витікає, що основна частина замовлень може бути отримана провідними центрами суднобудування у світі (див. вище). Постає питання рівня конкурентоспроможності вітчизняних суднобудівних підприємств на міжнародних ринках суднобудування, ефективного використання їх інфраструктурного, інтелектуального потенціалу, формування та забезпечення виконання стратегій підтримки та розвитку цих напрямів, розроблення моделей мотивації задля забезпечення та нарощення наявного потенціалу. Аналіз лише 10 з усіх підприємств та організацій суднобудівної галузі України навяз демонструє домінантну форму ведення бізнесу, а саме у вигляді різних видів акціонерних товариств – публічних, відкритих, закритих, що передбачає певні зобов'язання та можливі перспективи використання комплексу ринкових інструментів, які надають бажані конкурентні переваги. Забезпечення необхідного рівня конкурентоспроможності може бути обумовлено виконанням двох основних підходів, по-перше, аналізом та оцінюванням переваг конкурентів, що надасть змогу посилити власні ринкові позиції у порівнянні зі своїми конкурентами, по-друге, аналізом та оцінюванням споживачів, що надасть змогу зорієнтуватися на максимальне задоволення потреб споживачів та створити позитивний імідж продукції серед замовників. У дослідженні розроблено концептуальну схему формування конкурентних переваг підприємствами та організаціями суднобудівної галузі України, сформовану за чотирма напрямами – бажані переваги – доцільні стратегії – очікувані результати, та заходів організації ефективної координації діяльності та розвитку суднобудівного виробництва через систему проектного управління ним.

Висновки. На підставі проведенного аналізу світового та вітчизняного досвіду функціонування суднобудівних підприємств та організацій, динаміки їх розвитку, представлено обґрунтування необхідності запровадження певних конкурентних стратегій зі спрямованою дією, розкрито механізм та інструменти їх реалізації, що дозволить посилити конкурентні переваги суднобудівних підприємств, підвищити імідж галузі та ефективність супутніх секторів національного господарства.

Ключові слова: суднобудування, транспортна галузь, конкурентоспроможність, виробництво, вартість, судна

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CONCEPTUAL ASPECTS OF ACHIEVING COMPETITIVE ADVANTAGES BY SHIPBUILDING ENTERPRISES OF UKRAINE

**Topicality.** Under the circumstances prevailing in international markets, exacerbated by the effects of anti-pandemic measures, there is a problem of survival and success of enterprises and organizations of national economies. The fact that the shipbuilding industry in Ukraine is in a state of very slow revival imposes additional obligations on decision-makers to find the most acceptable forms, methods and means of preserving and developing the industry. In this context, the study develops conceptual approaches to strengthening the competitive advantages of domestic shipbuilding companies.

**Aim and tasks.** The aim of the study is to form conceptual provisions for strengthening the competitiveness of shipbuilding enterprises in Ukraine, by analysing the state and dynamics of shipbuilding enterprises, organizations in the world and in Ukraine, analysing global trends, identifying factors strengthening the competitive position of domestic shipbuilding enterprises and identifying approaches to competitive advantage.

**Research results.** Evaluation of the efficiency of any enterprise in market conditions on the indicators of the level of its competitiveness is the most informative for further management of the development of this enterprise. One of the defining trends in the development of the shipbuilding industry in the world, which is reflected in the activities of domestic shipbuilding companies and forms trends in this area in the coming years, are the restrictions imposed by the effects of the pandemic. Taking into account the current trends, it follows that the bulk of orders can be received by the world's leading shipbuilding centres (see above). There is a question of the level of competitiveness of domestic shipbuilding enterprises in international shipbuilding markets, effective use of their infrastructure, intellectual potential, formation and implementation of strategies to support and develop these areas, development of motivation models to maintain and build existing capacity. The analysis of only 10 of all enterprises and organizations of the shipbuilding industry of Ukraine currently demonstrates the dominant form of doing business, namely in the form of various types of joint stock companies - public, open, closed, which provides certain obligations and possible prospects for using a set of market tools, competitive advantages. Ensuring the required level of competitiveness can be conditioned by the implementation of two main approaches, first, analysis and evaluation of competitors’ advantages, which will strengthen their own market position compared to their competitors, and second, analysis and evaluation of consumers, which will allow focusing to meet the needs of consumers and create a positive image of products among customers. The study develops a conceptual scheme of formation of competitive advantages by enterprises and organizations of the shipbuilding industry of Ukraine, formed in four areas - desirable advantages - appropriate strategies - expected results, and measures to effectively coordinate activities and development of shipbuilding through its project management system.

**Conclusion.** Based on the analysis of world and domestic experience of shipbuilding enterprises and organizations, the dynamics of their development, the rationale for the need for certain competitive strategies of targeted action, revealed the mechanism and tools for their implementation, which will strengthen the competitive advantages of shipbuilding enterprises,

**Keywords:** shipbuilding, transport industry, competitiveness, production, cost, vessels.

**Problem statement and its connection with important scientific and practical tasks.** Ukraine's position in the international geopolitical landscape is shaped by many factors, including the state of the national shipbuilding sector, the presence of merchant and navy as a condition for ensuring the independence of the state, which should be supported by certain mechanisms and tools of assistance. In previous decades, the shipbuilding industry of Ukraine was on the verge of survival, which was caused by the loss of large shipbuilding / ship repair plants and the fleet itself, the destruction of capital-intensive equipment of specialized enterprises, lack of specialists with experience in almost closed cycle shipbuilding. However, today, despite the purely economic feasibility of reviving this industry, the task of building a merchant, passenger and military fleet as factors in strengthening the position of the state, strengthening its sovereignty and national security is on the agenda. In this context, the recovery of shipbuilding and ship repair industries is on time.

**Analysis of recent publications on the problem.** The existence of shipyards in many countries, responsible for fulfilling the requests of customers of different types of ships, provides the infrastructural potential of the national portfolio of orders in the shipbuilding industry, which forms the status of the state in the global shipbuilding market. Despite the fact that this market is fragmented and has a significant share of only a few players, today the leaders are such well-known companies as Mitsubishi Heavy Industries, Hyundai Heavy Industries, the State Shipbuilding Corporation of China, DSME and others. Such fierce competition requires finding quality and appropriate approaches to research, development of innovative technical, technological and organizational products.
The subject of this study covers a range of scientific problems, the solution of which has been of interest to many scientists and transport professionals. Opportunity to get acquainted with international trends in the functioning and development of shipbuilding enterprises, their needs and problems are provided by scientific works of foreign [1–7] and domestic scientists [9–16, 26, 28]. While the work of foreign scientists is focused on solving problems of investment in the shipbuilding industry, intellectualization of construction processes (technical, technological, environmental, etc.) and management (smart models based on innovative products), the scientific interests of domestic scientists are focused on finding possible means, first of all, survival in the conditions that have developed in recent decades in the industry, and then, the preservation of infrastructure, intellectual and production potential, the establishment of production cycles, all in the context of permanent reform of the national transport sector.

Allocation of previously unsolved parts of the general problem. In recent decades, there has been a rise in slow pressure due to a shortage of orders at shipyards around the world, complicated by the events caused by the Covid-19 pandemic. Today, there are more than 287 large shipyards in the world with a compensated gross unevenly distributed capacity of 56.7 million cgt, which are most concentrated in South Asia, namely, South Korea, China, Japan (their share of the world shipbuilding market is more than 92.5%). Where shipbuilding companies with the highest level of order activity account for approximately 20% of the total number of active shipyards. In the first half of 2020, only 5 out of 10 of Japan's most successful shipyards managed to receive orders. This trend is common to almost all shipbuilders in the Asian region. The best situation so far is in South Korea and Europe, which is an additional incentive for the stability of their national economies. The connection between the growth of the national economy and the level of development of the shipbuilding industry, as one of the levers to promote the country's participation in international trade, is confirmed by many experts and scholars who study this field [1–16, 20–21, 30–32].

For many years, traditionally successful Ukrainian shipbuilders aimed only at the survival of their enterprises, the practical lack of investment, national development programs in this area, the loss of highly qualified specialists, the deliberate destruction of specialized shipyard infrastructure by competing organizations, including other countries, industry.

Formulation of research objectives (problem statement). From the positions discussed above, the topic of the study was chosen and its purpose was formulated - the formation of conceptual provisions to strengthen the competitiveness of shipbuilding enterprises in Ukraine. Based on global trends in the development of merchant and passenger shipping, geopolitical conditions, limiting factors, etc., the study objectives are set, which are concentrated in the form of: - analysis of the state and dynamics of shipbuilding enterprises and organizations in the world and in Ukraine; - analysis of world trends in this direction; - identification of factors strengthening the competitive position of shipbuilding enterprises; - definition of approaches to achieving their competitive advantages.

An outline of the main results and their justification. Evaluation of the efficiency of any enterprise in market conditions on the indicators of the level of its competitiveness is the most informative for further management of the development of this enterprise. The same approach should be applied to determine the effectiveness of a complex of enterprises and organizations in the industry. To date, many fairly representative methods of assessing the competitiveness of both domestic and international competition in the shipbuilding market have been proposed. The main problem is that most of them are formed on the basis of the use of various methods of expert evaluation, which implies the subjectivity of the results obtained. Nevertheless, for preliminary analysis we will use data from international statistical agencies, materials of UNCTAD and the State Statistics Service of Ukraine. In the table 1 shows the indicators of the state of the merchant fleet, distributed by owners and carrying capacity (according to [20]).

Analysis of the table shows that despite the vast majority of foreign-flagged vessels in the top five countries with the largest shipbuilding volumes, the share of tonnage dwt in total world tonnage remains high. Further research proved that each of the countries specializes mainly in a specific ship segment. Taking as the object of study only three leaders in shipbuilding, the situation is as follows: China is a leader in the construction of bulk carriers (56.2%), offshore vessels (58%) and general cargo vessels (34.6%), the Republic of Korea - gas carriers (62.8%), oil tankers (59.4%) and container ships (41.7%); and Japan – chemical tankers (54.1%).

One of the defining trends in the development of the shipbuilding industry in the world, which is reflected in the activities of domestic shipbuilding companies and forms trends in this area in the coming years, are the restrictions imposed by the effects of the pandemic. These measures have had a critical impact on the world market for commercial and passenger shipping and have led to a reduction in the fleets of all countries. Delivery of 65,911,000 tons dwt of new vessels in 2019, of which bulk carriers accounted for 34.5%, oil tankers 34.2% and container ships – 16.5%. Comparisons with 2019 showed a reduction in the market share of the Republic of Korea.
increased by 7.7 percentage points, whereas that of China decreased by 5.1 percentage points. Bulk carrier and oil tanker newbuildings registered the largest increases (7.8 and 5.2 percentage points, respectively) whereas container ships and gas carriers registered the greatest decreases (-2 and -3.2 percentage points, respectively) [20].

In total, at the beginning of 2020, the world fleet was 98,140 vessels with a total dwt of 2061944 tons, where the number of bulk carriers was 19.6%, tankers – 17.3% and offshore vessels – 17.1%.

Table 1

<table>
<thead>
<tr>
<th>№</th>
<th>Country or territory of ownership</th>
<th>Number of vessels, units</th>
<th>Dead-weight tonnage</th>
<th>% of foreign flag</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>National fleet</td>
<td>Foreign fleet</td>
<td>Total</td>
<td>National fleet</td>
<td>Foreign fleet</td>
</tr>
<tr>
<td>1</td>
<td>Greece</td>
<td>671</td>
<td>3977</td>
<td>4648</td>
<td>60827479</td>
</tr>
<tr>
<td>2</td>
<td>Japan</td>
<td>909</td>
<td>3001</td>
<td>3910</td>
<td>36805225</td>
</tr>
<tr>
<td>3</td>
<td>China</td>
<td>4569</td>
<td>2300</td>
<td>6869</td>
<td>99484023</td>
</tr>
<tr>
<td>4</td>
<td>Singapore</td>
<td>1493</td>
<td>1368</td>
<td>2861</td>
<td>74754209</td>
</tr>
<tr>
<td>5</td>
<td>Hong Kong</td>
<td>883</td>
<td>807</td>
<td>1690</td>
<td>72505185</td>
</tr>
<tr>
<td>6</td>
<td>Germany</td>
<td>205</td>
<td>2299</td>
<td>2504</td>
<td>8340596</td>
</tr>
<tr>
<td>7</td>
<td>Republic of Korea</td>
<td>778</td>
<td>837</td>
<td>1615</td>
<td>14402899</td>
</tr>
<tr>
<td>8</td>
<td>Norway</td>
<td>383</td>
<td>1660</td>
<td>2043</td>
<td>1884535</td>
</tr>
<tr>
<td>9</td>
<td>Bermuda</td>
<td>13</td>
<td>529</td>
<td>542</td>
<td>324902</td>
</tr>
<tr>
<td>10</td>
<td>United States</td>
<td>799</td>
<td>1131</td>
<td>1930</td>
<td>10237585</td>
</tr>
<tr>
<td>11</td>
<td>United Kingdom</td>
<td>317</td>
<td>1027</td>
<td>1344</td>
<td>6835508</td>
</tr>
<tr>
<td>12</td>
<td>Taiwan Province of China</td>
<td>140</td>
<td>850</td>
<td>990</td>
<td>6636271</td>
</tr>
<tr>
<td>13</td>
<td>Monaco</td>
<td>473</td>
<td>473</td>
<td>946</td>
<td>31435</td>
</tr>
<tr>
<td>14</td>
<td>Denmark</td>
<td>25</td>
<td>921</td>
<td>946</td>
<td>31435</td>
</tr>
<tr>
<td>15</td>
<td>Belgium</td>
<td>113</td>
<td>188</td>
<td>301</td>
<td>10040106</td>
</tr>
<tr>
<td>16</td>
<td>Turkey</td>
<td>449</td>
<td>1079</td>
<td>1528</td>
<td>6656989</td>
</tr>
<tr>
<td>17</td>
<td>Switzerland</td>
<td>26</td>
<td>401</td>
<td>427</td>
<td>1113387</td>
</tr>
<tr>
<td>18</td>
<td>India</td>
<td>859</td>
<td>183</td>
<td>1042</td>
<td>16800490</td>
</tr>
<tr>
<td>19</td>
<td>Indonesia</td>
<td>2132</td>
<td>76</td>
<td>2208</td>
<td>22301493</td>
</tr>
<tr>
<td>20</td>
<td>Russian Federation</td>
<td>1403</td>
<td>339</td>
<td>1742</td>
<td>8292932</td>
</tr>
<tr>
<td>21</td>
<td>United Arab Emirates</td>
<td>118</td>
<td>852</td>
<td>970</td>
<td>480283</td>
</tr>
<tr>
<td>22</td>
<td>Islamic Republic of Iran</td>
<td>238</td>
<td>8</td>
<td>246</td>
<td>18245935</td>
</tr>
<tr>
<td>23</td>
<td>Netherlands</td>
<td>700</td>
<td>492</td>
<td>1192</td>
<td>5584365</td>
</tr>
<tr>
<td>24</td>
<td>Saudi Arabia</td>
<td>137</td>
<td>132</td>
<td>269</td>
<td>13303057</td>
</tr>
<tr>
<td>25</td>
<td>Italy</td>
<td>499</td>
<td>179</td>
<td>678</td>
<td>11005343</td>
</tr>
<tr>
<td></td>
<td>Subtotal, top 5 shipowners</td>
<td>17859</td>
<td>25109</td>
<td>42968</td>
<td>506894232</td>
</tr>
<tr>
<td></td>
<td>Rest of world and unknown</td>
<td>5516</td>
<td>4477</td>
<td>9993</td>
<td>70046627</td>
</tr>
<tr>
<td></td>
<td>World total</td>
<td>23375</td>
<td>29586</td>
<td>52961</td>
<td>576940769</td>
</tr>
</tbody>
</table>
According to preliminary estimates of international consulting agencies, by 2026 the capacity of the shipbuilding market will reach 179,750 million US dollars against 128,890 million US dollars today (Fig. 1).

Today, the volume of ship recycling due to the introduction of anti-pandemic measures around the world is increasing, in the first half of 2020 they exceeded the value for the entire period of 2019. Some number of orders for new vessels from April to September 2020 showed a slight increase in global tonnage 1.6%. [21–23] A positive fact in this situation is the withdrawal from international trade of ships older than 15 years, which against the background of stable requirements for the implementation of environmental measures by shipowners and carriers looks very optimistic.

That is, we currently have a critical reduction in the gross tonnage of the fleet and long-term needs to increase it. In fig. 2 shows the volume of orders for ship tonnage for a certain period of time.

Taking into account the current trends, it follows that the bulk of orders can be received by the world's leading shipbuilding centres (see above). There is a question of the level of competitiveness of domestic shipbuilding enterprises in international shipbuilding markets, effective use of their infrastructure, intellectual potential, formation and implementation of strategies to support and develop these areas, development of motivation models to maintain and build existing capacity.

The lower information is provided for the manifestation of the complex of industrial enterprises, which will prevent the ship-borne potential of Ukraine and the given characteristics of the types of activities (table 2).
### Ukrainian Shipbuilding strength

<table>
<thead>
<tr>
<th>№</th>
<th>Name of enterprise</th>
<th>Location</th>
<th>Organizational and legal forms / form of ownership</th>
<th>Specialization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>UMS Boat</td>
<td>Kiev</td>
<td>Limited Liability Company</td>
<td>Serial production of boats and cutters made of aluminium, and trailers</td>
</tr>
<tr>
<td>2</td>
<td>Plant &quot;Kuznia on Rybalsky&quot;</td>
<td>Kiev</td>
<td>Open Joint Stock Company</td>
<td>High-speed patrol boats; small patrol and patrol ships; fishing vessels; port tugs and rescuers, rubbish collectors and fire vessels; universal dry cargo vessels and container vessels; tankers, chemical trucks; vessels of the technical fleet: multi-bucket dredgers, dredgers, soil-wagon barrels; non-self-propelled barges; floating docks</td>
</tr>
<tr>
<td>3</td>
<td>Kyiv Shipbuilding and Shiprepair Plant</td>
<td>Kiev</td>
<td>Open Joint Stock Company</td>
<td>Specializes in the construction of mixed river-sea vessels, ferries and non-self-propelled barges; manufactures equipment for the mining and processing industry, and complex metal structures</td>
</tr>
<tr>
<td>4</td>
<td>&quot;Orion&quot; Shipyard</td>
<td>Cherkasy</td>
<td>Private enterprise</td>
<td>Construction of ships and yachts from shipbuilding steel, the whole range of ship repair and shipbuilding works, forging, distillation of the finished product</td>
</tr>
<tr>
<td>5</td>
<td>Zaporozhye Shipbuilding and Shiprepair Plant</td>
<td>Zaporizhzhia</td>
<td>Open Joint Stock Company</td>
<td>Repair and construction of river vessels and vessels of mixed navigation &quot;river-sea&quot;, passenger boats and other vessels of technical and passenger fleets, as well as ship equipment</td>
</tr>
<tr>
<td>6</td>
<td>Azov Shipyard</td>
<td>Mariupol</td>
<td>Limited Liability Company</td>
<td>Ship repair, shipbuilding, machine building and cargo handling</td>
</tr>
<tr>
<td>7</td>
<td>Izmail Shipyard</td>
<td>Ishmael</td>
<td>Holding company within CJSC UDP</td>
<td>A full range of production and repair work related to the restoration of operational characteristics of the vessel; repair of sea and river; occupies about 60% of the market of services for repair and modernization of vessels such as &quot;river-sea&quot; in the Odessa region</td>
</tr>
<tr>
<td>8</td>
<td>Illichivsk Shipyard</td>
<td>Illichivsk</td>
<td>Public Company</td>
<td>Repair of vessels of all types with a maximum carrying capacity of up to 20,000 tons; repair of all types of vessels, including technically complex</td>
</tr>
<tr>
<td>9</td>
<td>Smart Maritime Group</td>
<td>Mykolaiv</td>
<td>Holding company within Smart-Holding Company LLC</td>
<td>Construction of medium and large tonnage vessels with a displacement of up to 120 thousand tons, the implementation of complex ship repair work</td>
</tr>
<tr>
<td>10</td>
<td>Nikolaev shipbuilding plant &quot;Ocean&quot;</td>
<td>Mykolaiv</td>
<td>Public Company</td>
<td>Construction of tankers and container vessels, barges, pontoons and tugs, vessels with maximum dimensions</td>
</tr>
</tbody>
</table>

Source: systematized by the author

The analysis of only 10 of all enterprises and organizations of the shipbuilding industry of Ukraine currently demonstrates the dominant form of doing business, namely in the form of various types of joint stock companies – public, open, closed, which provides certain commitments and possible prospects for using a set of market instruments, competitive advantages.

However, the volume of the “order portfolio” of Ukrainian shipyards (Fig. 3) does not show such a correlation (the number of ships built is given in parentheses).

Analysis of international trade shows a rapid decline in indices of almost all types of production. The acquisition by the world economy of signs of decline, complicated by the constant blocking of any activity in the manufacturing sector by anti-pandemic measures, creates conditions for the implementation of
pessimistic scenarios in the shipbuilding industry of Ukraine. There is a need to develop measures that, despite long-term and difficult conditions, will allow maintaining and strengthen the competitive position of the shipbuilding industry in Ukraine.

![Graph showing the portfolio of orders for European shipbuilding enterprises.](image)

Fig. 3. “Portfolio of orders” European shipbuilding enterprises

Traditionally, the competitiveness of the shipyard is determined by a certain list of factors that in their analysis form the following groups: – quality of products and services provided; – quality of management; – technical and technological level of production; the level of project work; – tax burden; – availability of additional funding and their availability; – the price of the vessel; – efficiency of the shipyard. Adherence to this approach allows to determine the level of competitiveness of the shipbuilding enterprise by the equation of competitiveness of V. Bertram:

\[ P \times F \times A(1+S) \times X/K > 1 \] (1)

where $P$ – productivity (cgt / person * h),
$F$ – share of employee costs (employee costs / total costs),
$A$ – attractiveness of products (market price / cgt),
$S$ – the share of subsidies,
$X$ – exchange rate,
$Y$ – positioning by value of employees (costs per employee / person x hours),

cgt – is the coefficient of conversion of the gross tonnage of the vessel into the compensated gross tonnage of the vessel, which is determined by the formula: \[ CGT = A \cdot GT_b \]

where $A$ takes into account the influence of the vessel type, and $B$ – the size of the vessel.

Assessment of the competitive position of the enterprise in the industry market allows:
- develop measures to increase competitiveness;
- select partners to organize joint production;
- to attract investment in promising production;
- to draw up programs for the company to enter new markets.

Achieving this goal is possible in the presence of operational and objective methods of assessing competitiveness [27].

Ensuring the required level of competitiveness can be conditioned by the implementation of two main approaches, first, analysis and evaluation of competitors' advantages, which will strengthen their own market position compared to their competitors, and second, analysis and evaluation of consumers, which will allow focusing to meet the needs of consumers and create a positive image of products among customers. The
formation of competitive advantages is a determining factor in the selection and development of competitive strategies by the enterprise (joint stock company) [28].

In general, according to M. Porter [29], competitiveness is formed by competitive advantages of two types – resource and technological. The first is the basis, the basis for the company's occupation of a certain market niche, while the second is necessary to maintain market share, increase it, strengthen its position. In the table, 3 presents a conceptual scheme of formation of competitive advantages by enterprises and organizations of the shipbuilding industry of Ukraine, formed in four areas – desirable advantages – appropriate strategies – expected results.

<table>
<thead>
<tr>
<th>Factor advantages</th>
<th>Results</th>
<th>Examples of strategy selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs</td>
<td>Economies of scale, access to limited resources, low staff costs, business automation, patented technology</td>
<td>Cost leadership</td>
</tr>
<tr>
<td>Differentiation</td>
<td>Better satisfaction of needs for one or more groups, the presence of special, unique properties of products or services, technology</td>
<td>Differentiation strategy</td>
</tr>
<tr>
<td>Focus</td>
<td>Meeting the needs of a small target group (niche), outside of which interests in the product or service are neutral, negative or minimal to the chosen advantage</td>
<td>Niche leadership</td>
</tr>
<tr>
<td>Mobilization of monetary resources through the issue of shares (securities)</td>
<td>Additional financing of large facilities with high capital intensity and long payback period</td>
<td>Optimal cost strategy</td>
</tr>
<tr>
<td>New market forms of income, new mechanisms for obtaining benefits</td>
<td>Dividends that depend on the dynamics of profit are used to mitigate the financial difficulties of the company</td>
<td>Expanding market share</td>
</tr>
<tr>
<td>Concentration of capital</td>
<td>Mergers and acquisitions of joint stock companies and creation of strategic alliances based on them</td>
<td>Offensive strategies</td>
</tr>
<tr>
<td>Globalization of activity</td>
<td>Organization of subsidiaries in the most attractive foreign markets and distribution of its products and services</td>
<td>Expanding market share</td>
</tr>
<tr>
<td>Internationalization of capital</td>
<td>Participation in multinational corporations, use of cheap investment, integration of industrial, banking and insurance capital</td>
<td>Expanding market share</td>
</tr>
<tr>
<td>Innovations that improve the quality of products, works, improve technological processes</td>
<td>Consistent development of the enterprise, organization, society, growth of competitiveness</td>
<td>Patient strategy</td>
</tr>
<tr>
<td>Innovations that result in the emergence of a new technological process, a new product</td>
<td>Development of new production, new direction of activity, reception of absolutely new competitive advantage, formation of new conditions of competition in the market</td>
<td>Explorer strategy</td>
</tr>
</tbody>
</table>

To implement these requirements, it is important to organize effective coordination of activities and development of shipbuilding through a project management system, namely:
- rapid response to changing external and internal conditions;
- improving the quality of services, user requests;
- creation of favourable conditions for development;
- support of highly efficient production;
- improving the image and, as a consequence, competitiveness;
- establishing new business relationships, including and at the international level;
stabilization of financial conditions;
formation (development) of adaptive, modern organizational management structures;
introduction (financing) of employee development programs;
increase productivity;
rational and efficient use of equipment and implementation of technological processes.

**Conclusions and perspectives of further research.** The development of the world economy in the context of globalization has led to an increase in demand for maritime transport. This, in turn, led to an increase in demand for new vessels. However, the period of economic crisis has resulted in the opposite trends with declining demand for new buildings and prices for shipbuilding products.

Nevertheless, the importance of this industry for the country's economy is indisputable, one of the reasons for the growth of the economy of the world's leading countries is the efficiency of the shipbuilding industry. For any shipbuilding country there is a technologically complex capital and labor-intensive process, which in modern conditions requires capacity re-equipment solutions based on meeting the needs of the world community to implement environmental measures during the production process, meeting customer needs for ship design with a set of environmental support safety for the environment, which, in turn, should take into account and use the leading technological, technical, economic and organizational achievements that reduce costs and affect the level of competitiveness of the enterprise (society) and provide optimization not only design and production processes but also the entire system coordination, control and regulation of the shipbuilding enterprise (company).

The study, based on the analysis of world and domestic experience of shipbuilding enterprises and organizations, the dynamics of their development, substantiates the need for certain competitive strategies of targeted action, reveals the mechanism and tools for their implementation, which will strengthen the competitive advantages of shipbuilding enterprises and improve industry image, related sectors of the national economy.

Attention in further research of the shipbuilding industry of Ukraine will be focused on finding optimal organizational and legal forms of doing business, the most adequate and appropriate in the historical conditions of Ukraine, as well as taking into account trends in world shipping, trade dynamics, market conditions.

**ЛІТЕРАТУРА**


REFERENCES


