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## COMPETITIVENESS BENCHMARKING AT DIFFERENT STAGES OF AN ENTERPRISE LIFE CYCLE

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In the difficult times of the economic crisis and the prevailing COVID-19 pandemic, it is difficult for Ukrainian enterprises and organizations to enter the international market with goods and services of their own production. Most of them do not withstand the level of competition in the market sector where they enter. Others cannot reach the necessary level of competitiveness in the field of business. This situation is due to the fact that such companies and organizations do not make a preliminary analysis of the level of competitiveness of their business and do not understand what parameters should be included in such an analysis.

The vast majority of organizations do not pay enough attention to the factor influencing the stage of the life cycle in which they are. Knowledge of the features of the life cycle stages allows the company with a high probability to predict its development and determine the real competitiveness of products/services or the organization as a whole. The system of indicative indicators help in determining the stage of OLC and planning measures to improve competitiveness.

The definition of the life cycle of the organization in their work revealed such scholars as L. Greiner (Greiner, 1972), B. Milner (Milner, 2002), I. Adizes (Adizes, 2007), S. Koryahina (Koryahina, 2004), V. Dombrovsky (Dombrovsky, 2009) and others. Hanna Shvindina in her works (Shvindina, 2020, 2017) studies the competitiveness of organizations in terms of strategic development and parameterization.

The term "organization life cycle" was quite clearly described by economist L. Ligonenko and characterizes it as a «...set of stages that the company goes through in its life from creation to liquidation, each of which is characterized by a certain system of strategic goals and objectives, features of resource potential, the achieved results of functioning" (Ligonenko, 2001).

Breaking the life cycle of an organization into stages, most scientists use a variety of criteria and approaches by which the distribution takes place.

Table 1 analyzes the approaches of the classics to determine the stages of the life cycle and the peculiarities of their distribution relative to the 4-stage classification (without stages of "death" or "renewal").



**Table 1**

**Modern approaches to the distribution of stages of the organization life cycle**

Stage Author	"Birth"	"Youth"	"Maturity"	"Aging"
Greiner	Creativity	Directive leadership	Delegation	Coordination; Cooperation
Adizes	Conception (courtship); Childhood	Wild years (go – go); Youth	Blossom; Stability	Aristocracy; Salem City; Bureaucracy;
Blanc	Birth	Childhood Youth	Early maturity Maturity Final maturity	Aging
Kolass	Childhood (current financial losses)	Youth (first profits appear)	Maturity (maximum profits)	Old age (income decrease)

*Source: based on (Greiner, 1972; Adizes, 2007; Blanc, 2000; Kolass, 1997)*

In accordance with the above stages of OLC, the key economic and financial indicators used in the process of assessing the level of competitiveness of the organization at each stage were analyzed (Kotenko, 2018).

Economist O. Milinchuk, referring in his work (Milinchuk, 2012) to the publication of Kaplan and Norton (Kaplan&Norton, 1992), emphasizes certain priority components of assessing the life cycle of the organization. Milinchuk pay attention to the organization's staff, consumers, business processes and financial component. The collection of information for the calculation of indicators is proposed to begin with the processing of financial statements of accounting (Balance Sheet, Statement of Financial Performance).

Table 2 shows the main indicators that are proposed to calculate in the analysis of the OLC stages.

**Table 2.**

**Groups of indicators for the study of the stages of OLC according to Milinchuk.**

Group of indicators	Indicator	Method of calculation
1	2	3
Organization staff	Productivity	The ratio of net income from sales and the average number of employees

Continue of table 2.

Group of indicators	Indicator	Method of calculation
1	2	3
	Coefficient of total labor costs	When calculating the ratio take into account the residual value of fixed assets and current assets of the organization
Clients	Net return on sales	Calculated as the ratio of net income to net income
	Solvency ratio	Relation of current assets to current liabilities at the end of the reporting period
Business processes	Return on assets	The ratio of net income to the value of the organization's assets
	Workrate of current assets	Calculated as the ratio of the average number of employees to the number of current assets
Finances	Coefficient of financial autonomy	The ratio of equity to total assets (balance sheet currency)
	Equity maneuverability ratio	The ratio of the difference between equity and non-current assets to the amount of equity of the organization
	Coefficient of own working capital	The ratio of the difference between equity and non-current assets to the amount of current assets of the organization
	Absolute liquidity ratio	The ratio of cash and investments to current liabilities at the end of the period
	Rapid liquidity ratio	The ratio of the difference between cash and inventories to current liabilities at the end of the period

Source: based on (Milinchuk, 2012)

To identify the stage of OLC and the level of its competitiveness, Milinchuk proposes to use an integrated indicator, the value of which will reflect the location of the organization at a particular stage of OLC (Milinchuk, 2012).

Ukrainian scientists V. Marchenko and V. Evdokimenko (Marchenko& Evdokimenko, 2016) described the process of changing the above indicators during the transition between the stages of OLC. They highlight such indicators as the structure of the organization and its type. This allows you to better understand the internal processes of the organization and clearly see the structural changes throughout the life cycle. The personnel indicator reflects different types of management (entrepreneurial, professional) and periods of internal conflicts. In the

indicator of technologies Marchenko and Yevdokymenko pay attention to specialized and differentiated technologies that change during the transition from the stage of "Growth" to the stage of "Stability".

The stage of the life cycle, which is an organization at the current time, the direct impact on its overall competitiveness. World science identifies 4 main stages of the life cycle that each organization goes through. Accordingly, indicators that reflect the level of competitiveness of the organization are correlated and change depending on the OLC stage.

The use of a large number of methods for measuring competitiveness at various stages of OLC reflects considerable interest of scientific community to this topic.

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