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FORMING NEW OPPORTUNITIES OF ENTERPRISES IN CURRENT CONDITIONS

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The article considers the main patterns of development of the world car market, especially its growth in modern economic conditions, explores the world production of motor vehicles by major manufacturers on the example of concern VW. The COVID-19 coronavirus pandemic has had a major impact on the global economy. Forced closure of borders, quarantine, a huge number of sick and dead around the world, changes in social standards and the usual way of life of millions of people led to a massive drop in demand for goods not necessary. The automotive industry felt a very strong drop in sales. The sales volume of some car models in the first two months of 2002 is zero. An analysis of the dynamics of the passenger car market structure shows that after quitting, most consumers will prefer economical and environmentally friendly cars. How long this trend will last is difficult to predict today. The output of the automotive industry to pre-crisis indicators may stretch for several years. The prognosis directly depends on the possibility of combating the coronavirus infection COVID-19, obtaining a vaccine, as well as after crisis adaptation. State assistance in this period will be very important, it can be both tax incentives for manufacturers themselves, and the provision of soft loans for consumers when buying new cars, various kinds of subsidies and subsidies to the industry. It is examined how the current crisis will affect the redistribution of the global automobile market and its development trends. Of course, the production of eco-friendly models comes to the fore. These models include electric cars. The segment of electric vehicles will increase in the coming years. However, cars with artificial intelligence will be in demand. Such cars will occupy their segment and will be constantly updated, since developments in this area are very relevant to date and are carried out by leading world companies. The article provides a SWOT analysis of Volkswagen, which is owned by the VW Group. Strengths and weaknesses are highlighted, as well as opportunities and threats in a pandemic. The key identified factors of the external and internal environment of the enterprise are, the analysis of which makes it possible to draw conclusions in strategic planning.

Keywords: marketing, SWOT – analysis, Dieselgate, Volkswagen, marketing research.

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Introduction

Today there is a fairly high competition between car manufacturers. New models are constantly being introduced to the market, the success of which already depends not only on the appearance, ergonomics, economy, and other indicators. The concept of an environmental-oriented component of a car, i.e. its compliance with environmental safety standards. One of the segments of cars that meet these requirements are electric cars. Depending on

economic opportunities, the price segment of electric vehicles is wide enough to attract different groups of consumers.

Problem Statement

Volkswagen is a German automaker headquartered in Wolfsburg that manufactures cars, trucks, and vans. Like many other German automakers, Volkswagen is owned by the VW Group. Since 2007, the annual production volume of the company exceeds 5,000,000 cars. Volkswagen is a

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relatively young automaker whose history was determined by the meeting in 1933 of Adolf Hitler, Jacob Verlin (representative of Daimler-Benz) and Ferdinand Porsche (founder of Porsche) at the Kaiserhof Hotel (Kaiserhof) in Berlin. Volkswagen has been officially counting its history since May 28, 1937, when the “German National Car Preparation Limited Company” was created, which was referred to as Volkswagenwerk GmbH on September 16, 1938 [1].

According to Bloomberg, Germany’s prosecutor’s office has blamed former Volkswagen executive Martin Winterkorn and four other top managers for scamming Dieselsegate. Prosecutors believe that the head of the company since 2014 was aware of the security installed on the car to circumvent environmental tests in the United States. German automobile concern Volkswagen has already lost \square 30 billion due to the “diesel scandal”. At the end of 2015, the US Environmental Protection Agency reported that Volkswagen used software tools to lower emissions of harmful substances compared to normal indicators during tests. September 22 The US Department of Justice launched an investigation into Volkswagen AG’s actions in 2015. Volkswagen will face a fine of \$ 18 billion and thousands of cars recalled if Volkswagen is found guilty September 23, 2015 Volkswagen Chief Executive Officer March Mr. Winterkorn resigned from his post and took responsibility for manipulating diesel engines of cars. Later, the company management officially admitted to falsifying the results of tests for harmful gas emissions into the atmosphere not only in the United States, but also in the European market. In June 2016 Volkswagen agreed to pay \$ 15 billion to resolve the emissions scandal, and it was later reported that Volkswagen would pay \$ 4.3 billion for false emission data. Also in the case of fraud Volkswagen questioned Merkel [2].

All this led to the need to restore the group’s reputation. One tool is expanding a new segment, namely electric vehicles. Volkswagen Group has developed a new, expanded electrification strategy that will lead to a significant increase in electric vehicles and their production volumes. It is planned that by 2028 the concern will produce almost 70 brands of electric cars. These will include Audi e-tron, Porsche Taycan, Volkswagen ID, Volkswagen ID CROZZ, SEAT El-Born, Skoda Vision E (it’s strange that it’s not Vision iV, but as indicated in the press release), Volkswagen ID BUZZ and Volkswagen ID VIZZION. The concern plans to increase costs for the production of electric vehicles to 22 million euros. Planned reduction of CO₂ levels by 30% [3].. Such concern plans provide an opportunity to analyze the factors of the external and internal environment of the enterprise.

Analysis and research of publications

The relevance of the problem of analyzing the external and internal environment. especially for the automotive industry caused a significant attention to them from domestic and foreign scientists. Among the leading experts in this field are: O. Andreev, N. Bodrova, K. Bulatova, B. Danilishin, O. Kanischenko. L. Kovalevsky, N. Korovaychenko, T. Laduba, O. Mnikh, M. Oklander, P. Pronosa, R. Rifyak, M. Sokol., I. Shevchenko and others.

Purpose of the article

The purpose of this study is to analyze the formation of new enterprise capabilities in modern conditions.

The main material of the article

To analyze the factors of the external and internal environment of the enterprise, we will conduct a SWOT analysis of the VW Concern. SWOT analysis is an analysis of strengths and weaknesses; opportunities and threats. This analysis is one of the methods used in strategic planning.

1 Strengths

A wide range of products. Volkswagen owns 12 brands. His business consists of two main divisions, including the automotive and financial divisions. The automotive division consists of three segments, including passenger cars, commercial vehicles, and energy. This Volkswagen division manufactures and sells cars, light commercial vehicles, trucks, buses and motorcycles, as well as original spare parts, large diesel engines, turbomachinery, special gearboxes, engine components and test systems. The Ducati brand operates under the Audi brand and is part of the passenger car business center.

Research and development. Despite the difficult situation, Volkswagen’s financial performance improved every year. The brand’s revenue grew to 235.85 billion euros in 2018 from 229.55 billion euros in 2017. Volkswagen’s operating profit rose to EUR 17.1 billion in 2018. Gross profit was 46.35 billion in 2018, up from 43.55 billion in 2017. In January-February 2020, most models show a decrease in sales. This trend is associated with the worldwide coronavirus pandemic (Table).

Customer base. Volkswagen has a large portfolio of several brands targeting different customer segments. It offers a wide range of products, including competitively priced passenger cars, luxury cars, SUVs and trucks. The company has a large customer base from several countries. The company operates in more than 150 countries. A large customer base offers some key benefits, such as superior sales and more stable financial performance. In 2018, Volkswagen’s global automotive market share grew to 12.3%.

International presence. Volkswagen has a large international business empire spanning 153 countries.

Worldwide Volkswagen car sales data [4;5]

№	Brand	January			February		
		2019	2020	+/-	2019	2020	+/-
1	Tiguan	48333	46 760	-1 573	51588	10 738	-40 850
2	Golf	50509	42 674	-7 835	45722	7 206	-38 516
3	Polo	57230	38 563	-18 667	47653	2 255	-45 398
4	Lavida	59522	35 937	-23 585	34393	0	-34 393
5	Passat	30058	31 815	1 757	21806	3 601	-18 205
6	Bora	24765	29 907	5 142	15243	0	-15 243
7	T-Roc	24923	26 500	1 577	22975	1 876	-21 099
8	Sagitar	16587	26 294	9 707	15748	0	-15 748
9	T-Cross	42101	21 027	-21 074	31142	2 002	-29 140
10	Tayron	28856	20 989	-7 867	13241	0	-13 241
11	Jetta	16246	10 595	-5 651	13797	8 189	-5 608

The Volkswagen Group operates 122 plants in 20 European countries and another 11 countries in the Americas, Asia and Africa.

2 Weaknesses

Attenuated image. The brand image is an important force in the automotive business. The brand image of VW suffered from a recent diesel scandal. The company was able to successfully solve this problem in subsequent years. However, the impact was still serious on its financial performance and business operations. Excluding the heavy financial losses that he suffered, the brand was forced to make strategic changes in all operations in order to strengthen its image.

Product reviews. A large number of product reviews can lead to a loss of brand trust and reputation. Volkswagen made about 662,000 reviews in July 2019. The company discovered a problem in early 2019. Again, by the end of July, the company announced the recall of about 27,800 cars and SUVs.

High operating costs. Rising prices for raw materials, labor and other resources cause an increase in operating expenses. Year after year, Volkswagen's operating expenses continued to grow. The total sales value of VW in 2018 amounted to 189.5 billion euros compared to 186 billion euros in 2017.

3 Opportunities

AI and new technologies. New technologies, including AI, digital technology and autonomous driving, have opened up new opportunities for automotive brands. VW is working on transforming its core business portfolio. One of its main areas is the development of an autonomous driving system for autonomous vehicles and artificial intelligence. Investing in AI and other new technologies will also help the brand grow its competitive edge.

Marketing and customer engagement. Digital technology has provided excellent marketing and customer acquisition opportunities for automotive brands. Using technology to build stronger customer relationships will help create a stronger image and

retain more customers.

Social networks, blogs, and company websites can be great channels for attracting customers and employees. VW uses some of them. Nevertheless, he must use both content and video marketing in large quantities to attract and attract customers on various issues, including the environment, sustainability and mobility.

Partnerships. A company can grow through partnerships. The company already has several strategic partnerships. Partnership with Microsoft helped her quickly become a mobile service provider. The company has also entered into several strategic partnerships to develop its business empire in Europe, China, and the US Sinotruck is a strategic partner of the VW group in China. A partnership with technology companies in research and development also helps VW achieve faster growth. The company looks forward to the emergence of more of these strategic partnerships in regional markets to achieve revenue growth and market expansion.

4 Threats

Regulatory pressure. Over the past few years, pressure in the automotive industry has continued to increase. Companies are under more pressure than ever because of stricter regulation. Taxes and tariffs also affect profits. The diesel scandal hit hard on cash flow. Regulatory pressure increases compliance costs. The company lost about 25 billion euros in the event of diesel emissions. International expansion is also hampered by higher regulatory pressure.

Intense competition. The automotive industry has seen an increase in demand in recent years. This has led to increased sales, but now competition is also intensifying. There are many Volkswagen Group competitors in the international automotive industry. Some of them are major international players. VW spends a lot on research, development and management of international operations to maintain its competitive advantage. Competition also increases operating costs, and each player invests huge amounts

in marketing and innovation.

Fluctuations in exchange rates and changes in the economic environment in regional markets can adversely affect VW's profitability. In 2018, currency fluctuations had a negative impact on the profit of several brands, including Skoda, in 2018. Skoda's operating profit in 2018 fell 14.6% from the previous year. This was due in part to fluctuations in exchange rates among other factors, such as increased staff costs.

Conclusion

The consequences of «Dieselgate» for the European car market were disastrous. According to the European Association of Automobile Manufacturers ACEA, in the first half of 2017, the share of diesel cars in the sales structure in the European Union fell from 50.2 to 46.3%. And cars with gasoline engines, on the contrary, were gaining popularity: 48.5% of sales compared to 45.8% a year earlier. Given the general increase in demand, 329 thousand more such cars were sold than last year.

This is the first time in recent years when the implementation of new cars with gasoline engines began to dominate diesel engines. Almost 5.2% of the European market was occupied by cars with alternative power plants. By itself, this share is not impressive, but the growth dynamics is positive: sales of hybrids for the year increased by 58%, and electric vehicles by 37%. Thus, now we can talk about the decline of the era of diesel engines already in numbers.

Volkswagen succeeds mainly due to the production of automotive parts, rather than anticipating the production of a new car and its launch. Most of the major brands they own were bought and consumers were somewhat aware of these brands. But they did not have much greater market value.

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ФОРМУВАННЯ НОВИХ МОЖЛИВОСТЕЙ ПІДПРИЄМСТВ В СУЧАСНИХ УМОВАХ

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У статті розглянуті основні закономірності розвитку світового ринку легкових автомобілів, особливості його зростання в сучасних економічних умовах, досліджуються світове виробництво автотранспортних засобів найбільшими компаніями виробниками на прикладі концерну VW. Пандемія коронавірусної інфекції COVID-19 дуже вплинула на світову економіку. Вимушене закриття кордонів, карантин, величезна кількість хворих і померлих по всьому світу, зміна соціальних стандартів і звичного укладу життя мільйонів людей призвели до масового падіння попиту на товари не першої необхідності. Автомобільна промисловість дуже сильно відчула падіння збуту. Обсяг продажів деяких моделей автомобілів за перші два місяці 2020 дорівнює нулю. Аналіз динаміки структури ринку легкових автомобілів показує, що після виходу з карантину, більшість споживачів буде віддавати перевагу економічним та екологічним автомобілям. Як довго триватиме така тенденція, на сьогоднішній день спрогнозувати важко. Вихід автомобільної промисловості на докризові показники може розтягнутися на кілька років. Прогноз прямо залежить від можливості боротьби з коронавірусною інфекцією COVID-19, одержання вакцини, а так само від посткризової адаптації. Допомога держави в даний період буде дуже важлива, це можуть бути як податкові пільги для самих виробників, так і надання пільгових кредитів для споживачів при покупці нових автомобілів, різного роду дотації і субсидування галузі. Розглядається, як сучасна криза вплине на переділ світового ринку автомобілів і тенденції його розвитку. Безумовно виходить на перший план виробництво екологічних моделей. До таких моделей можна віднести електромобілі. Сегмент електромобілів буде збільшуватися в найближчі роки. Однак, будуть користуватися попитом і автомобілі з штучним інтелектом. Такі автомобілі займуть свої сегмент і будуть постійно оновлюватися, так як розробки в цій галузі дуже актуальні на сьогоднішній день і ними займаються провідні світові компанії. У статті виконаний SWOT-аналіз Volkswagen, який знаходиться у власності концерну VW Group. Виділено сильні і слабкі сторони, а так само можливості і загрози в умовах пандемії. Визначено ключові фактори зовнішнього і внутрішнього середовища підприємства, аналіз яких дає можливість зробити висновки при стратегічному плануванні.

Ключові слова: SWOT – аналіз, Дизельгейт, Фольксваген, маркетингові дослідження.

ФОРМИРОВАНИЕ НОВЫХ ВОЗМОЖНОСТЕЙ ПРЕДПРИЯТИЙ В СОВРЕМЕННЫХ УСЛОВИЯХ

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В статье рассмотрены основные закономерности развития мирового рынка легковых автомобилей, особенности его роста в современных экономических условиях, исследуются мировое производство автотранспортных средств крупнейшими компаниями производителями на примере концерна VW. Пандемия коронавирусной инфекции COVID-19 оказала большое влияние на мировую экономику. Вынужденное закрытие границ, карантин, огромное количество заболевших и умерших по всему миру, изменение социальных стандартов и привычного уклада жизни миллионов людей привели к массовому падению спроса на товары не первой необходимости. Автомобильная промышленность очень сильно почувствовала падение сбыта. Объем продаж некоторых моделей автомобилей за первые два месяца 2020 равно нулю. Анализ динамики структуры рынка легковых автомобилей показывает, что после выхода с карантина, большинство потребителей будет отдавать предпочтение экономичным и экологичным автомобилям. Как долго продлится такая тенденция, на сегодняшний день спрогнозировать трудно. Выход автомобильной промышленности на докризисные показатели может растянуться на несколько лет. Прогноз напрямую зависит от возможности борьбы с коронавирусной инфекцией COVID-19, получением вакцины, а так же от после кризисной адаптации. Помощь государства в данный период будет очень важна, это могут быть как налоговые льготы для самих производителей, так и предоставление льготных кредитов для потребителей при покупке новых автомобилей, различного рода дотации и субсидирование отрасли. Рассматривается, как современный кризис повлияет на передел мирового рынка автомобилей и тенденции его развития. Безусловно, выходит на первый план производство экологичных моделей. К таким моделям можно отнести электромобили. Сегмент электромобилей будет увеличиваться в ближайшие годы. Однако будут пользоваться спросом и автомобили с искусственным интеллектом. Такие автомобили займут свой сегмент и будут постоянно обновляться, так как разработки в этой области очень актуальны на сегодняшний день и ими занимаются ведущие мировые компании. В статье проведен SWOT-анализ Volkswagen, который находится в собственности концерна VW Group. Выделены сильные и слабые стороны, а так же возможности и угрозы в условиях пандемии. Определены ключевые факторы внешней и внутренней среды предприятия, анализ которых дает возможность делать выводы при стратегическом планировании.

Ключевые слова: маркетинг, SWOT – анализ, Дизельгейт, Фольксваген, маркетинговые исследования.

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