

Таким образом, в данной ситуации появляется особая потребность в законодательстве, формирующем благоприятный деловой климат. Малый бизнес сегодня получает возможность быстрее развиваться, переходить на новый технологический уровень. Он становится все более значимым звеном нашей интенсивно развивающейся экономики.

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REGION SELECTION MODEL FOR RETAIL STORE CHAIN EXPANSION

МОДЕЛЬ ВЫБОРА РЕГИОНА ДЛЯ РАСШИРЕНИЯ СЕТИ РОЗНИЧНОЙ ТОРГОВЛИ

Разработана модель оценки территории регионов в целях определения наиболее выгодного региона для расширения сети розничной торговли. Модель состоит из нескольких блоков, в которых анализируется рынок, используя показатели его концентрации и прогнозы на основе регрессионного анализа. Развитие экономики оценивается по существующему обороту розничной торговли и его прогнозам, а также по степени насыщенности рынка, проанализированную статистическими, экспертными методами и методом аналогии. Основываясь на экспертизе конкурентоспособности участников рынка, рассчитан потенциал рынка. После оценки расходов вхождения в рынок нового объекта составлен рейтинг регионов по четырем показателям, который характеризует привлекательность региона для открытия новых магазинов.

Keywords: Retail, site selection, regional analysis, market concentration, buying power

Retail market in Latvia and other Eastern European countries has developed in a fast pace during last two decades. The growth has become much slower in recent years as a result of decline in demand growth and market saturation. Until now, the most important issue in expanding retail chains — store location — was based on managerial decisions. There is a number of store location methods developed, but most of them concentrate on a particular level of store location — be it country selection, pedestrian flow analysis or scorecard systems.

In this paper author will discuss the possibility to build models for retail store selection process integrating many known methods and adding new approaches and modifications. The store location process can be divided into four geographical steps — Region selection, Market area selection, Trade area selection and Location selection. In this paper the model analysing the top level — country or region selection, will be described. The model was developed by the author based on different aspects, first being the available data on regional level. Usually, the available data includes

macroeconomic indices, demographic indices, market turnover and income levels of inhabitants of the region. Based on the information practically and theoretically available, author developed models, indicators and ratios, which could be derived from the above mentioned and used in the analysis of a region. Secondly, author used the indicators, which could indicate a potential for retail development in the region.

The model includes two basic blocs — Concentration analysis and economical condition analysis. Concentration analysis is used to determine, which regions have the lowest level of retail concentration and thus are the most attractive for retail chain expansion. Concentration indices are calculated using HHI index, CR-n index and market entropy. Additionally, these indices are analysed in dynamics by using time series. As an entry to a new market cannot be done instantly, it is important to forecast concentration levels for following years. To accomplish it author offers use of multiple regression model to forecast HHI index based on different factors that influence concentration (governmental regulation of market concentration, population, buying power, local capital etc.).

Economic condition of the region is analysed by the retail market turnover and saturation level of the retailing. Market turnover is forecasted either by regression analysis with factors as income, employment, market potential or with expert surveys, last used in a case of instable economy (recession). Saturation is analysed statistically using Tornquist models of saturation, using expert surveys or by the means of Analogy method, where the level of retail market saturation is compared to the level in developed countries. It is based on an assumption, that developed countries have reached the highest level of saturation — the consumer demand is almost fully met.

Another block in this model is the expert survey for assessment of competition. When a new company enters a certain market, it is important to evaluate, what market share it will be able to gain. To make such a forecast, it is necessary to assess the competition strength of each competitor. The process of it is based on STORELOC model with modifications by the author. In expert survey the experts, who usually are managers, who have experience in retailing and have knowledge of the competitors, assess different parameters, which characterise the competitiveness level of the competitors. Additionally the market expansion ratio is set by experts. These values then are used to calculate the potential market share of each current market company and the newcomer.

Third block is the cost estimation, based on construction, logistics, operational, tax and other costs. After estimation of these costs and using the forecasting turnover from previous analysis, it is possible to calculate the expected revenues and profitability.

Results of previous blocks are summed up in four ratings — by concentration level, by market saturation, by retail turnover and by market potential based on profit expectations. The average or weighted average of this ratings is used a final rating of regions, those with lowest rating being the most attractive for entering.