

UDC 338.33

JEL Classification: M 21

*Tkachenko A.M., Maslov D.G.***THE FORMATION OF COMPETITIVE ADVANTAGES, AN URGENT TASK OF THE
MODERN UKRAINIAN ENTERPRISE****“Zaporizhzhia Polytechnic” National University, Zaporizhzhia, Ukraine**

The problem of maintaining a sufficient level of competitiveness and the search for new ways to increase the competitiveness of the enterprise and gain an advantage over competitors are the priority tasks requiring the most attention from the leadership and management of the enterprise in the modern world, living by the principles of democracy and capitalism. As a result, this essay is devoted to the study of this topic, which is based on modern business realities and is becoming increasingly relevant for modern businesses. To begin, the article will examine the notion of competitiveness and how it is managed, while also proposing certain changes to the definition that are necessary to demonstrate the concept of «competitiveness» in the present world’s realities. Which has seen multiple world crises since the beginning of the twenty-first century, and has once again seen a conflict in the European space, which was believed unlikely only a few years ago. All of this demonstrates that when considering a multifaceted concept like competitiveness, it is necessary to consider not only the transition of national to international economic relations, but also the ability to be prepared for anything, particularly unexpected turns, ranging from the enterprise’s internal environment to a deep global crisis, whatever it may be. As a result, a closer examination of the current market reveals that every successful firm participating in it employs a variety of techniques to maintain and manage its competitiveness and competitive edge. Therefore, based on this, the article considers these important components of the overall competitiveness of the enterprise. At the same time, this article will consider the competitiveness and ways for an enterprise to manage its competitiveness in order to achieve the best performance in today’s realities. All other topics in this essay will be discussed in terms of modern competitiveness management issues. Which, in particular, has the capacity to address the following directions: difficulties of management of competitive advantages of the enterprise, as well as an increase in the enterprise’s overall degree of competitiveness (its industrial, managerial and labor potential). To all of the above, we can add the acquisition of new competitive advantages or the enhancement of existing ones among the goods in the enterprise’s assortment row.

Keywords: economy, competitiveness, management, competitive advantage, modern competitiveness, impact on competitiveness, national competitiveness, international competitiveness.

DOI: 10.32434/2415-3974-2022-15-1-90-105

Statement of the problem

Considering all the events, challenges, and changes that have occurred in the world in recent years (which include in particular, starting from the

end of 2019, which brought the world the terrible pandemic of the coronavirus disease COVID-19, and ending with the transition of the Russian federation from a hybrid way of fighting in eastern Ukraine to

© Tkachenko A.M., Maslov D.G., 2022



This article is licensed under Creative Commons Attribution 4.0 International License (CC-BY)

Tkachenko A.M., Maslov D.G.

a full-scale invasion, which in turn, both for Ukraine and other civilized countries of the world) the need to revise approaches to enterprise management, and at the same time will entail a restructuring and redistribution of economic interests (markets, transition to renewable energy sources) and geopolitical zones of influence.

Therefore, based on this we can say that the concept of competitiveness in today's realities is a very topical issue, since the crisis and the unstable economic situation is a medal with two sides. For someone it is a loss, and for someone it is an ideal opportunity for development. Thus, it is possible to conclude that the subject of competitiveness and management of competitive advantages of the enterprise in the modern world should be considered not only from the side of ability to effectively manage the enterprise and its competitive advantages under steady economic development, but also as ability «not to lose the gained ground» during the crises.

In particular, taking into account all the aforesaid, the notion of competitiveness should be edited with account of modern conditions and modern problems, which an individual enterprise faces. Therefore, based on all the aforementioned, the problem of maintaining the level of competitiveness has not only not lost its relevance, but also requires further elaboration, taking into account the modern conditions and challenges in the functioning of the enterprise.

Analysis of recent research and publications

A sufficiently significant number of scientists and scientists, both local and foreign, were engaged in research on problems of increasing the general level of competitiveness of the firm. The following Ukrainian scientists, in particular, have made major contributions to the study of the notion of «competitiveness,» as well as the development of its theoretical and methodological elements. Among them are the following: A.M. Tkachenko, A.K. Kinakh, B.E. Kvasniuk, E.V. Belinskaya, A.S. Galchinsky, O.A. Shvydanenko, Y.A. Zhalo, E.B. Bazilyuk, V.M. Geets, I.V. Kryuchkova, B.V. Gubsky, O.G. Belorus, A.S. Shnipko, I. Bidzyura, Y.M. Pakhomov, V.P. Seminozhenko, V.E. Novitsky. Together with Ukrainian scientists, a very large contribution to the study of the concept of «competitiveness», made the following foreign scientists, among them: M. Hanouz, T. Jader, Kenichi Omae, M.E. Porter, R.A. Fatkhutdinova, G.L. Azoeva, P.S. Zavyalova, S.M. Klimenko, A.P. Gradova, I.P. Arnaut, S.P. Yaroshenko.

However, it is also recommended to include scientists who have been involved in the study of the

concept of «competitiveness» as well as scientists and scholars who have made an equally important contribution to the study of this issue by researching ways in which an individual enterprise's overall level of competitiveness can be affected. Among which, in particular, there is an opportunity to meet, both domestic and foreign, such as: O.Yu. Belenkiy, N.V. Valinkevich, V.V. Matveev, I.M. Trunina, L.F. Chumak, L.V. Mikhalechuk, R.L. Lupak, B.M. Andrushkov and others. The above-mentioned authors, in particular, focused their research on the concept of «competitive advantages of the enterprise,» but they also looked at the study, definition, and diagnostics of the enterprise's competitive environment, as well as the tools and methods for achieving sustainable competitive advantages by the enterprise in the strategic plan. As a result, analyzing and considering the works of the aforementioned writers in greater depth aids in investigating the goal specified in this scientific work in greater depth, as well as identifying not-yet-explored «corners» of this issue.

However, within the framework of the topic posed, it would be wrong not to pay attention to the scientists who were engaged in the research and division of the concept of competitiveness into international and national. Among them in particular: A. Galchinsky, A. Strickland, V. Bazilevich, L. Balabanov, F. Kotler, I. Bagiev, A. Filippenko, N. Zadorozhnaya, O. Zozulev, R. Waterman, T. Zagornaya, etc. It should also be added to all the above, that research and division of the concept of competitiveness thus, in modern conditions is important enough. As the sufficient level of competitiveness in the national market is not always sufficient to compete in the world market, and competitive advantages in the world market will not always be the same in a certain national market.

Targets and entire articles

The article's major purpose and goal is to investigate the concepts of «competitiveness» and «management of competitive advantages in modern organization.» To bring these concepts under the modern realities that the enterprise must face in the modern world, to form a different view of these concepts, and at the same time, to generate an updated definition, taking into account modern trends, with a consistent consideration of this concept's place in the modern enterprise's hierarchy. The article also aims to identify methods and instruments by which a company can gain adequate opportunities to influence, manage, and maintain a suitable degree of competitiveness for normal functioning and development on both national and

international markets.

Introduction

Competition is becoming increasingly crucial in today's society, as is the hunt for strategies for a modern business to «earn» its position in the sun. In fact, no modern market can function without the presence of a competitive environment. Only the hardness and tactics, or «rules of the game,» of conducting this competitive conflict differ depending on the business, market, or territorial location, but it is always there as a phenomena. However, looking back, there is an opportunity to say that although before competition and competitiveness were not defined and researched as a separate issue to be paid sufficient attention to, it has been present throughout the entire history of mankind. At the same time, it should be said that such notions as «competition» and «competitiveness» have gone a long way and changed greatly throughout the history of our civilization. For example, in the Stone World, competitiveness was expressed in the strength of a tribe and its numbers, which allowed it to compete for the best hunting grounds and to seize the most suitable territory for the comfortable existence of the tribe. Over time, competitiveness evolved and became more recognizable to modern man. Going from displacing a competitor from the territory of interest to the tribe, through numbers and physical strength, to displacing a competitor from the market of interest to the enterprise, through more coordinated action. Thus, the enterprise acquired new competitive advantages, with the help of which there will be an opportunity to attract a new buyer or to entice one from its competitor. That is, the battleground has shifted from «who is the strongest and most right» to «who is the most brilliant, organized, knowledgeable, and capable of managing and using time efficiently.»

However, while the world community, still has time for reflection and slow restructuring, the situation is quite different for Ukraine. For our country and for businesses operating within the national economy, given recent events, competitiveness and competitive advantage management are not only of paramount importance, but must also be reconsidered, redesigned and shaped in a new way. All of this should be done because, once the war is over, Ukrainian entrepreneurs will have to quickly rebuild our country's damaged economy while also managing their competitiveness. All of this will help them maintain their positions, both in the domestic economy and on international markets, which can be difficult or impossible to do after a certain period of time has passed.

Furthermore, under the current circumstances, the Ukrainian entrepreneur will need to put on a business shark suit, that is, make the most efficient use of available resources, information, and time while doing so in the shortest time possible. Adopt the European way of doing business and, if possible, create their own, which will be a symbiosis of national and European, combining the best features of both, or will be fundamentally new, but only after the Ukraine crisis has been resolved.

Along with everything else, the right distribution of time and the ability to behave correctly in new markets and «play by the new rules» will become primary concepts for the modern Ukrainian entrepreneur. Simultaneously, the modern Ukrainian entrepreneur will face the challenge of reviving his business as quickly as possible, of burning through his market share and maintaining it, which will be an unpredictable «stress test» for some entrepreneurs, particularly those focused on Russian sales markets. However, with bad news comes good news, and one such good news was that this «stress test» will be conducted not only for our country, but also for some European businesses.

That is why it is very important for Ukrainian business today to continue its work in order not to lose its markets and not to weaken its competitive position. At the same time, another piece of good news for Ukrainian business and society is that the European Union and the United States have already approved multibillion-dollar aid tranches for Ukraine, and America has also promised aid similar to the Marshall Plan that was given to European countries. In addition, the Russian Federation, because of the attack on Ukraine, is losing its markets in the European space, which can also be used by Ukrainian entrepreneurs. Considering all the above, it is possible to assert that there are favorable conditions for Ukrainian business in the future, provided that the Ukrainian government will use the resources provided reasonably, and Ukrainian business will take advantage of all the opportunities provided and will not lose time.

In order to use the existing conditions correctly, we must first «know ourselves,» then «know the enemy,» and then, based on the information obtained, build a strategy for tactical behavior. A new theory, edited on the basis of the new realities, will help with this.

Presentation of the basic material

To begin, as previously stated, it is vital to go deeply into the «issue» itself and comprehend the «roots» of the term's origin. To put it another way, one must first deal with the concept of

competitiveness in order to correctly fit it to modern reality and understand how a modern Ukrainian organization may effectively manage its competitiveness. Therefore, relying on it, at first we would like to start with the fact that competition and competitiveness derived from it, which is its logical continuation, and at the same time a tool of counteraction to competitors in any plane, have been studied for quite a long time.

Therefore, in our opinion, a logical enough step in the study of this concept, at first, will be to deal with the origin of this issue. At the same time, during the study of the history of the development of this term there is an opportunity to find answers to some questions and to go more deeply into the study of this topic. Therefore, in our opinion, a logical enough step in the study of this concept, at first, will be to deal with the origin of this issue. At the same time, during the study of the history of development of this term there is an opportunity to find answers to some questions and to go more deeply into the study of this topic. Because, as the economy has developed, humanity has found itself in a variety of situations and committed certain mistakes, the study of which might yield interesting results. It is also possible to find answers to modern questions that were once formed, as well as to avoid mistakes that mankind has previously made. Simultaneously, based on the findings, it will be possible to avoid such errors in the future.

Although in economic theory, it is still not possible to find out who and when suggested the term competition, but one of the first who began to apply the term and study it was the French economist and philosopher Anne Robert Jacques Thurgot. The scientist first applied the term competition in his works when studying the system of economic relations of that time, at the same time drawing attention to its positive influence both on commodity producers, who trying to earn more and competing with each other tried to do everything to attract the buyer to them. Goods, and on buyers, acting as an incentive for the conscientious producer, and at the same time getting an incentive to choose products more carefully [4 p., 59]. Ann Robert Jacques Thurgot elaborated on this by stating that competition is the primary factor that helps to organically fix the price of an item in a given market.

The Scottish economist and philosopher Adam Smith, who later formed the well-known principle of «the invisible hand of the market,» continued the study of the aforementioned topic, in which he paid quite a lot of attention to the concept of «competition» and «competitiveness. In particular,

in his writings, Adam Smith noted that each commodity producer (entrepreneur), while striving to realize his own interests or goals, at the same time realizes the interests of society. This is due, first and foremost, to the fact that competition compels the entrepreneur to keep pricing under control while also making considerable efforts to improve product quality. Thus, if the prices of the products offered in the market by the producer are very high and the quality of the products is low, the producer is likely to lose his competitive position in the market, which will lead to a decrease in demand and, consequently, to a decrease in income. Along with this Adam Smith also said that the main regulators of the price of goods are the producer of goods and the buyer and it is they who form the natural price of goods in the market or as it is called the price of free competition [4, p. 59].

Thus, based on all of the above, the scientist formed the theoretical basis of the model of perfect market competition, which in its essence completely excludes, for lack of necessity, any control over the market and the processes occurring in this market. Although some of the scientist's conclusions have lost their validity with the passage of time and the development of economic theory, the scientist's thesis on the success of the market economic system based on free competition remains valid today.

The English economist and classic of political economy David Ricardo was the first to formulate the theoretical aspects of the concept of competition as well as the conditions for its emergence. «When we speak about goods whose price changes under the influence of certain laws of the market, we always mean those goods and products whose quantity can be increased. by means of labor of people provided that on these goods there are laws of competition which in turn is not limited by anything,» the scientist said, continuing to develop and improve a theme of market regulation with the help of competition on it, the price and quality of the goods. That is, the scientist meant that in order to assert that the price of goods is formed in the market under the influence of supply and demand, that is, subject to the law of free competition, the goods must be produced by several producers and purchased by several buyers. Provided that the resource base is publicly available and not limited by anything. Simultaneously, an increase in the stock of products merely necessitates an increase in the volume of production using human labor. Simultaneously, the scientist observed that when all enterprises have knowledge on prices and volumes of demand for commodities, the active behaviors of the firm become passive. That is, the

company develops its strategy by focusing on maintaining a particular level of product cost and quality while lowering the cost of selling things.

Until the end of the nineteenth century, economists and scientists regarded the terms «competitiveness,» «competition,» and «market» as idealistic ideas. That is, in the interaction between a buyer and a seller they possess all necessary economic information their freedom of action and movement are not limited by anything, and the market as a formation for interaction is a market of perfect competition. That is, the producer's position on the market is governed solely by the price and quality of items for sale, the level of which is set by the market, i.e. demand and supply, and any other acts taken by the producer or buyer have no bearing on this reality.

The theories of price regulation drew a lot of attention and began to acquire appeal among many academic economists as a result of these investigations and results. However, one of the first to criticize these models and models of free competition was Alfred Marshall. The scientist noted that non-price methods of competitive competition were just as important. In his writings, the scientist scientifically substantiated the term competition, the essence of which, according to the scientist, is the competition of one person against another, especially when the object of this competition is something that people wish to either sell or buy. Along with this, the scientist formed mechanisms that independently establish equilibrium in a perfect competition market by means of the laws of marginal productivity and marginal utility.

Turning to the XX century it is possible to say that one of those who made a significant contribution to the development of the concept of «competition» and «competitiveness» was the English economist Joan Violet Robinson. In her writings, the scholar noted that under imperfect competition, when there is only one commodity-producing company on a certain market, there is a situation when this monopolist company increases the price of its goods by reducing the available stock of goods. At the same time, the scientist in his works raises the topic of price discrimination. Thus, Joan Robinson notes that price discrimination occurs when one producer of goods - a monopolist, divides the market into certain segments and sets a different price for each product to maximize profits in that segment. Thus, the monopolist takes advantage of the greater need for a product in a particular segment of the market and thus discredits a particular buyer through price.

The peculiarities of competition theory development in the end of XX-beginning of XXI

century are the adaptation of the previously formed laws of competition and competitiveness to the practical level, which can be used during the economic activity. Michael Eugene Porter, an American economist best known for his research on economic competition, was one of the most prominent figures at the time. The scientist stated in his works that competition is nothing more than constant change [6, p. 81]. According to the scientist, a company's competitiveness is determined by two factors. That is, it is dependent, first and foremost, on the competitiveness of its competitors, who operate in a single economic environment, and who, in turn, are dependent on competition within this economic environment as well as basic conditions (i.e. resource base, labor market and so on).

That is, according to the scientist, either one of the conditions must be met in order to change the level of competition between companies, the basic conditions, which would entail a change in the competitive environment in a specific economic space, or, if opportunities exist, the level of competitive struggle in the market should begin to change. At the same time, the scientist looked into how «today's» country leaders came to their positions. As a result of this work, the scientist was able to develop the following «leadership success achievement» methodology [6, p. 15]. Thus, according to the scientist, in order for an enterprise to be able to compete effectively, it must first research and identify its competitive advantages over its competitors, and then develop a competitive strategy based on previously identified competitive advantages. The main goal of the developed strategy should be to achieve and ensure the competitive position of the enterprise in the long term. However, according to the scientist, one of the most effective methods is still the introduction and use of innovation.

Another scholar who developed a new approach to the development and implementation of competitive strategy in the enterprise was John Moore. The scientist believed that any enterprise, striving to achieve the desired results should do everything to make its range of products and services more attractive than those of its closest competitors, which can be achieved only with the help of a well-designed product or service strategy, while producing an emphasis on the strengths of its products (services). At the same time, the scientist also touched on the idea of lifting the enterprise over its competitors through the implementation of innovation. Thus, the scientist said that in order to get the maximum result from the implementation of innovation, it is necessary to widely involve partners, which the

scientist divided into partners-suppliers and partners-buyers. At the same time, the scientist noted that the more ambitious and radical the innovation will be, the more partners should be involved. At the same time, the scientist noted that more attention and at the same time more efforts should be spent on partners-buyers, i.e. on sales [7, p. 224]. To all this the scientist added that as a result there should be a certain group of the organizations which will be united among themselves by ideas of realization of innovations.

At the same time, John Moore noted that in the modern world, no less important than the idea of enterprise competitiveness and market competition takes cooperation in order to achieve the desired result. Thus, in his works, the scientist drew a parallel between the business environment and the natural environment, emphasizing the fact that similar processes occur in the business environment, just as they do in the natural environment.

In particular, similar natural processes such as competition, struggle, and cooperation (symbiosis) between different species and animals to achieve the desired occur in business affairs, even if the end goals are somewhat similar, such as survival in the market (natural) environment, expansion (increase in population), and income generation (getting food). To all this the scientist added that all these processes positively influence the general development of society, and at the same time he noted that it is necessary to pay more attention not to maintain a competitive position in a certain environment, but to try to create one's own and take the leading role in it.

Based on the foregoing, we can conclude that the evolution and modification of the theory of competition as such is inherent in our society, as evidenced by its history of development. Because the very essence of market relations is constant movement and struggle, it is logical to assume that over time, mankind gained new knowledge by studying this movement, which led to the development of the theory of competition, and with it, the methods by which one could resist one's competitors.

Scientists and scholars enriched theoretical knowledge with assumptions and used them to build laws and models of market behavior by observing the market and the natural processes that occurred in the market. Some of them have vanished over time, while others have been transformed into new ones. However, some can still be used to some extent today. As a result, the theory and ideas of competition and competitiveness are embedded in our very nature,

as John Moore accurately compared, and they are an integral part of our lives, which will continue to evolve and change as human society grows and expands.

Having explored the history of the origin and evolution of the term «competition» and «competitiveness,» the next logical step is to define these concepts, but this is not as easy as it seems at first glance. Therefore, before forming our own vision, let us first consider the vision of this term by other authors. So, in opinion of the foreign economist Azoev G. L., at consideration of term of competitiveness of the enterprise the basic attention it is necessary to give to a financial component. So the scientist, investigating the above-mentioned concept, said, that competitiveness of the enterprise is its ability to use its own means effectively, and also ability to use the involved means effectively [2]. Such a definition, in our opinion, looks rather narrowly focused and does not fully disclose such a concept as competitiveness. That is, in our opinion, such a definition corresponds more to an enterprise whose main activity is finance (banks, credit unions, non-banking financial organizations, investment companies, etc.).

Instead, well-known domestic economists T. Zagorna and I. Dolzhansky consider the competitiveness of the enterprise more broadly. Scientists define the competitiveness of an enterprise as the ability of a certain enterprise to produce products or provide services quickly enough and in the required quantity, and then be able to sell it profitably, while scientists also said that the enterprise be able to maintain its technological level of production at a sufficient level. In our opinion, this definition is broader and more accurately describes competitiveness [2].

Consider another definition of the concept of an enterprise's competitiveness for a better understanding and vision of the picture. According to this definition, «competitiveness of an enterprise» refers to a company's ability to produce goods that are more appealing to a potential buyer in terms of quality and price than competitors' analogues. At the same time, the consumer assesses the attractiveness of the enterprise based on a variety of factors, including the credibility of the enterprise's brand, the number of years the enterprise has been on the market, the guarantees the enterprise can provide, the enterprise's reputation among other consumers, and so on [12, p. 289].

So, after investigating all of the above-mentioned definitions of the concept «enterprise competitiveness,» it is possible to conclude that each

definition has the right to exist and each approaches the concept of competitiveness from a different perspective. As a result, we will attempt to form the main signs of competitiveness of a modern enterprise in a thesis by summarizing all of the above-mentioned scientific definitions. As a result, in order for businesses to achieve a sufficient level of competitiveness, they must:

- be able to build its sales policy in such a way as to function effectively on both the domestic and foreign markets;

- to be able to build and organize its production so as to achieve a state in which the consumer qualities of the enterprise's products (or services provided by the enterprise) have certain competitive advantages over similar products of its competitors. Thus for achievement of absolute competitive advantage over competitors the price of production should not exceed, and ideally be lower, than the price for competitor's production;

- have the ability to apply and implement new technologies and innovations, to use various management methods depending on the situation, and to effectively build their marketing policy without losing profitability.

- to be able to effectively build their personnel policy, that is, to be able to choose the right personnel, to build a policy of «carrot and stick», to conduct timely and regular professional development of promising staff and be able to properly appoint talented people to positions that will help their talents unfold;

- in light of recent events, an organization must be able to recognize crisis threats quickly and have risk management in place to effectively counteract unpredictable crises. Simultaneously, it must be able to restructure its production, sales, marketing, and human resources policies quickly. Simultaneously, it must pay close attention to its competitor policy in order to minimize the crisis's destructive effects on itself while increasing those on competitors, or, if possible, to identify ways in which the crisis can be used to its advantage.

To all this we would like to add that at the present stage scientists and scholars divide the competition between business entities into several levels. In most cases, scientists tend to divide such struggle into three main levels, among which:

- micro level: Scientists refer to this level as the struggle at the level of specific types of services or products provided by a specific enterprise in a specific market segment.

- the second level is the mesolevel. This level already encompasses a higher-level struggle, namely,

the struggle at the level of conglomerate level organizations, and scientists also refer to this level as the association of certain enterprises within the national economy in order to effectively compete in global or domestic markets.

- the macro level, which includes competition between entire production and economic complexes, is the largest in this group.

After you've grasped the concepts of competition and competitiveness, you should also be familiar with the concept of «competitive advantage,» which is a key component of the competitiveness concept.

There are many different perspectives on the definition of the term «competitive advantage» in the economic literature, which are more differentiated by the subjects from which they are considered, so we chose a few for further consideration. As a result, competitive advantage is defined as follows in economic literature:

- B.M. Andrushkov believed that competitive advantage is at once the result of competitive struggle in the market and the basis for further development, both for an individual business entity and for the whole society as a whole [3, p. 198].

- according to Krasilya D., a competitive advantage is primarily a single factor (factor) or a set of factors (factors) that allows a company to build its activities more successfully in comparison to competitors. At the same time, the author pointed out that for this factor to be considered a competitive advantage, it must be difficult to duplicate by the company's competitors [5, p. 219].

- according to N.V. Valinkevich's works, competitive advantage is defined as an enterprise's ability to produce or provide more competitive products or services than its competitors while also having certain advantages over them, both within and outside the national economy [8, p. 85].

- Matveev V.V. noted that the competitive advantage is the ability to provide a high level of production, as well as the opportunity with which there may be a certain opportunity to realize its potential, which owns the enterprise [9, p. 179].

After considering some authors' perspectives on the term «competitive advantage,» it is possible to argue that this term should be defined in relation to a specific subject and level for greater precision. Because the definition will change as the subject or subjects and levels change, and it will fit the definition of one subject but not the definition of another. For example, for a region, the competitive advantage will be the ability to provide a high standard of living and stability in the region. For an enterprise, it is

the ability to create products with more attractive consumer qualities and to function more efficiently, and for an individual product, it is the ability to satisfy a consumer need more than a peer product. All definitions are correct in their own way when viewed in relation to a particular entity.

As a result, based on the foregoing and the subject of the article, we will attempt to present our own interpretation of the term «competitive advantage of the enterprise.» So, in our opinion, a modern enterprise's competitive advantage is first and foremost everything that distinguishes it from its competitors, as well as everything that enables it to realize its full potential. In addition to everything else, we believe that the enterprise's competitive advantages should be divided into external and internal categories, because the complexity of acquiring them varies. The internal competitive advantages should include the ability to effectively build their activities, production, sales, as well as policies to work with human resources management, to the external should include strategy and tactics of behavior of the enterprise in the market, its «name» - the brand, that is, the reputation in the eyes of both consumers and business partners.

Let us also note that a number of factors influences both an enterprise's overall competitiveness and the acquisition of specific competitive advantages. Particularly, the factors over which the business has control and those over which it has no control. The main group of factors at the enterprise, of course, are those that the enterprise can influence directly or indirectly.

This group of factors includes, in particular, the effectiveness of production policies and strategies implemented at the enterprise, market behavior and competitor behavior strategies, as well as the timeliness and efficiency of decisions made by the enterprise's leadership and management, as well as the professional level and preparedness of this leadership and management. Economic policy at the regional and state levels, on the other hand, remains an equally important factor.

Thus, if state and regional policies help/disrupt an enterprise's development, this can lead to the acquisition/loss of new/loss of competitive advantages, as well as lead to an increase/decrease in the overall level of competitiveness of the enterprise.

To all this we should also add that management and formation of competitive advantages can be carried out simultaneously in several areas and spheres of activity of the enterprise. For example, production, financial, marketing, sales, human resources, etc.

In addition, it is necessary to add, that under sphere or direction we understand internal environment of the enterprise or spheres, over which the enterprise has control and activity in which influences competitiveness of the enterprise. For better understanding and clarity, let us present all the above in the form of a figure (Fig. 1 management of competitive advantages of a modern enterprise).

So, as you can see in the figure, we decided to divide the management of competitive advantages of a modern enterprise in the following areas, namely on the management of the material component of the enterprise, which includes the material and technical component (equipment, facilities, buildings, etc.), as well as financial.

The direction of personnel and information management is the next step. That is, we have attributed the enterprise's ability to effective personnel policy, as well as the ability to provide management personnel with all necessary information to make balanced decisions, to this direction. Together with this ability to effectively exchange information with one another, which is a very important indicator in today's world, and in some cases even vital, because an ineffective information exchange system and a lack of professionalism among personnel can result in the loss of a scarce and important resource like time. As a result, this direction is just as important as the company's material and financial management.

The third tension is the management of competitive capacity and competitive advantages, which we have classified as a separate group because it is through innovation that a company can significantly alter the situation in a market. At the same time, it should be noted that the company has a competitive advantage even if this approach is not used in conjunction with the previous two. However, maintaining market leadership will be extremely difficult without the company's own developments and innovations. It should also be noted that the company should only move forward with innovation after ensuring that the two previous areas are well managed.

The main goal of competitive advantage management is to ensure and maintain the company's long-term leadership and/or stable position in a particular market or segment, while also strengthening and leveraging the company's success to strengthen the position, and ensuring the company's competitive strategy is implemented.

The following are the most important duties that a corporate entity sets for itself in terms of managing competitive advantages:

a) identifying and establishing the enterprise's

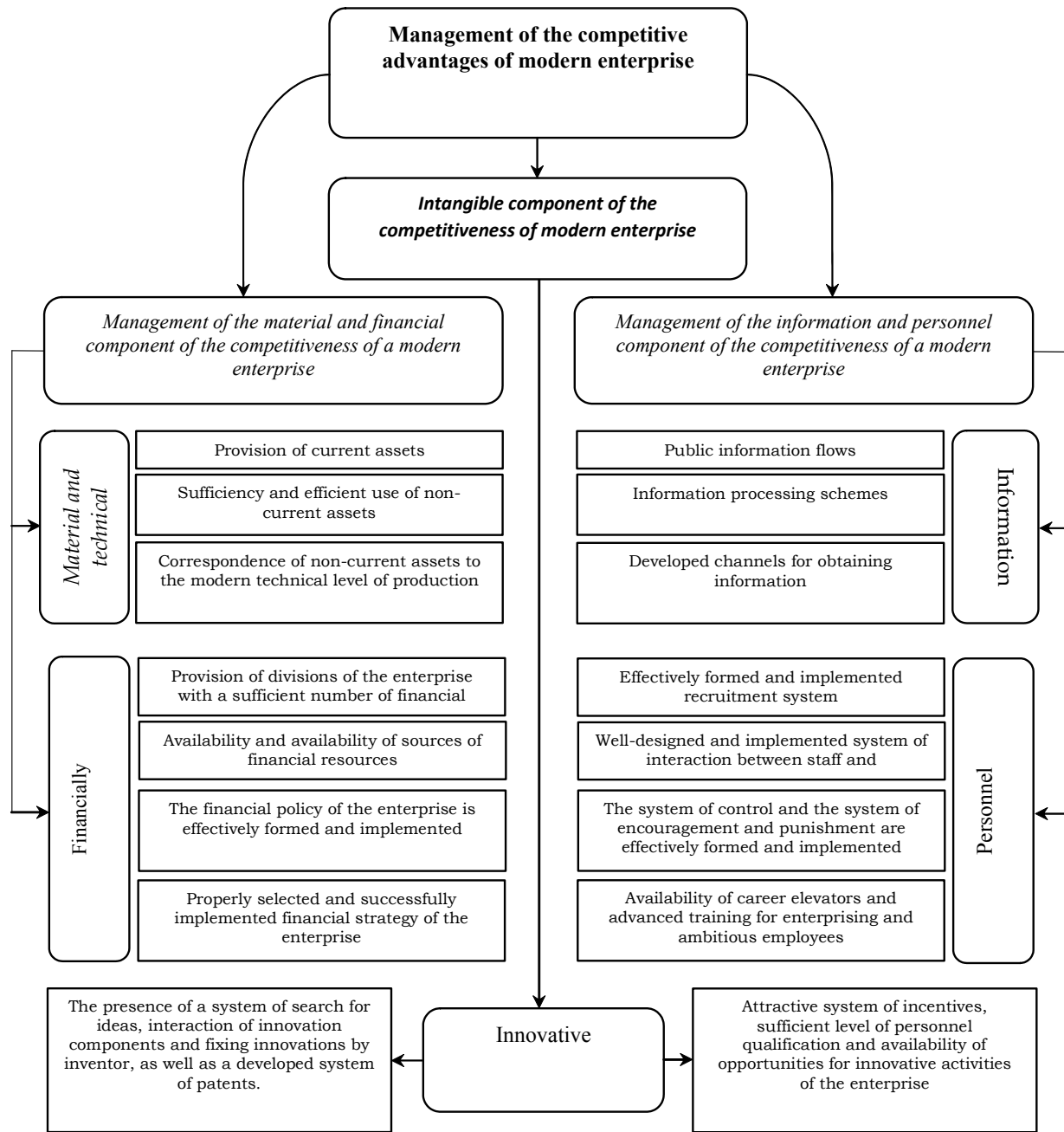


Fig. 1. Management of Modern Enterprise Competitive Advantages

Source: created by the author

level of competitiveness, as well as its undisclosed competitive potential, as well as levers via which the enterprise can achieve more favorable situations;

b) the development of plans and tactics that will allow the firm to exploit and unleash its untapped potential in order to secure a more profitable position in the market or extend its dominance in a certain market or market segment;

c) assuring the effective implementation of defined strategies, as well as assessing the effectiveness of existing competitive advantages in unlocking the enterprise's potential;

d) evaluation of the effectiveness and efficiency of the adopted policy to improve overall competitiveness, competitive advantage management, and enterprise potential utilization.

The entity must perform the following measures in order to solve the key objectives, achieve the established goals, and deal with the urgent difficulties of enhancing the overall level of competitiveness:

– determine what necessary competitive advantages an enterprise must acquire to form a sustainable level of competitiveness;

– determine the reserves and ways by which the competitiveness of the enterprise will be formed;

– to develop algorithms to improve their level of competitiveness, while at the same time researching and subsequently applying and implementing methods by which the goal can be achieved.

Along with everything else, it's worth noting that a resource base is just as significant in the development and administration of competitive advantage, because the enterprise's strategy and tactics are built on the resource base, and the company's activities are built on available resources.

So, now that you've grasped the language and established the key responsibilities and objectives of competitiveness and competitive advantage management in the modern organization, let's turn our attention to the issues that the Ukrainian firm may encounter. When we look at this topic more closely, we can find that domestic businesses have a very poor degree of competitiveness management. First and foremost, it had to do with the atmosphere in which domestic businesses grew and functioned. As it was mentioned above, if the competitive environment and competition in the market is underdeveloped, which our market situation was, as a consequence of the inefficient planned economy, long used in our economic space during the Soviet Union and close economic ties with Russia after its collapse. However, there are prospects for Ukraine because of the change in the economic space of enterprises to the European economic space. However, let's return to the problems of enterprise competitiveness management. The general mass of problems can be divided into two groups of problems, among which:

– low efficiency of management due to the negative influence of the Soviet legacy. Among which we can highlight the appointment of «their people» to management positions, who for the most part are appointed because of their loyalty to a certain person and do not have a sufficient level of qualifications. However, there is a lack of desire to improve their knowledge, due to lack of necessity, as well as due to «buying a position», that is, bribery, in order to obtain a certain position (to a greater extent used in public institutions and state-owned enterprises, but

this situation also occurs among commercial enterprises).

– management is at a low level due to a lack of information and training among managers and professionals. As a result, there is a lack of organization and a poorly thought-out management process, as well as substantial obstacles that domestic businesses face when trying to join overseas markets. We can also add the lack of cooperation between educational institutions and businesses, which continues to result in future managers lacking practical experience, reducing their efficiency, and businesses' reluctance to allow young professionals to prove themselves, resulting in a shortage of qualified personnel.

However, this is merely an aggregation of a vast number of difficulties into a single group based on the core factors that generate these issues. Each of these categories can be broken down into subgroups, each of which has its own subgroups. Let's take a closer look at each of the above categories.

As previously stated, the first set of issues in the management of competitive advantages is essentially tied to the Soviet Union and what it left behind. Since it is commonly understood that in a typical economy, the outcome of activity and the impact of actions may be seen in dynamics and felt after a period of time, As a result, the Soviet Union's «legacy» is being felt today. The planned economy, which was created under the Soviet Union and has shown to be incredibly inefficient, is still bearing fruit 31 years after the collapse of the Soviet Union and the reorganization to a free market and capitalist way of doing things. So, despite the fact that Ukraine has been independent for many years, the Soviet management matrixes continue to exist in our country. At the same time, our state has created a very aggressive climate in some oligopolistic areas led by large enterprises, which, when combined with corruption, creates not only an unfavorable environment for the development of competition, but also scares away investors and potential entrepreneurs from the idea of investing money in the economy or starting their own business.

To begin with, all of this makes it extremely difficult to compete with already existing businesses in the market, which leads to the formation of a non-competitive environment and a decrease in enterprise motivation, as well as the need for proper management of the business and its competitive advantages. This, in turn, prevents the management from gaining such important experience and, at the same time, reduces the capacity of the enterprise to

function effectively in an international environment and in international markets. It should be highlighted, however, that there have been tendencies in recent years toward an improved business environment and expanded prospects for the establishment of a normal competitive environment. At the same time, after the increase in the scale of the Russian invasion and the transition of the Russian-Ukrainian war to a new phase, this will only accelerate processes that could take decades to form.

The second group of problems arising in the management of competitive advantage can be divided into the following areas:

- incorrect and insufficient awareness of modern processes, trends, and the situation on the global market, as well as an insufficient perspective of the global economic community’s direction of movement. At the same time, there is a reluctance to move from Soviet thinking matrices, which were founded on an inefficient planned economy and in situations of scarcity, and which are not just unproductive and ineffective in modern economic management in a product-saturated market. At the same time, it causes enormous harm to the firm by leading to the loss of positions, a decline in opportunities, and eventually insolvency;

- in domestic firms, there is both a formal or inadequate adoption and application of enterprise management systems and worldwide standards (such as OHSAS 18000 (industrial safety), ISO 9000 (quality), ISO 14000 (environment), and so on). This situation arose as a result of a lack of management, control, and specialists who might transmit knowledge in using and implementing innovations (the absence of specialists is primarily owing to the high cost of inviting a foreign specialist). Simultaneously, the specialists who were invited by the company and agreed to come to transfer experience are unable to work efficiently because their new colleagues, who are used to working according to Soviet schemes and are unwilling to switch to new standards due to greater complexity and qualification requirements, are obstructing their work. All of this, along with a misunderstanding of the essence of improvements, leads to their inappropriate application or the fact that they do not operate at all.

- low levels of corporate culture and team cohesion, resulting in inefficient work and an inability to manage the enterprise’s competitive advantages at a high level;

- use and engagement of information technology in the implementation of management activities that is inefficient and imperfect;

- the unwillingness of management to use foreign practices to increase remuneration for labor and efficient work, which is due to all of the same Soviet networks of thinking (if there is a problem or employee dissatisfaction with the level of labor remuneration, employees simply replaced them, which did not solve the problem, but simply masked or delayed it);

- lack of motivation or complete lack of motivation due to a lack of possibilities, low pay, and little opportunities;

- in the majority of domestic firms, there is a lack of well-thought-out strategy and tactics for dealing with the company on the market and with its main competitors, as well as ways to maintain a high level of competitiveness and gain new competitive advantages;

- to all of this, we must add that such a situation results in a downward spiral for both business and society. Let’s design the following diagram for clarity’s sake.

In particular, management’s inability to manage effectively, combined with low wages and an underdeveloped system for motivating employees to work efficiently, results in low productivity, a lack of desire to improve their skills and abilities, a high level of product shortages, and low product quality. All of this leads to a drop in the enterprise’s competitiveness and loss of its competitive position, which leads to salary reductions and staff reductions, and the chain becomes a bellwether for the company’s downfall.

After considering the foregoing, it is possible to conclude that the major goal that Ukrainian businesses should strive for on the road to success is the adaptation to new competitive market conditions, as well as the «rearrangement of thinking matrix to European standard.»

Simultaneously, we must consider carefully integrating European expertise and implementing it in home businesses. Only after completing all of the aforementioned steps will Ukrainian businesses be able to more effectively explore new international markets and improve their management skills, resulting in a better image in the international community and, as a result, the opportunity to attract new foreign investors. However, given the current circumstances, we may state that the following steps must be taken in order to reach this goal:

- thorough examination of the competitive environment and market in which the company will operate, followed by the identification of major competitors, and the identification of possible and existing competitive advantages based on this

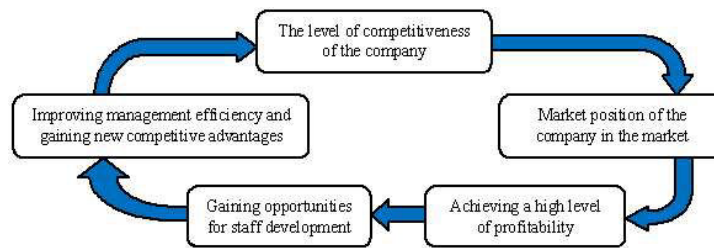


Fig. 2. A modern enterprise's competitiveness cycle

Source: constructed by the author

examination and comparison of the company to its main (established) competitors;

- the revision and subsequent optimization of the distribution of existing and accessible firm resources in such a way as to assure optimum productivity and impact from their utilization, while eliminating non-productive production costs, if possible;

- establishment of a strategic and tactical planning and management system for the enterprise's competitive advantages, capable of forming and supporting complex competitive advantages and a high level of overall competitiveness through time.

To all of the foregoing, we can add that the management of competitive advantages in the construction of the enterprise's overall equal competitiveness should also pay attention to and focus efforts on the following areas:

- provide the management system with sufficient flexibility of enterprise management, as well as to build an effective system of information exchange, which in turn will allow to synchronize the work of some levels of organization management, which in turn will allow to react on time to changes in the market or to the actions of competitors;

- search for the company's untapped potential, as well as possible areas for the construction of competitive advantages, while also doing market research and looking for prospects in the international market.

Of course, the consideration of solutions and methods to overcoming problems that have already been developed in the management of competitive advantages among domestic firms will be a logical continuation of all of the above. So, after considering all of the above, we can conclude that the most skilled use of available resources remains the foundation for the construction of permanent competitive advantages by Ukrainian firms, both on the external (international) and local markets. So, with this in mind, let's take a closer look at a resource-based approach to gaining competitive advantages.

The ability of the firm to make optimal use of available resources, as well as the mobilization of additional resources, is typically understood under the resource approach to the management of competitive advantage within the national economy. To a greater extent, we mean financial and material resources when we say such material resources. However, there is a resource that may be referred to as a «development resource,» and this resource affects the ability of the organization to develop in order to improve its total level of competitiveness and gain more competitive advantages to a greater extent. This resource can include both actual and intangible resources, such as employees (specialists, management, development department, etc). (patents, developments, intellectual property, know-how, etc.). We may say the following regarding these two groups in particular: The first group receives minimal attention from national firms, while the second group is largely overlooked. This implies that a clear picture of the need of gaining extra competitive advantages has not yet established in the minds of businesses, and it is therefore critical for Ukrainian businesses to follow the resource-based approach to the letter. However, while this approach will not solve all problems, it will provide opportunities and prospects for Ukrainian enterprises to develop and form low-level competitive advantages in the short-term (operational) period, which will not solve the root of the problem - low competitiveness in international markets - but will give national enterprises time to prepare for real competition.

However, a company must be more proactive than its competitors in order to gain the long-term competitive advantage of strong leadership and management. In other words, not only must they be able to respond effectively to market challenges during management, but they must also be able to effectively use all of these situations to their advantage and, where possible, impose their «rules of the game» on their competitors. To put it another way, you can take the role of the market's initiator. Simultaneously,

it is necessary to continuously research the market situation and record the effects of decisions made and competitor actions on the market situation, which will aid in the future in the development of the company's strategy and tactics. To all of this, it is also necessary to add that the company should devote sufficient attention to innovations, as innovations are one of the primary tools through which the company can gain more profitable market positions by properly estimating its potential. Innovation can also be a risky tool.

However, while the resource approach is one of the most promising for modern national enterprises, there are several others worth considering, because once national enterprises gain competitive advantages that allow them to compete with foreign companies in the international market, they will need to review their tactics and strategy for effectiveness and compliance with the law. As a result, consider the following alternatives:

- strategy, concentrating its efforts and attention on customers;
- strategy that concentrates on competition.

When it comes to the consumer-focused strategy, it's worth noting that it has marketing connotations. That is, it emphasizes on market research, understanding consumer demands, and figuring out how to get people to notice a product. This strategy is centered on the adoption of methods and tactics that are either geared at garnering the attention and interest of customers from a specific consumer category, which is often the largest percentage of the market. For example, the smartphone market is constantly expanding the quantity of built-in memory and the quality of shooting and photography, partly converting the phone into a camera, due to the surge in young people utilizing the smartphone for selfies, social networks, and video.

At the same time, if this strategy is chosen, the firm must have a high degree of technical production equipment in order to meet consumer wants and whims, as well as a well-developed department that will deal with inventions and innovations.

The competitor-focused strategy differs from the previous one in that it focuses on competitors rather than the market and customer desires. To put it another way, a company that takes this strategy to developing competitive advantages first and foremost follows its competitors, attempting to prevent them from getting new competitive advantages while maintaining their own. At the same time, the company is attempting to obtain a price advantage over its rivals.

As a result, the first strategy prioritizes quality and consumer expectations while focusing on marketing trends. In terms of the second strategy, we may say that it prioritizes cheapness, massiveness, and constant intense competition over quality and consumer preferences.

Thus, summarizing all of the foregoing, it is possible to conclude that in order for the methods of increasing overall competitiveness and mechanisms of receiving new competitive advantages to work, the enterprise must define the most precise goals and objectives, as well as a long-term and short-term vision of the situation. At the same time, the company must concentrate its efforts on a certain method that is most aligned with the company's strategy and tactics.

Conclusions

As a result, the article considered the concepts of «competitiveness» and «competitive advantage,» as well as the above concepts with a look at current conditions. In addition, the article looked into the main issues that a modern national enterprise may face in the process of managing its competitive advantages and competitiveness, as well as the approaches and steps that a modern enterprise must take in order to be successful in managing its competitive advantages.

In addition to everything else in the article, different approaches to managing competitive advantage were examined, and it was discovered that one of the most promising, at any given time, for national enterprises remains the resource approach, which is based on ensuring the most efficient and rational use of all types of available resources.

To all of the foregoing, we should add that once national enterprises have regained their pre-war position, they will need to focus on innovation and their own development. Because, in today's world, innovation is critical to successful functioning and market leadership, particularly in light of recent events and the ability to effectively deal with crises. As a result, the following conclusions are possible. To survive in modern society, you must be able to use available resources effectively and efficiently. At the same time, in order to become a market leader, you must be able to effectively build your innovative activity, as well as see market opportunities and anticipate consumer expectations ahead of your competitors. As a reward, whoever can do it before his competitor gets first place in a specific market.

So, in addition to everything else, we may add the following to the work done in this essay. To begin with, because of the low level of competition in domestic markets and the dominance of

oligopolistic big business in certain markets, as well as the construction of their activities, to a greater extent in the post-Soviet space, enterprises are less motivated to improve their competitiveness. As a result of all of these issues, national firms have proven to be unprepared for international markets, with a poor degree of competitiveness and an ineffective system of competitive advantage development.

REFERENCES

1. Tkachenko, A.M., & Kolesnik, E.A. (2019). Metody otsinky konkurentospromozhnosti pidpryyemstva [Ways to assess the competitiveness of the company]. *Naukovyy visnyk Poltav's'koho universytetu ekonomiky i torhivli – Scientific Bulletin of Poltava University of Economics and Trade*, 4 (95). Retrieved from http://eir.zp.edu.ua/bitstream/123456789/5923/1/Tkachenko_Competitiveness.pdf [in Ukrainian].
2. Krasnyak, O.P., & Mitsik V.O. (2019). Konkurentospromozhnist' i konkurentni perevahy pidpryyemstva v suchasnykh rynkovykh umovakh [Competitiveness and competitive advantages of the enterprise in modern market conditions]. *Efektivna ekonomika. – Effective economy*, 11. Retrieved from <http://www.economy.nayka.com.ua/?op=1&z=7383> [in Ukrainian].
3. Andrushkov, B.M. (2015). Modernizatsiya pidpryyemstva yak konkurentna perevaha orhanizatsiyno-ekonomichnoho rozvytku [Modernization of companies as a competitive advantage of organizational and economic development]. *Materialy Elektronnoho naukovoho vydannya «Hlobal'ni ta natsional'ni problemy ekonomiky» - Proceedings of the Electronic Scientific Journal «Global and National Problems of Economics»*, 3, 198-203 [in Ukrainian].
4. Kelichavyyi, A.V. (2015). Evolyutsiya konkurentsyyi: vid narodzhennya ponyattya do suchasnykh osoblyvostey [Evolution of competition: from the emergence of the concept to modern features]. *Sotsialno-ekonomichni problemy suchasnoho periodu Ukrainy – Socio-economic problems of the modern period of Ukraine*, 5 (115), 58-63. Retrieved from [http://ird.gov.ua/sep/sep20155\(115\)/sep20155\(115\)_058_KelichavyyAV.pdf](http://ird.gov.ua/sep/sep20155(115)/sep20155(115)_058_KelichavyyAV.pdf) [in Ukrainian].
5. Krasilya, D. (2015). Model' marketynhovoho doslidzhennya konkurentnoho seredovyscha [Model of marketing research of the competitive environment]. *Trajektoriya nauky – Trajectory of Science*, 4, 213-223 [in Ukrainian].
6. Porter, M.E. (2000). *Konkurentsiiia [Competition]*. Moscow: William [in Russian].
7. Boyett, D.G., & Boyett, D.T. (2004). *Putivnyk za tsarstvom mudrosti: Naykrashchi ideyi maystriv upravlinnya [Guide to the Realm of Wisdom: The Best Ideas of the Masters of Management]*. Moscow: Olimp-Business [in Ukrainian].
8. Valinkevich, N.V. (2014). Teoretychnyy pidkhdid do upravlinnya konkurentospromozhnisty pidpryyemstva

[Theoretical approach to the management of competitiveness of the company]. *Naukovyy zhurnal «Molodyy vchenyyu» – Scientific journal «Young Scientist»*, 12 (15), 84-89 [in Ukrainian].

9. Matveev, V.V. (2015). Sutnist' stratehichnoho upravlinnya konkurentnym potentsialom pidpryyemstva [Essence of Strategic Management of the Company's Competitive Potential]. *Naukovyy zhurnal «Molodyy vchenyyu» – Scientific Journal «Young Scientist»*, 2 (17), 179-185 [in Ukrainian].

10. Bulakh, I.V., & Nadtocha, T.B. (2010). Otsinka konkurentospromozhnosti pidpryyemstva sfery telekomunikatsiy [Estimation of competitiveness of the enterprise of the sphere of telecommunications]. Donetsk: Pechat-INFO [in Ukrainian].

11. Tkachenko, A.M., Kruglikova, V.V. & Maslov, D.G. (2021). The Impact of Regional Policy on the Competitiveness of Ukrainian Regions. *Ekonomichnyi Visnyk Derzhavnoho vyshchego navchalnoho zakladu "Ukrainskyi derzhavnyi Khimiko-Tekhnolohichniy universytet – Economic Herald of State Higher Educational Institution "Ukrainian state university of chemical technology"*, 1(13), 14-25 [in English].

12. Burachek, I.V., & Bilenchuk, O.O. (2016). Konkurentospromozhnist' produktsiyi pidpryyemstv: sutnist', metody otsinky ta zarubizhnyy dosvid upravlinnya [Competitiveness of enterprise products: essence, evaluation methods and foreign management experience]. *Ekonomichnyi Visnyk MNU im. V.O. Sukhomlinskoho*, 14. Retrieved from <http://global-national.in.ua/archive/14-2016/60.pdf> [in Ukrainian].

Received 05.03.2022.

ФОРМУВАННЯ КОНКУРЕНТНИХ ПЕРЕВАГ, НАГАЛЬНЕ ЗАВДАННЯ СУЧАСНОГО УКРАЇНСЬКОГО ПІДПРИЄМСТВА

Ткаченко А.М., Маслов Д.Г.

У сучасному світі, який живе за принципами демократії та капіталізму, до першочергових завдань, які потребують найбільшої уваги від керівництва та менеджменту підприємства є проблема підтримання достатнього рівня конкурентоспроможності та пошук нових шляхів, за допомогою яких можна буде підвищити конкурентоспроможність підприємства та здобути переваги над конкурентами. Тому дослідженню даної теми, яка базується на сучасних реаліях функціонування бізнесу, набуває все більшого значення, для сучасного підприємства, і присвячується дана стаття. Для початку в статті буде розглядатись саме поняття конкурентоспроможності та управління нею, а разом з тим будуть запропоновані деякі поправки, які доцільно внести у визначення для доведення поняття «конкурентоспроможність» під реалії сучасного світу. Який з початку двадцять першого століття пережив декілька світових криз, а також знов побачив війну на європейському просторі, яка ще декілька років назад вважалась малоімовірною. Все це своєю чергою показує, що при розгляданні такого багатогранного поняття, як поняття конкурентоспроможності треба розглядати не тільки під кутом переходу економічних відносин з національного до міжнародного, але і також, як здатність бути готовим до всього, зокрема до неочікуваних поворотів, починаючи з рівня внутрішнього середовища підприємства і закінчуючи глибокою світовою кризою, якою б вона не була. Тому, якщо більш детально розібрати сучасний ринок, то

можна чітко побачити, що кожне успішне підприємство, яке функціонує на ньому активно використовує різні стратегії підтримання та управління своєю конкурентоспроможністю та своїми конкурентними перевагами. Разом з цим кожне підприємство також використовує стратегії поведінки на ринку та стратегії протидії конкурентам. Базуючись на цьому, у статті розглянуті важливі складові загальної конкурентоспроможності підприємства. Разом з тим у даній статті буде розглядатися конкурентоспроможність та способи управління конкурентоспроможністю для досягнення найкращих результатів діяльності в сучасних реаліях. Серед сучасних проблем управління конкурентоспроможністю виділені наступні: проблеми управління конкурентними перевагами підприємства, а також підвищення загального рівня конкурентоспроможності підприємства (його виробничого, управлінського та трудового потенціалу). До всього іншого також можна додати, набуття нових конкурентних переваг або покращення вже існуючих серед товарів асортиментного ряду підприємства.

Ключові слова: економіка, конкурентоспроможність, управління, конкурентні переваги, сучасна конкурентоспроможність, вплив на конкурентоспроможність, національна конкурентоспроможність, міжнародна конкурентоспроможність.

ФОРМИРОВАНИЕ КОНКУРЕНТНЫХ ПРЕИМУЩЕСТВ, ПЕРВООЧЕРЕДНАЯ ЗАДАЧА СОВРЕМЕННОГО УКРАИНСКОГО ПРЕДПРИЯТИЯ

Ткаченко А.М., Маслов Д.Г.

В современном мире, живущем по принципам демократии и капитализма, к первоочередным задачам, требующим наибольшего внимания от руководства и менеджмента предприятия, относится проблема поддержания достаточного уровня конкурентоспособности и поиск новых путей, с помощью которых можно будет повысить конкурентоспособность предприятия и получить преимущества над конкурентами. Поэтому исследованию данной темы, которая базируется на современных реалиях функционирования бизнеса, приобретает все большее значение, для современного предприятия, и данной теме посвящается данная статья. Для начала в статье будет рассматриваться само понятие конкурентоспособности и управление ею, а вместе с тем будут предложены некоторые поправки, которые целесообразно внести в определение для уточнения понятия «конкурентоспособность» в соответствии с реалиями современного мира. Который с начала двадцать первого века пережил несколько мировых кризисов, а также снова увидел войну на европейском пространстве, еще несколько лет назад считавшуюся маловероятной. Все это, в свою очередь, показывает, что такое многогранное понятие, как конкурентоспособность, нужно рассматривать не только под углом перехода экономических отношений с национального к международному, но и также, как способность быть готовым ко всему, в частности, к неожиданным поворотам, начиная с уровня внутренней среды предприятия и заканчивая глубоким мировым кризисом, каким бы он ни был. Поэтому, если более детально разобрать современный рынок, то можно четко увидеть, что каждое успешное предприятие, функционирующее на нем, активно использует различные стратегии поддержки и управления своей конкурентоспособностью и своими конкурентными преимуществами. Вместе с этим каждое предприятие также использует стратегии поведения на рынке и стратегии противодействия конкурентам. Основываясь на этом, в статье рассмотрены важные составляющие общей конкурентоспособности предприятия. Вместе с тем в данной статье будет рассматриваться конкурентоспособность и способы управления конкурентоспособностью для достижения наи-

лучших результатов деятельности в современных реалиях. Среди основных проблем управления конкурентоспособностью выделены следующие: проблемы управления конкурентными преимуществами предприятия, а также повышение общего уровня конкурентоспособности предприятия (его производственного, управленческого и трудового потенциала). Ко всему прочему можно добавить, приобретение новых конкурентных преимуществ или улучшение уже существующих среди товаров асортиментного ряда предприятия.

Ключевые слова: экономика, конкурентоспособность, управление, конкурентные преимущества, современная конкурентоспособность, влияние на конкурентоспособность, национальная конкурентоспособность, международная конкурентоспособность.

THE FORMATION OF COMPETITIVE ADVANTAGES – AN URGENT TASK OF THE MODERN UKRAINIAN ENTERPRISE

*Tkachenko A.M., Maslov D.G.**

“Zaporizhzhia Polytechnic” National University, Zaporizhzhia, Ukraine

*e-mail: haattabish58@gmail.com

Tkachenko A.M. ORCID: <https://orcid.org/0000-0002-1843-2579>

The problem of maintaining a sufficient level of competitiveness and the search for new ways to increase the competitiveness of the enterprise and gain an advantage over competitors are the priority tasks requiring the most attention from the leadership and management of the enterprise in the modern world, living by the principles of democracy and capitalism. As a result, this essay is devoted to the study of this topic, which is based on modern business realities and is becoming increasingly relevant for modern businesses. To begin, the article will examine the notion of competitiveness and how it is managed, while also proposing certain changes to the definition that are necessary to demonstrate the concept of «competitiveness» in the present world's realities. Which has seen multiple world crises since the beginning of the twenty-first century, and has once again seen a conflict in the European space, which was believed unlikely only a few years ago. All of this demonstrates that when considering a multifaceted concept like competitiveness, it is necessary to consider not only the transition of national to international economic relations, but also the ability to be prepared for anything, particularly unexpected turns, ranging from the enterprise's internal environment to a deep global crisis, whatever it may be. As a result, a closer examination of the current market reveals that every successful firm participating in it employs a variety of techniques to maintain and manage its competitiveness and competitive edge. Therefore, based on this, the article considers these important components of the overall competitiveness of the enterprise. At the same time, this article will consider the competitiveness and ways for an enterprise to manage its competitiveness in order to achieve the best performance in today's realities. All other topics in this essay will be discussed in terms of modern competitiveness management issues. Which, in particular, has the capacity to address the following directions: difficulties of management of competitive advantages of the enterprise, as well as an increase in the enterprise's overall degree of competitiveness (its industrial, managerial and labor potential). To all of the above, we can add the acquisition of new competitive advantages or the enhancement of existing ones among the goods in the enterprise's assortment row.

Keywords: economy, competitiveness, management, competitive advantage, modern competitiveness, impact on competitiveness, national competitiveness, international competitiveness.

Tkachenko A.M., Maslov D.G.

REFERENCES

1. Tkachenko, A.M., & Kolesnik, E.A. (2019). Metody otsinky konkurentospromozhnosti pidpryyemstva [Ways to assess the competitiveness of the company]. *Naukovyy visnyk Poltav's'koho universytetu ekonomiky i torhivli – Scientific Bulletin of Poltava University of Economics and Trade*, 4 (95). Retrieved from http://eir.zp.edu.ua/bitstream/123456789/5923/1/Tkachenko_Competitiveness.pdf [in Ukrainian].
2. Krasnyak, O.P., & Mitsik V.O. (2019). Konkurentospromozhnist' i konkurentni perevahy pidpryyemstva v suchasnykh rynkovykh umovakh [Competitiveness and competitive advantages of the enterprise in modern market conditions]. *Efektivna ekonomika. – Effective economy*, 11. Retrieved from <http://www.economy.nayka.com.ua/?op=1&z=7383> [in Ukrainian].
3. Andrushkov, B.M. (2015). Modernizatsiya pidpryyemstv yak konkurentna perevaha orhanizatsiyno-ekonomichnoho rozvytku [Modernization of companies as a competitive advantage of organizational and economic development]. *Materialy Elektronnoho naukovoho vydannya «Hlobal'ni ta natsional'ni problemy ekonomiky» - Proceedings of the Electronic Scientific Journal «Global and National Problems of Economics»*, 3, 198-203 [in Ukrainian].
4. Kelichavyi, A.V. (2015). Evolyutsiya konkurenciy: vid narodzhennya ponyattya do suchasnykh osoblyvostey [Evolution of competition: from the emergence of the concept to modern features]. *Sotsialno-ekonomichni problemy suchasnoho periodu Ukrainy – Socio-economic problems of the modern period of Ukraine*, 5 (115), 58-63. Retrieved from [http://ird.gov.ua/sep/sep20155\(115\)/sep20155\(115\)_058_KelichavyiAV.pdf](http://ird.gov.ua/sep/sep20155(115)/sep20155(115)_058_KelichavyiAV.pdf) [in Ukrainian].
5. Krasilya, D. (2015). Model' marketynhovooho doslidzhennya konkurentnoho seredovyshcha [Model of marketing research of the competitive environment]. *Trayektoriya nauky – Trajectory of Science*, 4, 213-223 [in Ukrainian].
6. Porter, M.E.(2000). *Konkurenciia [Competition]*. Moscow: William [in Russian].
7. Boyett, D.G., & Boyett, D.T. (2004). *Putivnyk za tsarstvom mudrosti: Naykrashchi ideyi maystriv upravlinnya [Guide to the Realm of Wisdom: The Best Ideas of the Masters of Management]*. Moscow: Olimp-Business [in Ukrainian].
8. Valinkevich, N.V. (2014). Teoretychnyy pidkhid do upravlinnya konkurentospromozhnistyu pidpryyemstva [Theoretical approach to the management of competitiveness of the company]. *Naukovyy zhurnal «Molodyy vchenyy» – Scientific journal «Young Scientist»*, 12 (15), 84-89 [in Ukrainian].
9. Matveev, V.V. (2015). Sutnist' stratehichnoho upravlinnya konkurentnym potentsialom pidpryyemstva [Essence of Strategic Management of the Company's Competitive Potential]. *Naukovyy zhurnal «Molodyy vchenyy» – Scientific Journal «Young Scientist»*, 2 (17), 179-185 [in Ukrainian].
10. Bulakh, I.V., & Nadtoka, T.B. (2010). Otsinka konkurentospromozhnosti pidpryyemstva sfery telekomunikatsiy [Estimation of competitiveness of the enterprise of the sphere of telecommunications]. Donetsk: Pechat-INFO [in Ukrainian].
11. Tkachenko, A.M., Kruglikova, V.V. & Maslov, D.G. (2021). The Impact of Regional Policy on the Competitiveness of Ukrainian Regions. *Ekonomichniy Visnyk Derzhavnoho vyshchoho navchalnoho zakladu “Ukrainskyi derzhavnyi Khimiko-Tekhnologichnyi universytet – Economic Herald of State Higher Educational Institution “Ukrainian state university of chemical technology”*, 1(13), 14-25 [in English].
12. Burachek, I.V., & Bilenchuk, O.O. (2016). Konkurentospromozhnist' produktsiyi pidpryyemstv: sutnist', metody otsinky ta zarubizhnyy dosvid upravlinnya [Competitiveness of enterprise products: essence, evaluation methods and foreign management experience]. *Ekonomichniy Visnyk MNU im. V.O. Sukhomlinskoho*, 14. Retrieved from <http://global-national.in.ua/archive/14-2016/60.pdf> [in Ukrainian].