

INNOVATIVE MANAGEMENT AS A KEY FACTOR IN ENHANCING ENTERPRISE COMPETITIVENESS

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Competition acts as a fundamental economic principle within the market system, aimed at increasing profits for market participants through a more efficient offering of goods and services. This means that competition can be viewed as a primary motivator for the development of production means and investment in capital. Enterprises are focused on gaining market leadership and increasing their market share. The competitiveness that emerges as a result of competitive struggle is an important characteristic that determines an enterprise's ability to compete in the market [2]. This concept is relative and multifaceted, and its application in the study of economic processes requires detailed analysis and comparison with other market participants. Studying competitiveness involves determining evaluation criteria and choosing analysis methods for a specific object of study.

To date, there is no single definition of «competitiveness», leading to debates on approaches to understanding and evaluating this concept in both Ukrainian and international economic literature. Competition is a universally accepted phenomenon encountered in many aspects of our lives, including social, political, cultural, and artistic spheres, and is foundational for the development of a market economy through interaction and the pursuit of participants' goals.

Competitiveness includes the ability of an enterprise to achieve its goals efficiently and with economic benefit. This concept can apply both to individual types of products and services and, in a broader sense, to entire sectors of the economy or individual enterprises. Being competitive means not only realizing goods and services with benefit but also fully meeting consumer needs and expectations, ensuring their full acceptance of the offered products or services.

Research into enterprise competitiveness allows for the identification of competition aspects specific to certain industries, as well as the factors that contribute to strengthening an enterprise's market position. As a result, several categories of competitiveness can be distinguished, based on cause-and-effect relationships:

- actual competitiveness of the enterprise, resulting from its activities;

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- competitiveness evaluated by consumers, depending on their perception;
- competitiveness based on the resources and competencies of the enterprise;
- competitiveness stemming from the economic system, including the level of economic freedom;
- competitiveness related to production factors in a specific country or region.

Key sources of enterprise competitiveness include:

- production potential - an enterprise's success depends on its ability to minimize costs and/or provide higher quality goods or services. Savings can be achieved through external circumstances or effective internal resource management;
- logistic advantages – competitive advantages through optimization of storage and transportation costs, as well as improved customer service;
- marketing effectiveness – achieved through a deeper understanding of market needs and adapting products and distribution strategies to these needs;
- technological progress – arising from scientific research, innovations in technology, and development of new products;
- market positioning – includes branding, patenting, reputation, which helps attract and retain customer loyalty;
- uniqueness – features of the enterprise and its products;
- managerial expertise – the presence of experienced managers, their professionalism;
- knowledge and information resources – the importance of knowledge about production processes, the effectiveness of information systems;
- time management – speed of response to market changes, efficiency of process organization.

Structural components of the competitiveness potential include:

- human capital – employee qualifications and creativity, their attitude towards work;
- physical resources – equipment, transport, infrastructure;
- financial assets – availability of capital, liquidity, profitability;
- intangible assets – information, technologies, innovations, corporate culture;
- organizational resources – effectiveness of decision-making systems, logistics, enterprise scale, management structure [1-3].

Enterprise competitiveness can be analyzed through the lens of competition goals and objects, as well as through aspects and intensity of

competitive struggle. In this context, three key factors that contribute to enhancing competitive advantages against main rivals are highlighted. These factors include the resources of the enterprise, which form its competitive potential based on technology, management efficiency, innovations, staff qualifications, and knowledge [4]. Also important are the tools the enterprise uses to strengthen its market position and the mechanisms and sources that provide the enterprise with a competitive advantage.

When analyzing the competitive capabilities of enterprises, macroeconomic productivity indicators are considered, including economic and financial achievements and the basis for creating competitive strength, along with methods for developing their own microenvironment. These parameters reflect the marketing position of the enterprise. The development of the enterprise is seen as a long-term process involving changes in both quantitative and qualitative dimensions, aimed at a specific goal. According to neoclassical economic theory, the main goal of the enterprise is to maximize its profit. In the context of perfect competition, where there are many suppliers competing with each other without the ability to influence the price, increasing profit is a necessity for survival. Signs of enterprise development include increased profits, market share, market expansion, introduction of new products, growth of financial potential, automation of accounting systems, adaptation to changes, expansion of technical skills, and increased research and development volume [5]. The development of the enterprise, leading to an increase in its scale and production capabilities, means setting and achieving ambitious goals that contribute to rapid progress and significant improvement in external conditions, ultimately aimed at strengthening the enterprise's market positions and its sustainable development throughout its life cycle.

Therefore, to achieve and maintain a high level of competitiveness, enterprises need to focus on a comprehensive management approach that includes investing in innovations, developing human resources, efficiently using internal and external resources, and developing flexible strategies capable of adapting to rapidly changing market conditions. This approach will allow not only to withstand competition but also to take leading positions in the industry, ensuring sustainable development and profitability growth.

Thus, the development of competitiveness is a multifaceted process that requires a balanced combination of innovative activity, strategic planning, and effective resource management. The pursuit of improvement in all aspects of activity and continuous development is crucial for ensuring long-term success in the face of global competition.

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ДІЛОВА АКТИВНІСТЬ ЯК ІНСТРУМЕНТ УПРАВЛІННЯ ГРОШОВИМИ ПОТОКАМИ ПІДПРИЄМСТВА

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В складних умовах військової агресії рф між суб'єктами господарювання дедалі гостріше проявляються проблеми неефективного використання майна та капіталу підприємства, що призводить й до нестабільності руху грошових потоків. За умов обмеженості ресурсів підприємствам постійно доводиться обирати оптимальні співвідношення між обсягами фінансових ресурсів та обсягами власного виробництва. Передумовою такого вибору повинно бути проведення своєчасного аналізу ділової активності, що дозволить оцінити рівень ефективності основної діяльності підприємства, що виявляється в показниках швидкості обертання фінансових ресурсів підприємства. Крім того, як відомо, капітал знаходиться у постійному русі, переходячи з однієї стадії в іншу. Чим швидше кошти підприємства зроблять кругообіг, тим більше товарів воно отримує та реалізує при одному й тому ж розмірі власного