

і суб'єктом комунікаційного простору. Основним завданням комунікаційної політики є чіткий опис методів, засобів і правил комунікації, недопущення використання на практиці ненадійних, неповних і ситуативних каналів комунікації, які не відповідають цілям і завданням політики комунікаційних каналів [1].

Один зі шляхів покращення комунікації для підвищення ефективності управління підприємством полягає в безперервній підтримці відкритого та систематичного обміну інформацією, що веде до покращення робочих процесів, підвищення продуктивності та міцнішого внутрішнього та зовнішнього іміджу підприємства. Ефект також відчувається в прийнятті рішень, які стають швидшими. Такий підхід допомагає мотивувати персонал і, як наслідок, зробити його більш продуктивним і з більшою ймовірністю досягти реалізації бізнес-цілей.

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## **IMPROVING THE COMPETITIVE STRATEGY OF THE ENTERPRISE**

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In modern business conditions, business entities are forced to pay significant attention to management aspects aimed at ensuring, maintaining the proper level and increasing their own competitiveness in various markets. The competitiveness of an enterprise is a determining factor in its success and plays a key role in shaping financial results.

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The process of increasing competitiveness is implemented by developing and implementing an appropriate strategy. The essence of a competitive strategy can be interpreted in two ways: as the formation of a target orientation (result strategy) and as the determination of a priority behavior model (process strategy) [1]. Achieving a sustainable competitive position in domestic and foreign markets is possible provided that resource potential is effectively used, demand for products increases, profitability and solvency are ensured, market positions are strengthened, and business results are properly managed.

Thus, in the process of developing a competitive strategy, it is essential to consider the competitive forces that significantly influence decision-making when selecting an appropriate strategy. An effective competitive strategy is one that drives an increase in consumer demand for the company's products or services, surpassing similar indicators of competitors, and ensures higher sales volumes. As a result, the company secures a stable competitive position, which, in turn, contributes to profit growth. The financial resources obtained can be allocated to improving production processes, implementing innovations, enhancing management efficiency, motivating personnel, executing marketing initiatives, and strengthening market positions.

It is worth noting that there is no single generally accepted definition of the concept of «competitive strategy», however, several of the most accurate interpretations are presented in the scientific literature. In particular, I. Ansoff defines competitive strategy as «a strategy that focuses on actions and approaches related to management, aimed at ensuring successful activity in a certain strategic area of business» [3]. Thus, competitive strategy is considered as a management tool that allows the enterprise to achieve the desired results.

Other researchers believe that a competitive strategy is a means of gaining competitive advantages by better meeting consumer needs compared to competitors in a highly competitive market environment. The primary focus is on the fact that implementing an effective competitive strategy enables a company to strengthen its market position and achieve sustainable competitive advantages.

M. Porter offers the following definition of competitive strategy: «a strategy aimed at occupying a stable and advantageous position that allows the organization to resist the influence of the forces that determine the competitive struggle in the industry» [2]. Thus, the researcher emphasizes that the main task of competitive strategy is to strengthen the market position of the enterprise and its ability to effectively respond to competitive pressure.

The analysis of scientific approaches allows us to conclude that most researchers view competitive strategy as a long-term action plan developed by a company's management to enhance its competitiveness. Such a strategy is aimed at ensuring sustainable competitive positions in the long run, taking into account dynamic changes in both the internal and external environment.

The achievement and formation of competitive advantage are accomplished through the implementation of successful offensive strategic actions, while defensive measures are aimed at protecting and maintaining already occupied positions. Offensive strategies are characteristic of companies with strong market positions that seek to establish themselves as industry leaders.

According to the approach of A.A. Thompson and A.J. Strickland, there are six main types of offensive strategies [3]:

Countering or overcoming the strengths of a competitor – aimed at direct competition with the main competitors and overcoming their key advantages;

Simultaneous attack on several fronts – involves carrying out attacks in different strategic directions, which complicates the reaction of competitors;

Capturing unoccupied market spaces – using opportunities that have not yet been mastered by competitors, which allows you to create new niches in the market;

Guerrilla warfare – conducting small but frequent attacks on the market positions of competitors through flexible and unexpected actions;

Preemptive strikes – preventive actions aimed at weakening competitors before they can intensify their market efforts;

Using the weaknesses of a competitor – a strategy based on identifying and exploiting the vulnerabilities of competitors to gain their own advantages.

Defensive strategies are aimed at preserving the already acquired competitive advantage, reducing the risk of attacks from competitors, and maintaining the company's stable market position. The primary goal of such strategies is to minimize threats that may arise due to aggressive actions by competitors.

Effective use of defensive strategies allows the enterprise not only to maintain its position, but also to create additional barriers for competitors, which increases its stability in the long term.

Thus, based on the analysis of strategies for increasing the competitiveness of enterprises, it can be concluded that the competitive market is dynamic and diverse, and each enterprise must rationally choose a

competitive strategy in order to achieve the desired results. At the same time, the choice of strategy depends on a set of factors, in particular, the characteristics of the market environment, the features of the enterprise's functioning, the current market situation and the available information base, which ensures the validity of strategic decisions.

When determining strategies to enhance competitiveness, a company must consider the following aspects [4-5]:

Market environment – overall competition conditions, industry development level, and the influence of macroeconomic factors;

Alignment of competitive strategy with overall business development strategy – ensuring its consistency with the company's long-term goals;

Operational conditions – regulatory, economic, and technological factors affecting business activities;

Industry specifics – sector-specific characteristics that determine competition levels and growth opportunities;

Feasibility of strategy implementation – technical, human, and organizational factors affecting execution;

Product assortment – competitive advantages and alignment with market demand;

Capability to produce new product types – the company's level of innovation and ability to introduce new offerings;

Threats and risks – potential challenges that may impact strategy implementation;

Financial resources for software and technical support – assessment of investment capabilities;

Effectiveness of data processing on the company's and market's condition – the level of analytical support for managerial decisions;

Resource availability – the sufficiency of material and human resources;

Company development level – degree of competitiveness and organizational potential;

Financial position – liquidity, profitability, and the ability to attract financing;

Financial and operational performance indicators – trends in key economic metrics.

Achieving competitive advantages and ensuring a sufficient level of competitiveness of an enterprise is possible only under conditions of effective management. It is competitiveness management that determines the results of the enterprise's activities in the relevant sales markets. At the same time, the central element of this process is the development, implementation and adherence to a competitive strategy.

Therefore, to increase the competitiveness of an enterprise, it is advisable to implement a sound strategy that will contribute to its stable development, adaptation to changes in the market environment and strengthening market positions.

As a result of the analysis of strategies for increasing the competitiveness of enterprises, it was established that the choice of an effective strategy is a key factor in achieving stable market positions. A competitive strategy must take into account the specifics of the market environment, the capabilities of the enterprise, financial resources and risks that may affect its implementation. Both offensive and defensive strategies play an important role in ensuring competitive advantages, allowing the enterprise to either consolidate its positions or actively expand market share. The implementation of a strategic approach to competitiveness management contributes to increasing the efficiency of the enterprise, the development of innovations and adaptation to changes in the market environment. Therefore, the successful implementation of a competitive strategy is a necessary condition for the long-term growth of the enterprise and its stability in the market.

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