

УДК 338

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DEVELOPMENT OF A COMPETITIVE STRATEGY FOR AN INTERNATIONAL ENTERPRISE

The article considers the most important theoretical and practical problems related to the existing opportunities for development, where there are options for calculations during the election of a competitive strategy that should ensure high competitiveness of trading systems. The use of break-even analysis allows a more objective distribution between these categories, if we focus on the absolute size of break-even points and indicators of financial strength. The article states that along with intellectual and innovative financial strength, there is a costly one based on old trade technologies. Expenditure financial strength can be defined as the difference between the overall financial strength of the trading system and the above parameters. As a result, a structure of financial strength of the system is formed, in which the share of innovative and intellectual developments should mainly determine the total volume of trade. Otherwise, we will see an evolutionary shift to routine, costly trading technologies, the financial strength of which will reduce the competitive attractiveness of trading systems. Such actions are based on differences in the life cycles of goods sold, economic relations, the functioning of the enterprise itself. The life cycle of the product is shorter than the life cycles of economic relations, the existence of the enterprise. It is not the product itself that is the source of additional income received by the enterprise, but the specific relationship of the latter with the environment, which have independent value. Internal competition will be increasingly determined by the requirements of the global, which will be dominated by innovative and intellectual competitive advantages.

Keywords: competitiveness, competition, competitive advantage, enterprise competitiveness, industry competitiveness.

РОЗРОБКА КОНКУРЕНТНОЇ СТРАТЕГІЇ ДЛЯ МІЖНАРОДНОГО ПІДПРИЄМСТВА

У статті розглянуто найважливіші теоретичні та практичні проблеми, пов'язані з наявними можливостями розвитку, де є варіанти розрахунків під час обрання конкурентної стратегії, яка має забезпечити високу конкурентоспроможність торгових систем. Використання аналізу безбитковості дозволяє більш об'єктивно розподілити між цими категоріями, якщо орієнтуватися на абсолютний розмір точок безбитковості та показників фінансової стійкості. У статті зазначається, що поряд з інтелектуальною та інноваційною фінансовою силою існує і дорога, заснована на старих торгових технологіях. Витратну фінансову міцність можна визначити як різницю між загальною фінансовою міцністю торгової системи та вищезазначеними параметрами. В результаті формується структура фінансової міцності системи, в якій частка інноваційно-інтелектуальних розробок повинна переважно визначати загальний обсяг товарообігу. Інакше ми побачимо еволюційний зсув до рутинних, дорогих торгових технологій, фінансова міцність яких знизить конкурентну привабливість торгових систем. Такі дії ґрунтуються на відмінностях життєвих циклів реалізованих товарів, економічних відносин, функціонування самого підприємства. Життєвий цикл товару коротший за життєві цикли економічних відносин, існування підприємства. Джерелом додаткового доходу, одержуваного підприємством, є не сам продукт, а специфічні відносини останнього з навколишнім середовищем, які мають самостійну цінність. Внутрішня конкуренція все більше визначатиметься вимогами глобальної, де домінуватимуть інноваційні та інтелектуальні конкурентні переваги. Ми визначили, що у конкурентній політиці простежуються взаємодії між прагненнями до досягнення різних видів економічної ефективності: ефективності розподілу ресурсів між альтернативними варіантами їх використання, оптимізацією розміру холдингу та підприємства, ефективністю галузі як структури, що розвивається, впровадження мінімізують витрати інновацій, розвиток стимулів до інвестування. Необхідні міжнародні інститути контролю над злиттями та поглинаннями, оскільки міжфірмові відносини торкаються декількох країн, і дії організації, що ведуть до підвищення концентрації на світових ринках, опиняються поза юрисдикцією будь-якої окремої країни.

Ключові слова: конкурентоспроможність, конкуренція, конкурентна перевага, конкурентоспроможність підприємства, конкурентоспроможність галузі.

JEL Classification: F19, P2

Introduction. Recently, the concept of competitiveness has become important in assessing the world economic position of the country. Competition is a struggle between economic entities for more favorable conditions for the production and sale of goods, for the highest profit. It is seen as a tool in the struggle for a place in a single geoeconomic system that is being formed. One of the most important factors that increase the efficiency of a market-type economic system is competition between enterprises, organizations and entrepreneurs. Competitive position is the position it occupies in its industry (or global world economy) in accordance with the results of its activities and with its advantages and disadvantages compared to competitors. Competitive advantages of enterprises with a strong competitive position are usually protected by high entry barriers. The rate of profit of such enterprises, as a rule, exceeds the industry average.

Analysis of recent research and publications.

Problems of development of competitiveness of the enterprise and its production are opened by domestic and foreign scientists: A. Smith, D. Ricardo, A.O. Cournot, E. Chamberlin, M. Porter and others. Domestic economists V. Andriyukh, V. Vorotin, A. Kalichavy, O. Krasnorutsky, M. Malik, V. Mesel-Veselyak, N. Mitsenko, O. Yanovsky and others also made a significant contribution to the study of the competitiveness of domestic enterprises.

Issues of strategic performance management a significant number of scientific works of domestic economists are devoted to the enterprise. The question of the theoretical and methodological essence of strategic management of the efficiency of the enterprise in its scientific works were considered by such scientists as: Vergal K.Y., Ilyashenko N.S., Kasich A.O., Legominova S.V., Paderin I.D., Polyakova Y.O., Poprozman O.I. Principles, approaches and structural elements of strategic performance management enterprises in their scientific works considered such scientists as: Gladinetsov N.I., Guzhavina I.V., Dotsenko I.O., Polova N.M., Soroka A.M., Kharchenko V.

However, the peculiarities of the formation of enterprise strategy due to competitive advantages are not given much attention today, which led to the appeal to this topic in the presented work.

Objective and research methodology. The purpose of the study is to summarize the theoretical provisions and develop practical recommendations for developing a competitive strategy of the enterprise.

Presentation of the main material of the research.

Modern competition is an integral attribute of the world market. It is characterized by dynamism, sharpness and scale. The scale of competition is due to the growing number of participants in foreign trade operations involved in international exchange, international specialization and cooperation in various fields. The internationalization of economic life expands the basis of competition. The scientific and technological revolution gives a special dynamism to competition. Wherever there is competition to reduce production costs, improve quality and maximize profits, the scientific and technological revolution is both an effective means of competition and its most powerful catalyst. As you know, among the goods whose exports are growing at the fastest pace, dominated by goods that are rapidly renewed under the

influence of the scientific and technological revolution: integrated circuits, electronic communications equipment and more.

Price competition today is significantly limited. Therefore, non-price competition comes to the fore: quality, novelty of goods, progressiveness and reliability of design, compliance with international standards, ease of operation, design, efficiency of maintenance of exporters to their competitiveness.

The European Governance Forum, based in Geneva, has defined competitiveness as the real and potential opportunity for firms to design, manufacture and market goods that are more attractive to consumers than their competitors in terms of price and non-price. About 340 indicators and more than 100 estimates of economists are used to determine the country's competitiveness. The analysis data are grouped into the following 10 factors [1]:

- Economic potential and growth rates of the country's economy.
- Efficiency of industrial production.
- The level of development of science and technology, the pace of development of scientific and technical achievements.
- Dynamics and capacity of the internal market.
- Flexibility of the financial system.
- The impact of government regulation on the economy.
- Level of qualification of labor resources.
- Provision of labor resources.
- Socio-economic and domestic political situation in the country.

The United States, Japan, Germany and Switzerland have traditionally been highly competitive. At the same time, special emphasis should be placed on the structural aspect of their competitiveness. It is about the degree of adaptation of these economies to the evolution of world demand, the exact choice of national specialization that meets domestic capabilities, the ability to avoid fierce and meaningless competition, switching to new products or new markets.

In forming the economic strategy of the enterprise it is necessary to take into account certain provisions of both the general mechanism of relations in the world economy and the system of strategy of enterprise development, which together largely cover the interests of all subjects of international business process shareholders, CEO and members of the board of directors, senior and middle managers, and external: partners, competitors, contact audiences, intermediaries (Table 1).

According to surveys conducted by the International Economic Forum, which evaluates the performance of 46 countries, the United States in the 90's is recognized as the most competitive country in the world. However, it is not their G7 partners that are closest to the United States, but Singapore (second in the last three years), Hong Kong (Hong Kong) and small European countries. Thus, from 1992 to 1997, Japan moved from 2nd to 9th place in this ranking, Germany – from 5th to 14th, France – from 15th to 19th [2].

The results of the implementation of the strategy are evaluated, and with the help of the feedback system the organization is monitored, during which the previous stages can be adjusted (Table 2).

Table 1

Features of development of components of economic strategy of the enterprise

№ п/п	Component	Features of formation and development
1	Financially	Improving the effectiveness of the use of financial resources of the international business entity search for the most effective areas of investment and financing
2	Political and legal	Comprehensive legal security of the international business entity in each country, compliance with applicable laws, both global and individual national economies. Formation of a reserve adaptive strategy to the unstable political situation in a particular country where the market or enterprise, its branches, divisions are located.
3	Marketing	Improving the elements of the marketing complex and forming an effective mechanism for managing international marketing tools. Improving the effectiveness of marketing forecasting and planning
4	Technical and technological	Increasing the degree of compliance of technologies with the world level. Formation of an optimization strategy for the use of resources in accordance with the level of modern world counterparts
5	Intellectual and scientific	Preservation and development of intellectual and scientific potential of the enterprise
6	Personnel	Improving the efficiency and flexibility of personnel management. Development of motivational personnel strategy
7	Information	Improving the efficiency of collection, processing and use of information of any level, nature and direction, improving the system of information support of economic activity of the subject of international business
8	Innovative	Improving the effectiveness of the implementation of scientific and technical ideas and inventions. Bringing innovations to the final practical business result and ensuring the maximum degree of its implementation
9	Ecological	Adherence to world environmental norms and standards, as well as norms and standards of each individual national economy, reducing the risk of man-made zones and minimizing losses from environmental pollution
10	Social	Improving the quality of working conditions of employees and ensuring social justice in the team. Creating a regulatory mechanism to improve the social welfare of employees, their families.

Table 2

Comparative characteristics of control systems

Parameters	Control-based management	Extrapolation-based management	Change-based management	Strategic management
Assumptions	The past repeats itself	Trends continue	New phenomena / trends are predictable	Partial predictability on weak signals
Type of changes	Slower reaction of the firm	Let's compare with the reaction of the firm		Faster company reactions
Process	Cyclical			Real time
Basis of management	Deviation control, integrated control	Target management	Strategic analysis	Taking into account the development of the market and the external environment

An important feature of modern economic growth has been the transition to a continuous innovation process. Carrying out research and development is gaining more and more weight in investment costs, exceeding the costs of equipment and construction in knowledge-intensive industries. At the same time, the importance of state scientific and technical, innovation and educational policy is increasing, which determines the general conditions of scientific and technological progress. Expenditures on science are constantly rising, approaching 3% of GDP in developed countries. The share of the state in these costs averages 35-50. In global economic competition, the winners are those countries that provide favorable conditions for research and scientific and technological progress [7].

The great importance of state incentives in ensuring modern economic growth is explained by the objective properties of innovation processes: high risk, dependence on the level of development of the general scientific environment and information infrastructure, significant capital intensity of research, requirements for scientific and engineering qualifications. Therefore, the success of global competition of certain firms is directly related to the state scientific and technical policy of their countries of origin. Among the 500 most successful companies operating in the world market, 203 are American, 105 – European, 109 – Japanese. [3].

The need to take into account the laws of global technical and economic development in the planning of national

economic policy is of key importance in ensuring modern economic growth. In particular, the importance of developing a strategy for economic development of the country regularity of modern economic growth is its unevenness, due to the periodic process of successive replacement of integrated complexes of technologically related industries – technological systems [4].

In the course of each structural crisis of the world economy that accompanies the process of replacing the dominant technological processes, new opportunities for economic success open up. Leading countries in the world economy in the previous period are facing a devaluation of capital and skills decline in the outdated technological system, while countries that have established institutions in the formation of production and technological systems of the new technological system are the centers of attraction of capital released from obsolete industries [4]. Each time the change of the dominant technological systems was accompanied by serious changes in the international division of labor, renewal of the most successful countries.

The development of the technological structure is accompanied by corresponding shifts in energy consumption (growth of natural gas consumption), in transport systems (growth of air transportation), in the production of structural materials (growth in the production of composite materials with predetermined properties). There was a transition to new principles of organization of production:

continuous innovation process, flexible automation, individualization of demand, organization of logistics, new types of public consumption and lifestyle.

The most likely key factors of the new technological device will be: biotechnology, artificial intelligence systems, global information networks and integrated high-speed transport systems. Flexible development of production automation, space technologies, production of construction materials with predefined properties, nuclear energy will be further developed; increase in natural gas consumption.

Conclusion. Modern economic growth is characterized by the leading importance of scientific and technological progress and the intellectualization of the main factors of production. New knowledge that in technology, equipment, skills, organization of production, in developed countries, accounts for 70-85% of GDP growth. The introduction of new technologies has become a key factor in market competition, the main means of improving production efficiency and improving the quality of goods and services. This update achieves a steady trend of reducing the unit of consumer properties of products, which improves public welfare and improves the quality of life in developed countries. Innovation is a necessary condition for success in competition, allowing advanced firms to make extra profits through the monopoly of intellectual rent, which is formed during the development of new products and technologies.

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