



DOI 10.36074/grail-of-science.02.08.2024.025

MARKETING APPROACHES TO THE FORMATION OF COMPETITIVE ADVANTAGES OF ENTERPRISES

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In the conditions of the information economy, the competitive advantage of the enterprise is the result of more effective management of the processes of formation of such quantitative and qualitative properties of the product, which are important for the buyer. The processes of formation and development of the competitive advantages of the product are implemented according to the functional directions of the enterprise: production, financial and investment, marketing, scientific and research developments and innovations.

The following main features of the enterprise's competitive advantage are distinguished:

- variability (competitive advantage is not a constant quality of enterprises);
- relativity (competitive advantage is a comparative value, it can be evaluated only on the basis of a comparison of relevant characteristics);
- commitment to specific conditions and reasons (during the analysis of competitive advantage).

In the general classification, the competitive advantages of the enterprise are divided into internal and external according to the sources of their origin. The internal ones include: management, production, marketing, financial and investment activities, innovative and technological development, research work. External: price, quality, image, reputation, loyalty, development of territorial infrastructure, charitable support of the population. This classification is based on the determination of competitive advantage and logically determines the sequence of research and analysis.

The authors [1] consider innovation and management to be the most important among the internal competitive advantages of the product. The author [2]



considers the implementation of marketing strategies taking into account all risks and threats to be the main aspect of achieving the competitiveness of enterprises. The marketing strategy of domestic enterprises is derived from the selected competitive advantages of the enterprise, taking into account the results obtained from structural and behavioral interpretations of competition [3].

A prerequisite for the formation of competitive advantages is the implementation of a systematic analysis of the key factors of the external and internal environment of the enterprise. The factors of competitive advantages of the enterprise are material and non-material conditions necessary for the formation and development of competitive advantages directly in the production process of the enterprise, as well as in the country of its operation. Depending on the specific values of these factors, the enterprise may have both favorable and unfavorable conditions for creating and maintaining a competitive advantage.

The environment of direct influence is formed in the course of enterprise activity and changes over time. The enterprise examines those aspects of the environment with which it has to deal, that is, it itself participates in the formation of its own external environment, can exert a certain managerial influence on the elements of the immediate environment. The main factors of direct (direct) influence on the formation of competitive advantages of the enterprise are the factors of the classic model of the competitive environment of M. Porter.

It is common to distinguish three aggregated factors that determine the intensity of competition: distribution of market shares among competitors; growth rates of market capacity; market profitability. Analysis of the competitive position gives a more complete and accurate understanding of the internal motives of competitors' behavior. The competitive position is established on the basis of evaluating the activities of competitors and other components of the external environment.

The internal environment of the formation of competitive advantages of the enterprise is summarized by the concept of "value chain" or "value creation chain" proposed by Professor M. Porter. In particular, the "value chain" reflects the process of value creation at the enterprise and consists of various components of the main and auxiliary (supporting) processes.

Each link of the "value chain" belongs to the corresponding function, which requires the presence of competencies, which in turn are individually inherent to each enterprise. The number of functions and the set of relevant competences make it necessary to group them according to certain criteria. It is generally used to divide the competences of the enterprise into three groups: economic, managerial and psychological. The group of economic competencies includes those whose presence allows the enterprise to be economically efficient at the appropriate stage, in the appropriate field:

- technologies: use of less capital-intensive and labor-intensive processes, procedures that ensure better resource efficiency;
- research and implementation works, conceptual innovativeness and product quality, availability of patents;
- production: organizational and technical level, duration of the production cycle, adaptability of production potential, manifestation of experience and scale effects, effectiveness of internal quality control;

– marketing: impact on product range; effectiveness of advertising and promotion methods; pricing policy and its effectiveness; formation and efficiency of the sales network;

– after-sales service (service); guarantees, quality and speed of service.

The second group of general competencies is managerial, the current and prospective adequacy of the company's competitive advantages depends on their level. In terms of certain functions, the following can be distinguished: strategic management, financial management, personnel management, organizational structure, management decision-making processes, control processes, communication system and its effectiveness.

Psychological competencies characterize the ability of the company's employees and, above all, its management, to quickly perceive changes in the rules of behavior in the business environment in which they work, as well as in the macro-environment. Thus, the formation of competitive advantages based on the main provisions of the "value chain" concept involves solving such tasks as optimizing the level of performance of basic functions, effective inter-functional coordination and taking into account the influence of external factors.

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МАРКЕТИНГОВІ ПІДХОДИ ДО ФОРМУВАННЯ КОНКУРЕНТНИХ ПЕРЕВАГ ПІДПРИЄМСТВ

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