

Formation of competitive advantages and maintaining the level of competitiveness of the business entity in the context of the development of the latest economic model

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■ **Abstract.** In the context of increasing competitive pressure as a result of globalisation processes, finding new ways and methods to improve one's competitive advantages is a critical issue, especially for Ukrainian producers. The main purpose of the article was to study the ways and methods of forming competitive advantages for Ukrainian enterprises, as well as to study the methods by which an enterprise can maintain a sustainable level of competitiveness. The methods of data and information analysis, cross-sectional analysis, descriptive analysis, and regression analysis were used in the course of processing the scientific material. The authors assessed approaches to substantiating competitive prerogatives and achieving a front-loaded sustainable level of competitiveness in the current economic environment. The concept of competitiveness, competitive advantages and views of various scholars on this term were studied. The author's vision of this term was formed on the basis of the previously analysed definitions. The methods and ways by which Ukrainian entrepreneurs can increase their level of competitiveness were presented. The ways in which sustainable competitive advantages can be achieved in the context of the newest economic model were considered. The article analysed the benefits that an enterprise will receive if it manages to implement and ensure its competitive advantages by improving energy efficiency, labour productivity, appropriate use of resources and formation of a well-thought-out and balanced strategy of behaviour in the market, as well as strategies and tactics of interaction between the enterprise and its main counterparties. The practical value of the work lies in updating and applying the topic of the work to the realities, which is an important factor in the formation of competitive advantages

■ **Keywords:** strategic management; economic efficiency; entrepreneurial activity; competitive analysis; resource management; globalisation; economic potential assessment

■ Introduction

As of 2024, the market situation can be characterised as one of constant movement and changes in the external environment, along with volatile consumer demand and the presence of a large number of enterprises of various forms of ownership. This is accompanied by increased uncertainty and risk. In order to remain competitive in the market, businesses need to monitor and respond to all

changes and movements in the competitive environment in a timely manner. This is necessary in order to be able to respond in a timely and adequate manner to the challenges that the organisation may face, as well as to maintain and secure its sustainable position in the market and preserve its competitive advantages. Globalisation processes, business consolidation and the formation of new

■ Suggested Citation:

Tkachenko, A., & Maslov, D. (2024). Formation of competitive advantages and maintaining the level of competitiveness of the business entity in the context of the development of the latest economic model. *Management and Business*, 2(1), 44-55. doi: 10.59214/mb/1.2024.44.

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multinational corporations are gaining momentum. Previously established methods of competition may become partially or completely ineffective. Therefore, improving and developing new ways and methods of competition is becoming an urgent issue.

Many scholars have studied and improved knowledge about competitiveness. The problems of competitiveness have been studied by such scholars as O. Dudnyk & Y. Sahachko (2020) and N. Yevtushenko & A. Zazimko (2021), who argued that competitiveness is a key factor in the success of modern enterprises. These scholars emphasised that in order to achieve a high level of competitiveness, it is necessary not only to introduce the latest technologies, but also to pay attention to human capital development and effective resource management. These authors believed that the competitive advantages of an enterprise are crucial factors for its success in the market. They noted that these advantages can be achieved through innovation, high quality products and services, and effective cost management.

A popular area of research is to increase the level of competitiveness of an enterprise through systematic efforts to strengthen its competitive advantages. In particular, M. Bezpartochnyi *et al.* (2021) emphasised that enterprises should develop and implement strategies that will allow them to maintain and increase their market share. Constantly changing conditions and challenges should be taken into account, and competitive advantages should be studied as the basis for developing a strategy for tourism enterprises. It is also noted that it is important to constantly monitor competitors and the market, which allows enterprises to quickly adjust their strategies and maintain leadership positions. It is necessary to study the multifaceted nature of the concept of enterprise competitiveness and the need for an integrated approach to management and development. The point of view of V. Khmurova & V. Kulinich (2023), K. Tokar (2024) and N. Strochenko & O. Kovaleva (2024), who noted that to ensure competitiveness, it is necessary to combine innovative technologies, high quality standards and efficient use of resources. These authors also noted that enterprises should focus on the needs and expectations of consumers to meet current demand and anticipate future market trends. Research on the issue of enterprise competitiveness and the relationship between competitiveness and economic clustering of activities can be found in the works of foreign scholars such as V.O. Herasymova & E.O. Riezanov (2020), K. Kovtunen-ko *et al.* (2021) and S. Wang *et al.* (2024). The purpose of the work was to study such concepts as competition and competitive advantages of an enterprise. In particular, the article examines how competitive advantages are affected by current trends and the situation in the world.

■ Materials and Methods

The official statistical reporting of the National Bank of Ukraine (NBU) was used as a source of information for this article (Review of the..., 2023; Supervisory statistics, n.d.). Financial reports and studies of international and

Ukrainian scientific associations, reports of international economic forums, graphs and visual information from scientific research were analysed (Financial Club, 2020; Lanvin & Monteiro, 2023; Researches, n.d.). The authors also used information from articles and research papers (Kuznetsova & Penova, 2019; Yevtushenko & Zazymko, 2021; Khmurova & Kulinich, 2023). These sources allowed to comprehensively cover the research topic and provide an objective analysis of various aspects related to the competitiveness of enterprises. Information verification methods such as source reliability assessment were used. The reliability of each source and the credibility of the authors were assessed. When a source contained references to other works, an additional check was made to ensure that the information was cited correctly. To ensure accuracy, cross-checking was used to compare information from different sources and reduce the risk of using unverified data and inaccurate information. This method proved effective in situations where primary sources were difficult to find.

Other methods of data and information analysis were used in writing the article. Factor analysis was used to identify the main factors that influence the level of competitiveness and competitive advantages of an enterprise. Cluster analysis was used to analyse and group information into specific clusters. This helped to identify patterns and trends, to form and combine information, and to find differences between individual clusters. The method of comparison was to compare the competitiveness of Ukrainian and European enterprises, taking into account external and internal factors. This was necessary in order to determine the position of Ukrainian business and to select methods by which to maintain a sustainable level of competitiveness of enterprises in Ukraine. The study presented data in the form of tables and graphs. This was done using descriptive analysis to visualise trends and dynamics of changes. Tools for sorting, filtering, and visualising data were also used. Textual data analysis was used to create structured reports and graphical interpretations of the results.

Regression analysis of the data was used in the course of writing the paper, in particular, to determine the dependencies that may have an impact on the competitiveness of the enterprise. Correlation analysis was used to determine the correlation between different aspects of competitiveness and between competitiveness indicators. Data decomposition was conducted, which in turn helped in the analysis of data obtained from various sources. Trend analysis was used to understand and predict various trends and tendencies in the development of competitiveness of a modern enterprise. Synthesis was used to combine the information from various sources to create a holistic picture of the phenomenon and to draw conclusions based on it.

■ Results and Discussion

It is necessary to familiarise yourself with the term's competitiveness and competitive advantage. Competitiveness has a wide range of definitions. Competitiveness should be considered only in the context of the enterprise's field

of activity. For the most part, competitiveness is derived from the term capacity to compete. Competition is a rivalry among market participants for the most favourable conditions for the production, sale of their products and services or the purchase of necessary goods and services at the most attractive prices, as well as for the possibility of obtaining the highest level of profit. This leads to the following definition of competitiveness. Competitiveness is the ability of an individual market participant to ensure a stable position for its organisation through the efficient use of available resources and finances, the ability to comprehensively assess the actions of its closest competitors and respond to them adequately and in a timely manner. Competitiveness can also be understood as the ability to build a business reputation in the field of activity in order to obtain the most favourable conditions for operation and the highest profits.

The competitiveness of an enterprise's products is equally important in shaping its competitive advantages. The main difference between the competitiveness of an enterprise's products and its overall level of competitiveness is that the products are evaluated primarily by con-

sumers. The level of competitiveness of an enterprise is determined by the results of its activities and the use of available resources in comparison with other market participants (competitors). Based on this, the competitiveness of a product can be defined as the degree of compliance and ability of an enterprise's products to meet the needs of the target consumer group in a particular market within a certain period of time. For this purpose, it is necessary to take into account the most important product characteristics for this market: technical, environmental, economic or any other specific characteristics. For the correct formation of competitive advantages, it is also necessary to distinguish between the following concepts: parameters of enterprise competitiveness and competitiveness indicators. Competitiveness parameters can be defined as quantitative characteristics of the product properties of a particular enterprise, which take into account the specifics of the industry in which the enterprise operates. Competitiveness parameters can be divided into components, including: economic, technical and regulatory. The competitiveness parameters are shown in Figure 1.

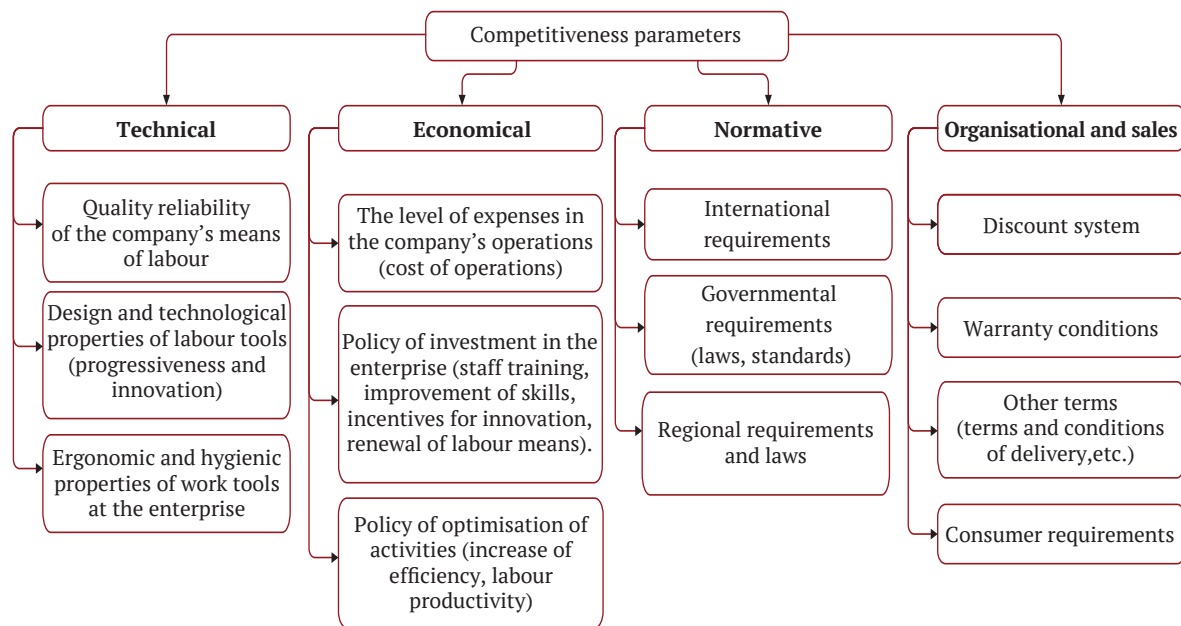


Figure 1. Parameters of competitiveness

Source: compiled by the authors

It is worth considering each of these parameters in more detail. The technical parameters of competitiveness can be described as: a set of technical and physical characteristics of a certain product, which in turn take into account the specifics of a particular industry in which the company operates, as well as a number of product characteristics that are intended to meet the need for the use of this product. The technical parameters of competitiveness can be described as: a set of technical and physical characteristics of a particular product. These characteristics include the specifics of the industry in which the enterprise

operates, as well as the characteristics of satisfying the needs in the process of using this product. Competitiveness indicators can be described as a certain set of criteria that can be used to quantify the competitiveness of a particular product or service. These criteria are based on the previously discussed competitiveness parameters. For a qualitative assessment of competitiveness indicators, it is advisable to develop a special matrix that can be used to form a competitive profile, which makes it possible to assess the main competitors by key factors. Competitive advantage has a number of definitions, which are detailed in Table 1.

Table 1. Definition of the term competitive advantage

Author	Definition
V. Khmurova & V. Kulinich (2023)	Competitive advantage in production is the ability of a particular organisation to improve its competitive position, as well as the ability to adapt its activities to the formed or chosen strategy, as well as the ability to respond quickly to changes in the market environment, the ability to adequately choose an effective policy of dealing with major competitors. Competitive advantage is the ability to stay ahead of competitors through the skilful implementation of key factors in the market.
L.I. Halas (2021)	A competitive advantage is a factor or property that enables an enterprise to successfully realise advantages over its direct competitors.
N. Yevtushenko & A. Zazymko (2021)	Competitive advantages of an enterprise are its areas of activity, assets and strengths that open up ways for it to dominate its competitors and are strategically important in the process of its competition with its main competitors.
S.V. Tsyutsyupa (2020)	Competitive advantage is a set of measures aimed at improving and increasing the efficiency of a particular enterprise, changing to more favourable market conditions or weakening the main competitors of the enterprise.
I. Kuznetsova & A. Penova (2019)	Competitive advantages of an enterprise may be considered a certain set of resources available to the enterprise, including: labour, raw materials, technological, managerial and information resources, as well as methods and ways of using these resources by the enterprise to gain advantages over its competitors, and at the same time the ability to combine these resources available to the enterprise to expand the capabilities of the enterprise.
The author's approach	Competitive advantage is a set of resources, methods and techniques, as well as their combinations, which open up opportunities for an enterprise to compete effectively with its competitors. In other words, it is the strengths of an enterprise that distinguish it from its competitors in the market.

Source: compiled by the authors

Competitiveness and its competitive advantages can be defined through four successive stages. These stages are visualised in Figure 2. The first stage can be characterised as the stage when an enterprise focuses all its efforts on consolidating its market position and increasing its output. The main goal at this stage is to gain a customer in the market and retain it. The next stage (second) is the stage when the company standardises its products and tries to meet the standards already set by stronger competitors or market leaders. The main goal at this stage is to meet the generally accepted standards in the market or in a certain external environment, which allows to achieve a more stable position. After that, at the third stage, the company

gains enough strength to set the rules of the game on its own. At this stage, the company can ignore the previously established standards or set its own level of standards that other market participants need to meet. This stage is reached when the company has a significant market share and a strong position. The last (fourth) stage is the pinnacle of development. At this stage, the enterprise becomes either the strongest player in the market or is included in a limited circle of the strongest. At this stage, the enterprise has considerable control and can dictate the rules of the game that the less powerful market participants must follow. To stay at this stage, an enterprise should focus on management and innovation.

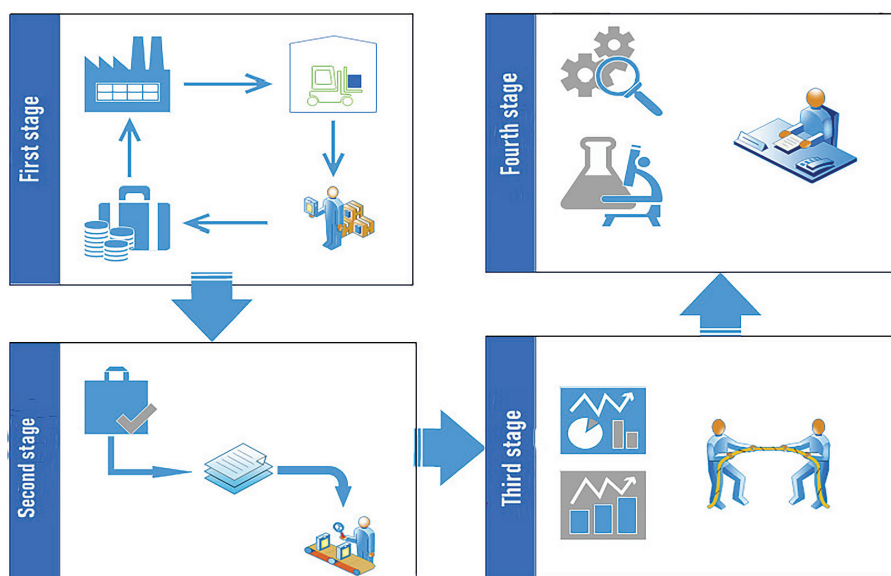


Figure 2. Stages of competitiveness and the impact of an enterprise on the market

Source: compiled by the authors

Competitive advantages are resources unique to each company that enable it to achieve a dominant position over its competitors. For enterprises, their competitive advantages can be divided into internal and external sources of formation. Internal sources of competitive advantage include those that can be directly influenced by the company. These include internal resources (labour, financial), the company's strategy and tactics, management methods, etc. External resources are those that are beyond the company's direct control but also affect the overall level of competitiveness. The company has no direct influence on such competitive advantages, but can realise them with

the help of internal competitive advantages. These competitive advantages can be described as those that create more meaningful values for the consumer of the company's products. This, in turn, contributes to the ability to more fully meet the needs of these same consumers. It is these competitive advantages that influence and stimulate the further development of the enterprise and the search for new internal competitive advantages, and at the same time give the enterprise a more stable position in the market. These two groups of sources by which an enterprise forms its competitive advantages are described in more detail in Table 2.

Table 2. The essence of competitive advantage and its composition: internal and external sources of formation

Competitive advantage	The essence of competitive advantage and its composition	
1	2	
Internal sources of formation of competitive advantages of the enterprise		
Management	Efficiency of building and functioning of the enterprise management (control) system, i.e. efficiency of interaction and influence of the enterprise management within the organisation. These include the effectiveness of the policy of managing available resources, procurement and sales policy of the enterprise, efficiency of production process management, quality control of products (services) at the enterprise, effectiveness of the system of motivation of the enterprise's personnel.	
Organisation	The adequacy and thoughtfulness of the company's organisational structure and its relevance to the actual situation in a given period of time, as well as its structuredness and adaptability.	
Economic	Profitability of activities, profitability, availability and ease of attracting financial resources, and the solvency of the enterprise, which follows from all of the above.	
Production	Opportunities to increase staff productivity and reduce the cost of production, efficient use of the company's fixed assets, and availability of all necessary production resources.	
Technological	Effective use of existing technologies and achievements of scientific and technological progress, technological flexibility.	
Innovative	Opportunities for the development and implementation of new technologies, development of new products and know-how, the overall level of innovation of the enterprise.	
Qualifications	The creativity of the company's personnel, their qualifications, skills and the overall level of activity in the organisation. The propensity of the staff and its individuals to develop and implement innovations.	
Geographic	Location of the enterprise in the geographical space, i.e., availability of transport arteries, proximity to human and material resources, availability and proximity to sales channels, compliance of geographical features with the type of activity of the enterprise, etc.	
Hereditary	Competitive advantages that a certain group has. These are traditions of behaviour, national peculiarities, market culture, historically developed methods of doing business, etc.	
External sources of formation of competitive advantages of the enterprise		
Information	The ability to collect, accumulate and process information, access to data or the ability to analyse industry development and trends in a particular area of development, trends in certain markets, the ability to collect information about consumer behaviour and preferences, competitors, and the general level of information availability.	
Communication	Availability and ease of use of information channels to disseminate information about products and services, opportunities to receive feedback from consumers, cost of using information channels.	
Qualitative	The level of product quality and consumer perception.	
Market-based	Market conditions prevailing in the market, the number of competitors, the severity of competition, and the existence of the phenomenon of unfair competition in the market.	
Pricing	The level of price competition in the market, as well as the availability and ability to adjust prices for products in the market	
Constructive	Product characteristics (technical, design)	
1	2	
Image	The image of the company among its consumers, investors and competitors, the presence of a recognisable brand and general perceptions of the company, or the presence of a properly formed positive opinion about the company.	
Service	Service level and quality, availability of warranty service and other additional related services	
Sales	The overall demand for products, the availability of tenders for a particular type of product, and the ability to distribute products on the market	

Source: compiled by the authors

Internal and external competitive advantages should work in combination to maximise efficiency, as this is the only way to achieve the maximum effect of the existing advantages. Most modern businesses focus their attention on the following competitive advantages, such as brand name recognition and awareness, flexibility in the use of resources, the ability to reduce costs, and close relationships with profitable customers. Let's look at each of these specific advantages in more detail.

Brand awareness and recognition is more common in more developed countries. This is because, with a large number of manufacturers and significant competition in a saturated market, it is quite important for a company that the user recognises the company's products at a glance by the logo. For a Ukrainian manufacturer, this competitive advantage is lower due to a certain backwardness from the developed world. Flexibility in the use of resources is an important area, as flexibility in any aspect is very important in environment of constant change. Manufacturers in developed countries are ahead of Ukrainian producers. As of 2024, Ukrainian producers are increasingly paying attention to this area. Ukrainian producers have a greater advantage over European producers because of their ability to cut costs when business is down. This advantage was gained due to the emergency conditions faced by both producers and the country. As of 2024, Ukrainian producers are losing out to European ones in terms of close ties with profitable buyers. In a time of war, all ties are rather conditional. However, under the new conditions, prospects may open up for Ukrainian producers.

It can be argued that in order for a competitive advantage to have the maximum possible effect in a competitive struggle, it must meet the following requirements: be clearly focused, sustainable, unique, and innovative. Each of these requirements should be considered in more detail. When forming advantages, the goal must be clearly defined and which part of the market it is aimed at (target audience). It is understood that a targeted advantage, although it has limitations in terms of the consumer it is aimed at, gives a more tangible result than one that does not have a clearly defined consumer. A competitive advantage should be formed with a view to a certain period of time. Achieving such a result takes time. A competitive advantage must be unique and difficult to replicate. Such uniqueness can ensure the longevity and sustainability of an enterprise in the market. It is difficult to replicate and will not allow competitors to easily implement their analogues. As of 2024, innovation is quite important in the modern world, as the modern world is primarily about innovation and technological progress. In order to achieve the best results in the market, a company should implement new ideas.

To complement all of the above, it is worth focusing on the sustainability of competitive advantage. The phenomenon of having a competitive advantage cannot guarantee and ensure a manufacturer's success in the long run. According to the level of sustainability, competitive advantages can be divided into: competitive advantages with a

low level of sustainability (low-order advantages), sustainable competitive advantages (higher-level advantages).

Low-level advantages are unstable and easily copied by competitors. They are short-term, which does not guarantee the company a stable, confident market positioning and financial success. Sustainable competitive advantages are unique and formed for the long term. These are the so-called strategic level advantages that are the basis of competitiveness of business entities and ensure their long-term market leadership. The degree of sustainability of a competitive advantage is determined by the sources of its formation and the possibilities for their continuous improvement and expansion. Sources of low-level competitive advantage are mainly focused on the external environment, which is dynamic and unpredictable. Significant changes in the competitive environment led to the loss of such advantages by enterprises (Kohut, 2023).

Building sustainable competitive advantages is critical to the long-term success of businesses in economy. To achieve this, it is necessary to focus on several key aspects: innovation, high-quality resource management, and continuous improvement of products and services. It is important for a company to adapt to changes in the market environment. In the new economic model, where innovation is a key success factor, businesses must invest in research and development (R&D). The introduction of new technologies, development of new products, and improvement of existing processes allow businesses not only to meet current market needs, but also to anticipate them.

As an example, let's consider the technological breakthroughs that occurred during the twentieth century. As of the mid-20s of the 21st century, technological growth is shifting more from a technological breakthrough to a stage of expanding technological variability. This gives no reason to believe that what worked before will work as effectively in the future. In the realities of the full-scale invasion of Russia, in addition to the current innovation challenges that have emerged during the first 20 years of the 21st century, Ukrainian producers also face the issue of integration into new European conditions and markets. This is complicated by the conditions of a full-scale war. However, it should also be noted that the situation that emerged during the first 20 years of the 21st century is not hopeless. It can be argued that with the appropriate use of available resources and a different set of actions, enterprises and the country as a whole can become stable and successful. An example of this is Israel, which, despite being in a state of permanent war at the beginning of its existence and the constant threat of war with all its neighbours, managed to become a fairly strong country. Ukraine and Ukrainian enterprises should take this experience into account when building strategies and tactics for market behaviour.

As of 2024, both theoretical scientists and management practitioners argue that the issue of competitiveness is coming to the fore due to the rapid development of the latest technologies and business methods. One illustration of innovative strategies is the use of digital technologies

to optimise business processes. Automation of production, the introduction of artificial intelligence for data analysis, and improved customer service allow businesses to reduce costs, increase productivity, and respond quickly to changing customer needs. Efficient use of available resources is another important element of building sustainable competitive advantage. This includes not only material resources but also human capital. Businesses should invest in training and development of their employees, creating conditions to improve their skills and motivation. It is important to optimise logistics processes and ensure effective supply chain management. Reducing logistics costs and ensuring an uninterrupted supply of materials allows businesses to remain competitive in the market.

To maintain competitive advantage, businesses must constantly improve their products and services. This may include improving product quality, expanding the range of products, introducing new services, and enhancing customer service (Dudnyk & Sahachko, 2020; Leskiv *et al.*, 2022). The marketing strategy also plays an important role, as it should be aimed at creating and maintaining a positive image of the company. A high level of customer trust and loyalty is one of the key factors that ensures the long-term competitiveness of an enterprise, and at the same time, effective adaptation to changes in the market environment. As of 2024, the market environment is characterised by a high level of dynamics and unpredictability. An important component of sustainable competitive advantage is the ability of an enterprise to quickly adapt to changes. This may include flexibility in production processes, the ability to quickly change the product range, and effective risk management.

Businesses must constantly monitor the market, analyse competitors' actions and respond to new challenges. The use of modern information technologies and data analysis tools allows businesses to obtain the necessary information for decision-making. To maintain their competitiveness, companies should use a comprehensive approach that includes strategic planning, optimisation of internal processes and innovative solutions. It is important to develop and implement strategic plans that take into account both short-term and long-term goals.

Ukrainian enterprises did not pay attention to many things until the 20s of the 21st century. Because of this, Ukrainian producers will have to catch up with their European competitors and go through the same path as Ukraine's neighbours. This lagging behind the national producer is clearly visible in the statistical reports of the international competitiveness forum, in particular, in Figure 3. The Global competitiveness index covers 141 countries and aims to measure the national competitiveness of countries in relation to each other. The reports of this forum quite clearly define the position of a particular country as a set of institutions and policies. It also takes into account a certain range of factors that affect the competitiveness of a national producer and its level of productivity.

As of 2023, Ukraine's economy was ranked 64th out of 134 in the Global competitiveness index. Considering Ukraine's neighbouring countries, which mostly have much more modest resources, it is safe to say that this is a very poor result. For example, Poland ranks 37th, Slovakia 36th, and Romania 54th. If to look at the countries of the former Soviet Union, the situation is no better. Ukraine is ahead of the Baltic states: Estonia, which ranks 20th, Lithuania, which ranks 31st, and Latvia, which ranks 33rd. The Ukrainian producer is also outpaced by such countries as Armenia (55th place) and Georgia, which is ranked 46th in this list. Thus, Ukraine and its producers are losing not only in the regional competitiveness race, but also in the post-Soviet space. Below are mostly African countries and underdeveloped countries of the world, which in turn indicates that Ukrainian producers will have to significantly accelerate their development and pay more attention to their level of competitiveness in order to stay in the market and compete with other countries.

According to statistics, Ukraine's average score is 79.69 points. One of the best results was achieved in 2007 (69th place), and the worst was in 2011 (89th place). This suggests that throughout the entire period of independence, Ukrainian producers have not been very concerned about their competitiveness, having an undemanding Russian market. As of 2024 and beyond, increasing the level of competitiveness will be the main task of Ukrainian enterprises. There is the investment index shown in Figure 4. The investment index shows the position of Ukrainian producers compared to their competitors.

The best investment index in Ukraine was in 2007-2008, after which there was a significant deterioration in the investment climate. This dip occurred in the 3rd and 4th quarters of 2008, which can be explained by the financial crisis of 2008. After that, the economy began to recover until 2011, when this indicator reached the level of 2008 and amounted to 3.3 points, slightly higher than the level of 2008 (3.1 points). From 2011 to 2013 (before the start of Russia's hybrid war against Ukraine), investment sentiment deteriorated. This can be explained by crises in the world and institutional crises in the country. The lowest level (1.81 points) was in late 2013 and early 2014. This can be explained by the events related to the annexation of Crimea by Russia and the start of the hybrid war in Donbas.

Since 2015, the financial sector has been mostly growing, which is a positive indicator. According to the NBU statistics in Figure 5, the financial market in Ukraine has grown by almost UAH 600 billion over five years. In Ukraine, the financial services market is largely concentrated in the hands of banks. This can be explained by several factors. After the collapse of the USSR, the financial system was very unstable, and it is much easier to control banks than a large number of small financial intermediaries. As of the end of the first quarter of 2020, 75 banks were registered in Ukraine, concentrating UAH 2,096 billion in assets, which is 88.2% of the total financial assets in this market, com-

pared to UAH 278 billion spread across 2,136 non-bank financial intermediaries. It is easier for banks to attract resources due to state guarantees and appropriate control and availability of reporting, which allows a potential depositor to monitor the position of a particular bank, if he

has the appropriate knowledge. An equally important factor is that financial intermediaries have long been viewed with distrust by society. For more details on the development of the financial services market, see Figure 5. Total assets of the financial market of Ukraine.

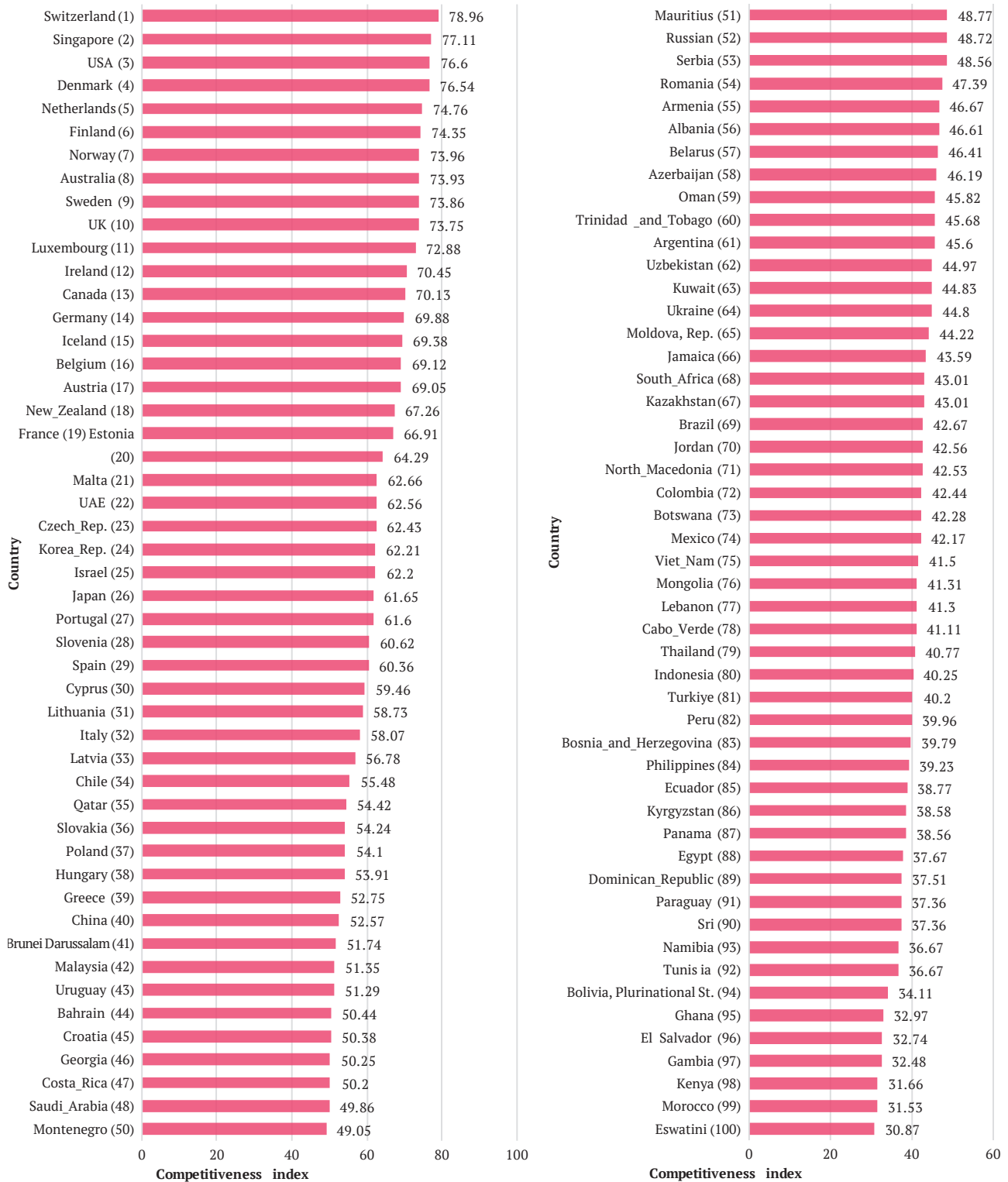


Figure 3. Global competitiveness index

Source: compiled by the authors based on B. Lanvin & F. Monteiro (2023)

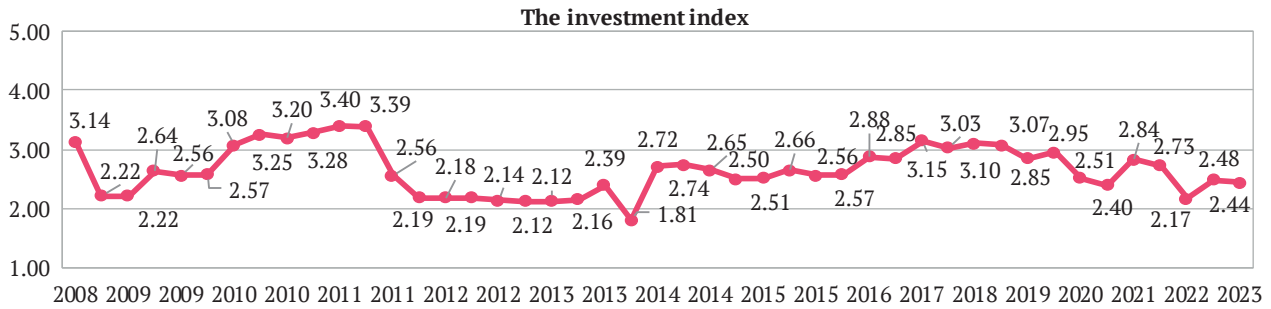


Figure 4. Investment index

Source: compiled by the authors based on Financial Club (2020), Researches (2024)

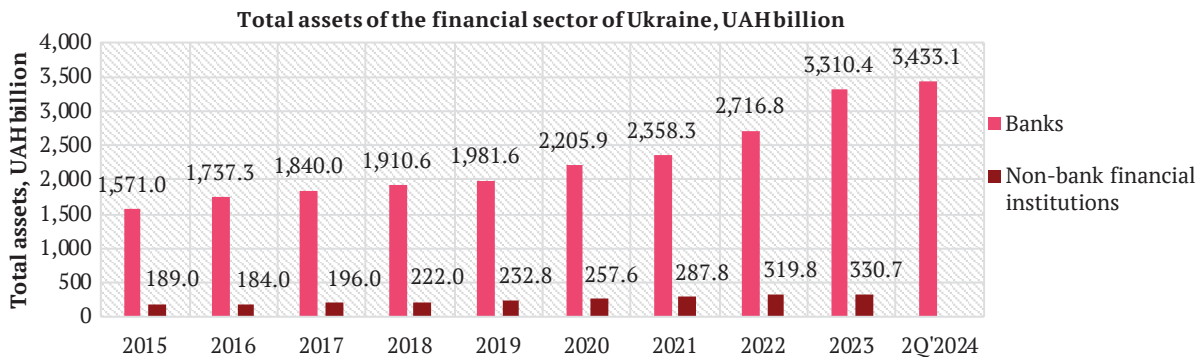


Figure 5. Total assets of the financial market of Ukraine

Source: compiled by the authors based on Review of the non-banking financial sector (2023), Supervisory statistics (n.d.)

Authors N. Yevtushenko & A. Zazimko (2021), when studying the competitiveness of an enterprise, focused on competitive advantage, and believed that competitive advantage is a value of an enterprise that can be measured on a qualitative or quantitative basis. In part, it can be agreed with, but these statements are rather brief. At the same time, this concept was also studied by O. Dudnyk & Y. Sahachko (2020), but their research is more focused on the e-commerce sector. The authors believed that competitiveness is the ability of a particular enterprise to maintain its position in a particular market, make a profit, have a positive image in the eyes of consumers, and have competitive advantages. According to K. Tokar (2024), the main area that enterprises should focus on is the correct assessment of the level of competitiveness and its analysis. There is no agreeing with the author that this is the most important thing, since the data obtained without proper interpretation and use will not be able to produce the desired effect. K. Tokar (2024) believed that the competitiveness of an enterprise is determined by such aspects as labour productivity, cost and price levels, the impact of such environmental factors as fiscal, economic and monetary policies of the state, exchange rate, investment climate and cyclical fluctuations of the economy. The author's statements are valid, as each of these factors has a significant impact on the overall competitiveness of the organisation. N. Strochenko & O. Kovaleva (2024), in their

study, defined competitiveness as the ability to effectively operate and maintain market positions, as well as achieve results and make a profit. However, this statement does not reflect the multifaceted nature of the concepts under study. In their works, the authors V. Vlasenko *et al.* (2021) defined competitiveness as a set of unique tangible and intangible assets of an enterprise, the ability to strategically manage and a set of competitive advantages, focusing on competitive advantages. V.I. Rozhko & D.D. Aloslyn (2024) believed that an enterprise should focus on the strategic aspect of managing competitive advantages. It is possible to agree with the scientists, since it is not enough to have a competitive advantage, since over time and with the help of competitors, the existing competitive advantage without appropriate development will cease to provide an advantage over competitors.

Authors Y. Kovtunenکو & Y. Kolisnichenko (2024), in their work focused on the assessment of competitiveness, as well as on the methodology of such analysis. The authors classified methods and ways to analyse the competitive advantages of an enterprise. According to the authors of K.V. Kovtunenکو *et al.* (2021), competitiveness is a multifactorial concept that may have different factors depending on the market and time, but the authors define this concept as a complex concept determined by a combination of different factors. The authors of this research do not fully agree with the definition of competitiveness as a competition for

a customer with other competitors. Competition for a customer is the goal of achieving a certain level of competitiveness by an enterprise. The authors focused on the factors that affect competitiveness, as well as on their definition, which is an important component for achieving results in the formation of competitive advantages of the enterprise.

V.O. Herasymova & E.O. Rezanov (2020) believed that competitive advantage and competitiveness is a multifactorial issue. The authors noted that it is competition that determines the direction and nature of enterprise development. This statement can be partially disagreed with, as this statement will not work in all cases. If the company is a major player in the market, then the development and strategy of the company may affect competition and dictate market trends. Competitiveness should be assessed at all stages of the company's development. In this respect, this statement is valid, as different stages are characterised by different capabilities of the enterprise and different goals. It should be noted that competitiveness should also be assessed in the event of significant changes in the external environment. In her study, S.V. Tsiutsiupa (2020) noted that competitive advantage can only be assessed by comparing it with another similar one. This author believes that the level of competitiveness is the main reflection of the efficiency of its activities. Only partially can to agree with this. Competitive advantage can be gained not only by efficient operations, but also by finding innovations.

To determine the level of competitiveness of an organisation more clearly, the analysis of the company's internal characteristics should be carried out and evaluated in accordance with the general criteria and characteristics of similar enterprises in two variations. In the first case – in accordance with the closest competitors. In the second case – in accordance with the most successful and prosperous enterprises in the relevant industry. This approach will provide the necessary information to formulate the company's strategy and tactics for successful participation in the competition. It is possible to extend the analysis to at least less successful enterprises in the industry in order to understand what exactly prevented them from achieving success (Dudnyk & Minenko, 2020; Dyvak *et al.*, 2023). Continuous analysis of performance, monitoring of competitors and market trends allows timely adjustment of strategies and tactics. Effective management of financial resources also plays an important role, ensuring stability and the ability to invest in development. Ensuring sustainable competitive advantage requires a comprehensive approach that includes innovation, efficient resource management, continuous improvement of products and services, and the ability to adapt to a changing market environment. This allows companies not only to maintain but also to enhance their competitiveness.

■ Conclusions

The article conducted a thorough analysis of methods and ways of forming competitive advantages and achieving a

sustainable level of competitiveness of enterprises in the modern economy, taking into account the processes of globalisation. The concepts of competitiveness and competitive advantages of enterprises were defined. Various scientific approaches to these terms were considered and the author's own definition is proposed. Based on the analysis of works and studies of scientists, the importance of introducing innovations and technologies to increase the competitiveness of enterprises was substantiated.

The article discussed the challenges that emerged during the first quarter of the 21st century and intensified with the beginning of Russia's full-scale aggression against Ukraine. Practical methods of increasing competitiveness, such as improving energy efficiency, labour productivity, rational use of resources and development of effective strategies for market behaviour, had been formed. The main attention was paid to the different stages of development of competitive advantages of enterprises, from the initial consolidation of market positions to setting their own standards and reaching the peak of market power. The importance of management and innovation to maintain a high level of competitiveness was emphasised.

The study conducted confirm that in the new economic model, in order to achieve and maintain a sustainable level of competitiveness, enterprises must quickly adapt to changes in the external environment. This should happen through the introduction of innovation and efficient use of available resources. It is also important to consider various sources of competitive advantage, both internal and external. Internal sources include managerial, organisational, economic, production, technological, innovation, qualification, geographical and hereditary factors. External sources include information, communication, quality, market, price, design, image, service and sales aspects.

An effective combination of internal and external sources of competitive advantage is critical to maximising results. For Ukrainian enterprises, in the context of a full-scale invasion of the Russia and economic instability, this means focusing on competitive advantages such as brand recognition, flexibility in the use of resources, the ability to reduce costs, and establishing close ties with profitable customers. The authors predicted that the issue of competitiveness and the formation of competitive advantages will remain relevant in the future. The impact of innovations and technologies on the level of competitiveness of an enterprise requires a more in-depth study. A promising area of research is the study of the formation of competitive advantages in the post-war period in the context of the newest economic model.

■ Acknowledgements

None.

■ Conflict of Interest

None.

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Формування конкурентних переваг та підтримання рівня конкурентоспроможності суб'єкта господарювання в умовах розвитку новітньої моделі економіки

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■ **Анотація.** В умовах збільшення тиску конкурентної боротьби як наслідок процесів глобалізації, знаходження нових шляхів і методів покращення своїх конкурентних переваг є критично важливим питанням, особливо для українського виробника. Основною метою статті було дослідження способів та методів формування конкурентних переваг для українських підприємств, а також дослідження методів, за допомогою яких підприємство зможе підтримувати стійкий рівень конкурентоспроможності. Під час роботи було застосовано методи аналізу даних та інформації, перехресний аналіз, описовий аналіз та регресійний. Авторами дана оцінка підходів щодо обґрунтування конкурентних прерогатив і досягнення фронтального усталеного рівня конкурентоспроможності в сучасних умовах господарювання. Було досліджено поняття конкурентоспроможності, конкурентні переваги та погляди різних науковців на цей термін, а також сформовано авторське бачення цього терміна на підставі проаналізованих раніше визначень. Було наведено методи та способи, за допомогою яких український підприємець у 2024 році може підвищити свій рівень конкурентоспроможності. Було розглянуто шляхи, за допомогою яких можна досягти стійких конкурентних переваг в умовах новітньої моделі економіки. Було проаналізовано переваги, які отримує підприємство, якщо йому вдасться впровадити та забезпечити свої конкурентні переваги шляхом підвищення енергоефективності, продуктивності праці, доцільного використання ресурсів та формування продуманої та зваженої стратегії поведінки на ринку, а також стратегії та тактики взаємодії підприємства з його основними контрагентами. Практична цінність роботи полягає в оновленні та накладанні теми роботи на реалії, що при формуванні конкурентних переваг є важливим фактором

■ **Ключові слова:** стратегічний менеджмент; економічна ефективність; підприємницька діяльність; конкурентний аналіз; управління ресурсами; глобалізація; оцінка економічного потенціалу