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THE FORMATION OF COMPETITIVE ADVANTAGES DUE TO THE ACTIVATION OF INNOVATIVE DEVELOPMENT OF THE ENTERPRISE

У статті обґрунтовано послідовність формування конкурентних переваг на основі інноваційного розвитку підприємства. Визначено, що сучасною умовою формування та досягнення конкурентних переваг на основі інноваційного розвитку є ефективна дія механізму забезпечення цього процесу у господарській системі. Під останнім пропонується розуміти порядок функціонування відкритої динамічної системи організаційно-економічних заходів, спрямованих на інноваційний розвиток у всіх функціональних сферах промислового підприємства і одночасно на запобігання загроз стійкості конкурентних переваг з боку конкурентів, при неухильному управлінні базовими компонентами, які складають його концептуальну і регламентуючу основу. Механізм припускає використання відповідного інструментарію, що дозволяє за допомогою адміністративних і економічних важелів реалізувати інноваційний потенціал підприємства і забезпечити його конкурентоспроможність та економічний розвиток.

Доведено, що досягнення взаємодії й узгодженості впроваджуваних заходів у інноваційній та інвестиційній сферах має бути спрямоване на одержання, збереження і розподіл засобів виробництва, забезпечення пошуку нових видів продукції й послуг, прогресивних перетворень у сфері виробництва, тобто ефективне управління НДР і інноваційною діяльністю. Це стає можливим завдяки інституційному та фінансовому забезпеченню конкурентоспроможності вітчизняного виробника.

The article substantiates the sequence of formation of competitive advantages on the basis of innovative development of the enterprise. It was determined that the modern condition for the formation and achievement of competitive advantages based on innovative development is the effective operation of the mechanism for ensuring this process in the economic system. Under the latter, it is proposed to understand the order of functioning of an open dynamic system of organizational and economic measures aimed at innovative development in all functional areas of an industrial enterprise and at the same time at preventing threats to the stability of competitive advantages from competitors, with consistent management of the basic components that make up its conceptual and regulatory basis. The mechanism presupposes the use of appropriate tools, which allows using administrative and economic levers to realize the innovative potential of the enterprise and ensure its competitiveness and economic development.

Ключові слова: конкурентні переваги, інноваційний розвиток, інновації, конкурентоспроможність, механізм, підприємство.

Keywords: competitive advantages, innovative development, innovations, competitiveness, mechanism, enterprise.

Formulation of the problem. In developed countries, an innovative model of economic development was formed, which is based on the intensive production and use of new knowledge, due to the implementation of which in education, technologies, organization of production, and goods, a sufficiently large increase in their GDP is currently achieved.

The transformational processes that took place in Ukraine before the large-scale war were aimed at creating a highly efficient socially oriented economy.

The post-war period of economic recovery creates new requirements for domestic state policy in the direction of increasing and creating conditions for ensuring the competitiveness of economic entities by implementing foreign experience in innovative activities of highly developed countries and aiming to support the development of advanced achievements of domestic engineering and science, technology.

At the stage of the transition to an innovative type of economy, special attention should be paid to the development of the concept of sustainable development of enterprises, since numerous innovations, commercialization of scientific and technical developments, development and production of fundamentally new products are being tested at the level of the primary link of the economy. Innovative factors are decisive in the system of increasing the competitiveness of the country's economy and serve to accelerate, permanence of the innovative process and development, and the efficiency of the functioning of the innovative system.

Therefore, determining the sequence of formation of competitive advantages by an industrial enterprise becomes an important step in the formation of the strategy of innovative development of the enterprise.

Analysis of recent research and publications. Theoretical issues of innovative activity were studied in the scientific works of foreign economists H. Barnet, P. Drucker, E. Manswild, H. Mensch, B. Santo, R. Solow, B. Twiss, E. Toffler, V. Hartman, E. von Hippel, J. Schumpeter. The study of the peculiarities of innovative processes in Ukraine is highlighted in the works of such famous Ukrainian scientists as: V. Andriychuk, Y. Bazhal, V. Besedin, I. Hroznyi, A. Galchynskyi, V. Geets, O. Datsii, M. Dolishniy, A. Kasych, N. Kondratiev, O. Lapko, Yu. Nikolenko, Yu. Pakhomov, I. Prodius, D. Stechenko, D. Chervanov and others.

Ukrainian scientists study the problems of innovative development both at the macro level - from the standpoint of the conditions necessary for the formation of a national innovation system [1-2], and at the micro level - from the standpoint of activating all forms of innovative activity directly by enterprises in the context of ensuring their competitiveness [3-5].

Various aspects of managing the innovative development of enterprises are considered, in which the role of innovation in ensuring the development and competitiveness of both the country as a whole and its individual elements is emphasized, at the same time the problems of the competitiveness of individual enterprises, strategies and mechanisms for the formation of innovative competitive advantages are insufficiently covered, impact of innovations on the economic support of sustainable development of business entities.

The relevance and high scientific and practical significance of the systematic research of innovative processes, their influence on the formation and effective use of competitive advantages in order to ensure a stable competitive position of business entities in the post-war economic life, on the domestic and world markets determined the choice of the topic of the article.

The purpose of the article is to substantiate the sequence of formation of competitive advantages based on the innovative development of the enterprise.

Research results. World experience shows that a way out of the economic crisis is impossible without intensification of innovative activity [6].

Innovative activity changes the life trends of the system, on the one hand, disrupts its stability, and on the other hand, radically renews it. Socio-economic system in the narrow sense is a set of resources and economic entities that create a single whole (socio-economic structure), interconnected and interacting with each other in the sphere of production, distribution, exchange and consumption of goods and services, which is formed demand in the external environment [7].

The ultimate goal of innovations is to increase the mass and rate of profit by increasing the competitiveness of the product, expanding the sales market and ensuring the sustainability of the enterprise. In other words, the improvement of the financial condition of the enterprise can be achieved due to the improvement of quality, the implementation of the policy of resource conservation, the increase of the program for the release of competitive goods, organizational, technical and social development of the enterprise [8].

Achieving competitive advantages is the goal and result of strategic enterprise management, a concentrated manifestation of leadership among competitors. Their features and the mechanism of achievement are one of the key factors of competitiveness. The need to research search processes and achieve competitive advantages determines their evaluation, which will allow the company to achieve its goal.

It should be noted that the key element of achieving a high level of competitiveness of the enterprise is the state of its competitive environment. The capabilities of the enterprise are determined by its potential, which under the influence of the laws of market functioning (competition, etc.) and the influence of internal and external factors is realized in the competitive advantages of the enterprise. Therefore, a necessary condition for the development of competitive advantages of an enterprise in modern economic conditions is the sufficiency of its competitive innovation potential, as one of the types of enterprise potential.

In the context of the study, we pay special attention to internal competitive advantages, since internal competitive advantages determine the value for the manufacturing enterprise and are based on the processes of achieving competitive advantages of the enterprise in all functional areas of its activity, related to the transformation of the results of scientific research and development into new or improved technologies, new or improved products (services) used in practice, evidenced by their competitiveness in the market.

In our opinion, the result of the achievement of internal competitive advantages by the enterprise is a condition for the realization of external ones, that is, the creation and maintenance of external competitive advantages are preceded by the processes of achieving and developing internal competitive advantages achieved under the condition of innovative development of the enterprise (Fig. 1).

The choice of directions for innovative development of the enterprise involves setting the goals and tasks of innovative development within the chosen mission (specific innovative guidelines), analysis of internal and external business conditions, search for resources for innovative activity and their effective distribution, generation of alternative options, their evaluation, ranking by priority of implementation and the final selection of effective directions of innovative development [9].

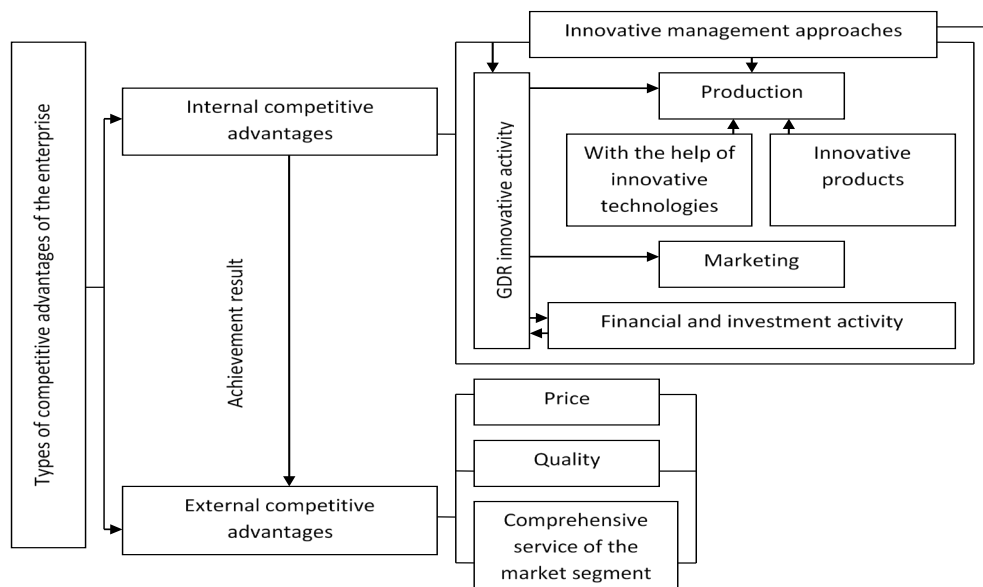


Figure 1. The interaction of types of competitive advantages due to the activation of innovative development of the enterprise

The competitiveness of the enterprise is achieved due to the formation and achievement of a certain level of competitive advantages by it, competitive stability ensures stable competitive advantages of the enterprise. In our opinion, sustainable competitive advantages should be understood as the ability of an enterprise to maintain its defined competitive advantages for a long period of time in the face of various changes in the market infrastructure and fluctuations in consumer demand due to the dynamism of innovative changes at the enterprise.

The sustainability of competitive advantages depends on how protected they are from being copied or overcome by competitors. The duration of the period of the enterprise's competitive advantage will depend on its quality level, the constancy of this level, the complexity of the innovative technology or the innovative products produced. The level of competitive advantages determines the degree of competitiveness of the enterprise.

We offer the following conceptual scheme of formation on the basis of innovative development of a strategy for achieving competitive advantages by an industrial enterprise in Figure 2.

The initial stage of the process of achieving competitive advantages at the enterprise is the analysis of its external environment, that is, the analysis of the external environment at the macro level. Thus, based on the results of the analysis of the competitive environment of the enterprise and its competitive innovation potential, the development of strategies and tactics for achieving competitive advantages, drawing up plans and schedules for the implementation of specific measures is carried out.

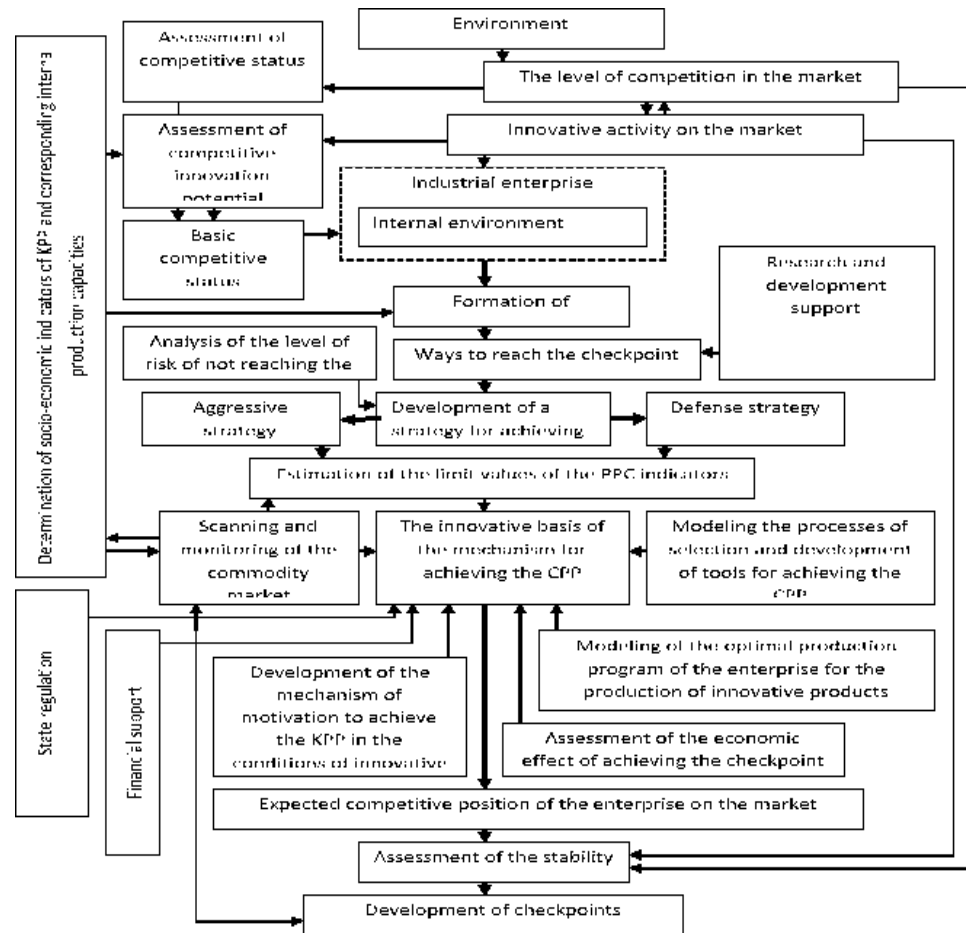


Figure 2. The sequence of formation on the basis of innovative development of a strategy for achieving competitive advantages by an industrial enterprise.

The development of a strategy for achieving competitive advantages by the enterprise allows to ensure the effective distribution and use of all resources of the enterprise to achieve the intended goals. The work on the selection of strategic directions for achieving competitive advantages is the development of the company's development strategy.

As a rule, the achievement of sustainable competitive advantages becomes possible under the condition of long-term intensive capital investments in production facilities, in conducting research and development, intellectual development of organizational and production personnel, that is, they become everything that should be provided by the strategy of an active (aggressive) response of the enterprise to innovative transformations in the market.

An aggressive strategy is characteristic of enterprises whose activities are aimed at the dynamic introduction of new products, technologies and services with fundamentally

new consumer qualities and which have a high innovation potential. That is, such a strategy for achieving competitive advantages can be afforded by industry-leading enterprises with strong market and technological positions.

The defensive strategy is aimed at maintaining the company's existing competitive positions in existing markets through imitative approaches, i.e. copying the main consumer properties of the innovations of leading enterprises. In general, this strategy for achieving competitive advantages is used by almost all machine-building enterprises to one degree or another.

The most important condition of the strategy of the enterprise's active response to innovations is the creation of long-term competitive advantages of the enterprise by means of constant modernization of production based on the involvement of the latest technologies. In order to preserve competitive advantages, it is necessary to constantly find and attract innovations to the field of production, on the basis of which to create fundamentally new competitive advantages and at such a speed that competitors will not be able to copy existing innovations and implement them in their production. That is, it is necessary to constantly recreate the process of attracting, implementing and using innovations that will give the enterprise competitive advantages in the markets of goods and services in the long term.

Diagnostics of the competitive state of the enterprise involves the definition and use of socio-economic indicators of competitive advantages and their corresponding internal production capacities. It is necessary to clearly imagine how internal research and production, technological, personnel and organizational resources correspond to current market needs, and what can be done to achieve such correspondence in the future, and with minimal costs.

In our opinion, it is appropriate to divide indicators of competitive advantages into indicators of the first and second order, according to their impact on the sustainability of competitive advantages and the level of competitiveness of the enterprise.

It is obvious that in order to solve the economic problems that arise in connection with the implementation of the tasks of achieving competitive advantages, it is necessary to make decisions under conditions of great uncertainty [10]. Therefore, special attention should be paid to the creation of reliable and stable sources of information. For this, it is necessary to create, based on scanning and monitoring, a system for tracking the current competitive state of the enterprise, that is, tracking the indicators of the enterprise's competitive advantages and determining the level of their sustainability.

However, observation of one dynamics of indicators does not allow to reliably assess the competitive state of this economic system. This can be achieved based on the use of limit values of indicators of competitive advantages, which are quantitative parameters reflecting the interval between the beginning of the zone of competitive advantage and the end of its operation. Therefore, determining the limit values of the indicators is the basis of the effectiveness of the mechanism of ensuring the process of achieving and developing the competitive advantages of the economic system.

The mechanism for achieving competitive advantages, in our opinion, should be understood as the order of functioning of an open dynamic system of organizational and economic measures aimed at innovative development in all functional areas of an industrial enterprise and at the same time at preventing threats to the stability of competitive

advantages from competitors, while steadily managing basic components , which make up its conceptual and regulatory basis.

The evaluation of the effectiveness of the process of achieving competitive advantages by the enterprise provides supervision and verification of the compliance of the functioning of the enterprise with the set goals in relation to the indicators of competitive advantages established in the form of a defined system. Such assessment ensures: selection and further control of the implementation of the company's strategy for achieving competitive advantages; change and addition of the unified information base of the enterprise; determination of the degree of achievement of set goals; checking the effectiveness and efficiency of individual implemented measures to achieve competitive advantages by the enterprise. The results of the dynamic assessment make it possible to make timely changes to the developed strategy, and this is already the task of the regulatory function.

The control function in the process of achieving competitive advantages by the enterprise is implemented on the basis of the results of research and evaluation of the economic effect of achieving competitive advantages and can be carried out through a scanning and monitoring system, which assumes the selection of main indicators based on the procedure of reducing the information space or expert evaluation, determining the limit values of the selected indicators and tracking the competitive state of the economic system using these indicators.

The mechanism of achieving competitive advantages by the enterprise assumes the use of appropriate tools, which allows using administrative and economic levers to realize the innovative potential of the enterprise and ensure its competitiveness and economic development. One of the effective economic tools is the modeling of the optimal production program of the enterprise for the production of innovative products [10].

Conclusions and suggestions. Realization of the innovative potential of the enterprise is the result of effective management of production, marketing, financial and investment, development and innovation processes. Achieving interaction and coherence of implemented measures in each of these areas should be aimed at obtaining, preserving and distributing the means of production, ensuring the search for new types of products and services, progressive transformations in the field of production, i.e. effective management of the GDR and innovative activities. This becomes possible thanks to the institutional and financial support of the domestic producer's competitiveness.

A modern condition for the formation and achievement of competitive advantages on the basis of innovative development is the effective operation of the mechanism for ensuring this process in the economic system. Under the latter, it is proposed to understand the order of functioning of an open dynamic system of organizational and economic measures aimed at innovative development in all functional areas of an industrial enterprise and at the same time at preventing threats to the stability of competitive advantages from competitors, with consistent management of the basic components that make up its conceptual and regulatory basis. The mechanism presupposes the use of appropriate tools, which allows using administrative and economic levers to realize the innovative potential of the enterprise and ensure its competitiveness and economic development.

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ДЕЯКІ ПРАКТИЧНІ АСПЕКТИ ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ ІНВЕСТИЦІЙНОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВА

У статті визначені теоретичні засади та основні фактори підвищення інвестиційної діяльності підприємств в сучасних умовах, чинники, що характеризують стан інвестиційної діяльності в Україні. Проведено моніторинг результатів досліджень учених-економістів щодо оцінки ефективності інвестиційної діяльності. Визначено основні проблеми фінансування інвестиційної діяльності в Україні та необхідність вдосконалення сучасних інструментів фінансування. Визначено кроки, які забезпечать стимулювання інноваційно-інвестиційної діяльності на рівні підприємства — вдосконалення механізму стратегічного планування, формування фінансово-інвестиційної стратегії; на рівні держави — включити у пріоритетні напрямки державної політики заходи зі здешевлення кредитних ресурсів для впровадження інновацій; розширювати й розвивати інноваційну інфраструктуру. Визначені проблеми, які впливають на реалізацію інвестиційних проектів: невідповідність зовнішнім умовам, недостатня увага інфляції під час планування ресурсного забезпечення витрат виробництва; внутрішні суперечності проекту: неузгодженість термінів повернення кредиту і періоду окупності проекту; недооцінювання величини витрат, пов'язаних з експлуатацією устаткування; недостатність досвіду і кваліфікації персоналу, зокрема менеджерів проекту; організація управління проектом: невдалий добір персоналу, відсутність налагодженого оперативного моніторингу. Визначені недоліки планування: недостатнє