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MARKETING APPROACH TO MANAGEMENT OF ENTERPRISE COMPETITIVENESS

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Summary. Marketing-oriented approach to management the enterprise competitiveness in modern economic conditions is gaining increasing functional significance and requires the development of broader theoretical and methodological concept, which serves as its foundation and determines the sources of competitive advantage formation. In this regard, the problem of developing and implementing effective system for management of enterprise competitiveness based on marketing

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Such system should be aimed at increasing the adaptability, sustainability, and long-term viability of enterprises, as well as ensuring their ability to innovate and update products. An important condition in this case is the creation and production of goods that will have stable demand in the future and enable enterprises to occupy active positions in competitive markets.

The ability of enterprises to function effectively and maintain competitive positions in the context of the world economy globalization, as well as the deepening of European integration processes in Ukraine, is largely determined by the effectiveness of their marketing activities. In modern economic environment, enterprises that do not possess the necessary competencies to develop effective mechanism for managing competitiveness based on marketing principles, and that do not use strategic marketing tools in their activities, are gradually losing their positions in the competitive struggle. At the same time, those business entities that have managed to establish themselves in the market are actively increasing the efficiency of their marketing activities, approaching the maximum possible level of effectiveness.

It should be noted that ensuring the sustainable competitive development of the enterprise is possible only due to the comprehensive application of various conceptual approaches to managing its competitiveness. Such approaches include, in particular, the resource-oriented, production-oriented, and marketing-oriented approaches, each of which is characterized by its own theoretical foundations and managerial tools.

Proponents of the resource-oriented approach emphasize that the formation and maintenance of the enterprise competitive advantages directly depend on the availability and effective use of its resource potential. Within this approach, resources are considered as the key foundation of the enterprise strategic advantages over its competitors, enabling it to establish a unique position in the market. According to this concept, the enterprise competitiveness is determined by its ability to adapt promptly the available resources to changes in the external environment, effectively respond to new challenges, and create new resources to ensure the production of competitive products.

Alongside the resource-oriented approach, the production-oriented approach to competitiveness management is widely applied in practical activities of a significant number of industrial enterprises. Its essence is to ensure the stable enterprise functioning in the market by achieving production-based competitive advantages, which are formed on the basis of the

efficient organization of production processes, rational use of resources, and increased labor productivity.

The theoretical foundations of the production-oriented approach are based on the so-called trade-off production model. According to this model, the enterprise management should form its production policy taking into account the chosen competitive strategy in the market. This involves taking into account the strengths and weaknesses of the enterprise, as well as the formation of the system of interconnected managerial decisions in key functional areas of activity. Such approach makes it possible to ensure the achievement of defined operational results and the formation of necessary operational characteristics of the production system.

From the perspective of the production-oriented approach, the level of an enterprise competitiveness is largely determined by indicators such as sales profitability and the market share occupied by the manufacturer's products. The world practice of leading international corporations shows that a significant part of them have managed to achieve sustainable production advantages due to the active implementation of various methods of business process transformation, improvement of production systems, and optimization of operational activities.

One of the key advantages of the production-oriented approach is the ability to identify those areas of the enterprise activity that provide the highest profit. This, in turn, contributes to making substantiated strategic decisions, particularly in the area of developing and implementing sales policy. At the same time, the disadvantage of this approach is that, while making important managerial decisions, the full range of factors that result in the decrease of enterprise competitiveness is not always taken into account.

In this regard, the modern concept of managing enterprise competitiveness should be based not only on the combination of resource-based and production-oriented approaches, but also should take into account the situational characteristics of the market environment. These peculiarities include the dynamism and differentiation of consumer preferences, the rapid development of technological innovations in production, focus on individualized consumer needs, as well as the expansion of trade and economic relations in the context of the globalization of supply and demand.

Given the growing role of consumers in shaping the performance outcomes of manufacturing enterprises, achieving maximum effectiveness in the implementation of competitiveness management functions is possible only if all types of enterprise activities are oriented toward meeting consumer needs. This involves subordinating the enterprise resources, organizational structure, and operating system with a single strategic goal—formation and maintenance of a high level of customer satisfaction. In this context, the management of enterprise competitiveness should acquire a distinctly marketing-oriented character.

At the current stage of development of Ukraine's market economy, the marketing approach to managing enterprise competitiveness is one of the most appropriate and effective. Its application enables enterprises operating in the competitive environment to develop and implement clearly defined marketing strategies aimed at achieving long-term competitive advantages. At the same time, the target orientation of each marketing strategy is determined by the strategic objectives of enterprise management, which serve as a guideline in its development and are gradually clarified at the stages of implementation.

Thus, the marketing approach to managing enterprise competitiveness involves systemic orientation of its activities toward consumer needs and expectations, as well as the development of high level of organizational and professional flexibility in responding to changes in the market environment. The implementation of competitiveness management based on marketing principles is aimed at creating additional competitive advantages through

the development of the system of mutually beneficial relationships between the manufacturing enterprise, consumers, and other participants in market exchange.

Analysis of the main approaches to managing enterprise competitiveness indicates the expediency of the integrated use of resource-oriented, production-oriented, and marketing-oriented approaches. The resource-oriented approach focuses on the efficient use and development of an enterprise resource potential as the basis for forming strategic advantages. The production-oriented approach, in turn, focuses on the increasing of the production processes efficiency, optimizing costs, and ensuring stable economic performance of the enterprise.

At the same time, in modern business conditions, the marketing approach to managing enterprise competitiveness becomes of primary importance, since it directs the enterprise activities toward the needs and expectations of consumers. The implementation of the marketing approach involves the development of effective marketing strategies that ensure the creation of additional value for consumers, the establishment of long-term mutually beneficial relationships with market partners, and the enhancement of the enterprise flexibility in responding to changes in the external environment.

Thus, managing enterprise competitiveness based on marketing approach contributes to the formation of sustainable competitive advantages, improves the efficiency of enterprise activities, and strengthens its position in the market. The application of marketing principles in the management system makes it possible for enterprises not only to meet the current consumer needs but also to anticipate their future expectations, which is an important prerequisite for ensuring long-term development and stable operation of enterprises in the competitive environment.

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