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## THEORETICAL FUNDAMENTALS OF COMPETITIVENESS MANAGEMENT OF ENTERPRISE PRODUCTS ON THE BASIS OF MARKETING

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### **Abstract.**

The article considers the theoretical and methodological and practical components of marketing management of enterprise competitiveness, marketing analysis and organization of collection and processing of marketing information, research. The analytical component of marketing management of enterprise competitiveness is the basis for drawing up and implementing marketing plans of the enterprise, as well as providing management and decision-making support for marketing activities.

**Keywords:** Marketing analysis, competitiveness management, marketing analytical activities, marketing environment, marketing principles, marketing information

Product competitiveness management today occupies perhaps the most important place in the overall management system of the enterprise. Modern management theory offers many approaches to competitiveness management, each of which reflects a certain scientific methodology and, accordingly, focuses on specific functional components.

The very concept of "management of the competitiveness of enterprise products" is complex and multifaceted, so in scientific publications we find its various interpretations.

G.R. Sabetskaya characterizes the competitiveness of products as "a set of measures taken in the process of development, design, production, promotion,

sale and after-sales service of products to create its attractiveness to the end user and provides a balanced impact on economic performance based on profit" [13, p. 29].

One of the leading factors that form a stable competitive advantage, the author considers consumer interest in the products produced by the company. The author sees his own model of product competitiveness as a set of three components:

- 1) the social aspect of meeting demand;
- 2) profit and benefit by the manufacturer;
- 3) profit by enterprises at the entire stage of product promotion to the final consumer [13, p. 29].

In our opinion, such a set of factors is strategically oriented, taking into account when developing or designing a product, first of all, the rate of profit and the price of the product, the author less emphasizes other components competitiveness - quality, range, service, after sales service, etc.

Bondarenko SM believes that the management of product competitiveness should be rating, ie aimed at creating and maintaining competitive advantage by influencing the factors, conditions, sources and methods of their formation using ratings [2, p. 6]. The competitiveness of agricultural products is influenced by a large number of factors of various nature, which have a hierarchical structure. Lower-level factors include resources, and higher-level factors include direct competitive advantages. The study of higher level factors is necessary in order to identify the primary sources of competitiveness of the business entity - lower level factors. In general, the process of forming competitiveness can be reflected as follows: the factors of direct action of the lower levels of the hierarchy (resources and capabilities of the enterprise), interacting with each other, create higher factors - competitive advantages, which

in turn shape the competitiveness of enterprise products. Instead, indirect action factors only affect the level of competitiveness. In other words, the business entity is competitive only if there are factors of direct action, because the factors of indirect influence can not ensure the proper competitive position of the enterprise ( fig. 1).

In the system of competitive advantages of the enterprise, it is important to highlight the competitive advantages of products, which are the foundation of the advantages of the business entity as a whole. But, in addition to the existing advantages of certain types of products, the competitiveness of the enterprise depends on whether it is able to provide the maximum possible efficiency with the available resources. That is why the process of formation of competitive advantages of agricultural products should be preceded by a justification of the industry structure of the enterprise, the desired quality and cost characteristics of manufactured products, as well as the organization of economic activity. Only y in this way you can ensure maximum results and stable market positions for a long time.

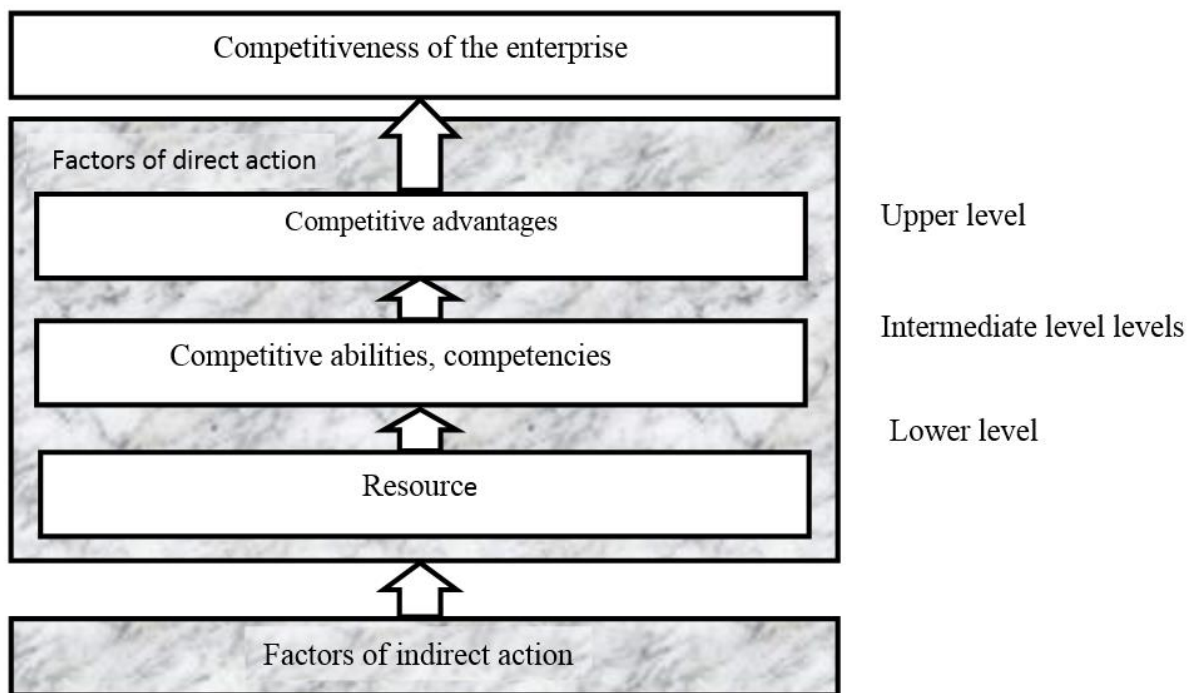


Fig.1. Hierarchy of factors of competitiveness of agricultural enterprises

The competitive advantage of a product is directly related to its ability to meet the needs of consumers. With this in mind, the 4C concept was used to identify competitiveness factors that arise at the marketing stage. Its fundamental basis is four parameters: product, cost, communications, availability [13], which are considered not as characteristics of the product offered by the company to the consumer (typical of the 4P concept), but as characteristics formed by the needs and requests of potential buyers. These include (table 1):

1) product quality, trademark, packaging (shelf life, environmental friendliness, reliability), labeling

(as a way of informing the consumer about the benefits and differences of the product);

2) the price, which reflects not the costs and benefits of enterprises, but the costs of the consumer to purchase this product;

3) availability and maximum satisfaction of demand, which is associated with the definition of sales channels for agricultural products that are most convenient for buyers and ensure maximum efficiency of the producer. Methods and place of implementation should be determined taking into account the availability of agricultural products for the consumer, as well as the timeliness and completeness of meeting his needs.

Table 1.

<b>Factors of formation of competitive advantages of the enterprise production, realization, management</b>			
Sphere of formation of competitive advantages	Factors of competitiveness		
	qualitative	quantitative	cost
Competitive advantages of products			
Production, processing of agricultural products	Physical, biological and chemical properties of agricultural products, processed products. Environmental friendliness of products and production technologies.	Production volume	Production cost.
Implementation	Quality, packaging, trademark, product labeling. Consumer awareness of the benefits and unique properties of the product.	. Volume of goods at points of sale (taking into account demand). Sufficient batches of homogeneous products.	Total cost, product price
Competitive advantages of the enterprise			
Enterprise management	Competitive strategies, synergetic effect from a combination of advantages of different types of products (arises as a result of a reasonable production structure and range); product availability (sales network) and consumer awareness of the benefits, unique characteristics of the enterprise (communication structure, positioning system, brand), which are provided by effective marketing.		

Integrating product advantages provides the advantages of the enterprise, which are characterized by the highest level of value and can provide much higher efficiency and competitiveness compared to competitors. Such advantages are formed in the field of management by coordinating activities at different stages of management in order to form and maintain key competitive advantages based on the effective involvement and use of resources and technologies. The managerial factors that determine the competitiveness of the enterprise include the production structure, product range, the presence and structure of the retail network and the sales channels used, the structure of communications,

the presence of the brand. Consolidation of information about the uniqueness and benefits of both individual products and the enterprise as a whole in the minds of consumers is carried out by positioning them [8, p. 112].

After determining the factors of direct impact on competitiveness, it is necessary to identify the factors that have an indirect effect on it, and distribute these factors depending on the ability of the enterprise to regulate their action (table 2). The list of internal factors is limited to economic risks associated with the uncertainty of the entity's internal business processes.

Table 2.

<b>Factors of indirect influence on the competitiveness of agricultural enterprises [5, p.].</b>		
The degree of possible regulation	Джерела походження	
	Sources of origin	external internal
Unregulated	Natural (climatic, soil conditions), political, socio-economic (antitrust policy, investment attractiveness of the economy, level of innovation development; solvency of demand; policy of other countries), financial (tax, credit, fiscal policy, inflation), market 'juncture in world markets, land market development, market infrastructure) factors.	—
Weakly regulated (on a competitive basis)	Socio-economic (investment attractiveness; development of technology transfer; labor potential; transport system), market (domestic market conditions; type and intensity of competition in the market	Credit, investment risks.
Adjustable	—	Credit history; the level of innovative development of the enterprise; efficiency of production, in general economic activity; investment attractiveness of the enterprise; production, market risks.

Creating new competitive advantages and maintaining existing ones involves the purposeful influence on the above factors in order to ensure a high level of adaptability of enterprises to external challenges and the ability to compete in domestic and foreign markets.

This interpretation of the process of competitiveness formation corresponds to the generally accepted interpretation of management.

Mazur KV considers that ensuring competitiveness is, first of all, a philosophy of management of all

system in the conditions of the market which is focused on the decision of the following tasks: research of needs of consumers and tendencies of their development; assessment of behavior and capabilities of competitors; study of the state and trends of the market; knowledge of the environment and its trends; learn to create such a product that the consumer prefers the created product to the product of a competitor; to focus the implementation of these tasks on the long term [10].

The mechanism of formation of competitiveness of the enterprise consists of two blocks: a kernel - management of competitiveness - and an operating block - set of actions concerning formation of advantages (fig. 2).

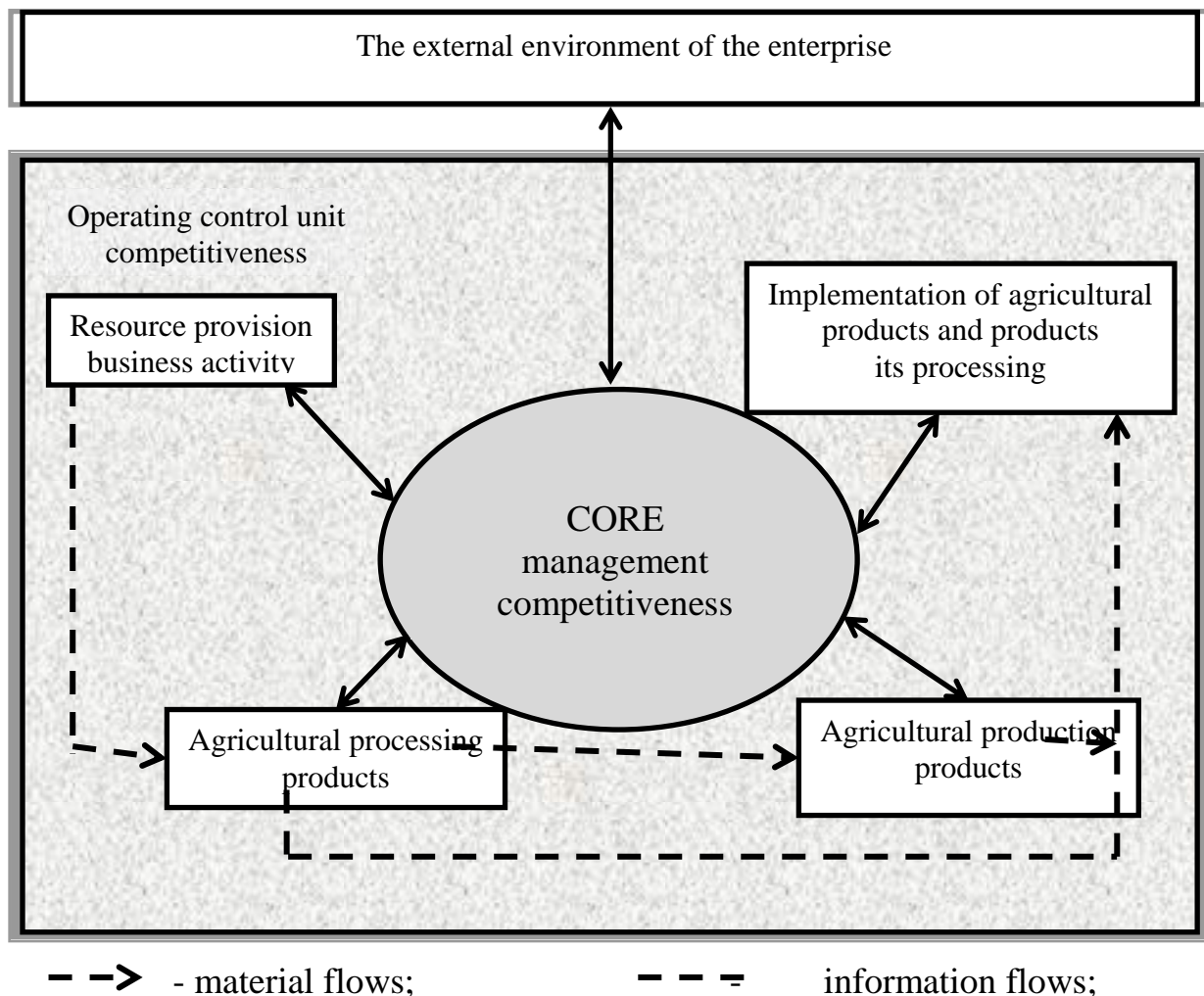
The key management function is to coordinate the elements of the operating unit and maintain two-way communication between them. Given the inseparability of managing the competitiveness of enterprise products from the activities of the enterprise, the theoretical foundations of this process should be the basis of the

theoretical basis for the formation of competitive advantages of the agricultural enterprise.

The object of managing the competitiveness of enterprise products are the factors that provide it (especially competitive advantages), and the managed system - the process of economic activity, within which competitiveness is formed.

Tools for managing the competitiveness of enterprise products are ways to influence economic activity, which in the study are distributed according to the method of creating competitive advantages.

These include the following instruments: 1) financial (distribution and redistribution of financial resources); 2) economic (allocation of resources to optimize economic processes); 3) organizational (use of norms and standards for competitiveness factors); 4) technological (introduction of innovative products and technologies). These tools are considered through the prism of possible ways of forming competitiveness, ie methods of managing it.



**Fig.2.** The place of product competitiveness management in the mechanism of its formation

These include preventive methods (eliminating or reducing the likelihood that the advantage will be reproduced by competitors), methods of retention (modernization and strengthening of existing advantages), imitation (repetition of the advantages of competitors), creating completely new (future) benefits.

The practical implementation of methods and tools for managing the competitiveness of enterprise products is by influencing the system of levers.

The levers for managing the competitiveness of agricultural enterprises are the characteristics of products, the change of which provides an increase in the level of competitiveness of agricultural enterprises. These include the advantages of the enterprise as a

whole (efficiency, risk and image) and the advantages of individual products (price, quality, affordability, consumer awareness of it). The functions of self-renewal and self-regulation of the mechanism of managing the competitiveness of enterprise products perform incentives. They motivate staff to manage the competitiveness of enterprise products and constantly improve this process. For maximum benefit from the use of incentive tools, it is advisable to classify them according to two criteria: depending on the motives (economic, administrative, moral, creative); depending on the nature of the impact (motivating and demotivating influences) (table 3).

The process of managing the competitiveness of enterprise products in the General case can be represented as the following stages [13]:

- 1) assessment of the competitiveness of the company's products at the moment;
- 2) identification of competitive advantages and identification of key success factors in competition)
- 3) development of competitive strategy and development of tactics;
- 4) implementation of the provisions of the strategy in the process of carrying out economic activity by the enterprise;
- 5) determining the results of the implementation of the competitive strategy and its improvement in the course of identifying inconsistencies.

Table 4.

<b>Classification of incentives for managing the competitiveness of agricultural products</b>		
Motives for ensuring competitiveness	The nature of the impact of the stimulus	
	reward	punishment
Economic, including: -material	Wages, allowances, bonuses, material rewards, profit sharing, etc	Wages, fines, depreciation, fines.
- intangible	Holidays, treatment financing, gifts, kindergartens, health insurance, etc.	–
Administrative	Opportunity for professional and career growth, flexibility of work schedule	Dismissal, demotion.
Moral	Gratitude, diploma, expression of respect from the management.	Reprimand, disciplinary fines, remarks, etc.
Creative	Possibility of self-realization, self-expression, self-improvement.	–

When studying the process of managing the competitiveness of enterprise products, it is advisable to distinguish two levels of strategic and operational (table 4). The strategic level is designed to increase and maintain the competitive advantages of products. This can be done by forming the competitive advantages of the enterprise, which, according to the model, are the factors that shape the competitive advantages of products. Competitive advantages of the enterprise are the strategic factors forming competitive advantages of production: automation of processes (including production); introduction of innovations and modernization; introduction of waste-free production; gaining access to cheap financial resources; state order other advantages of the enterprise. All of the above, indirectly through factors, has a positive effect on the quality and cost of production in the long run.

At the level of planning the strategic management of product competitiveness, first of all, the impact is projected created competitive advantages of the enterprise on the formation of competitive advantages of products.

Certification measures and product quality awards are also planned as long-term quality enhancements. The activity should be based on partner marketing, marketing dialogue, which involves the involvement of

consumers in the creation of products in order to prevent (or predict) the migration of value.

At the level of formation of strategic management of product competitiveness, control over compliance with planned measures is carried out, including negotiations on the implementation of activities with both suppliers and buyers on long-term terms. Operational product competitiveness management consists of four equivalent levels of management: 1) quality management; 2) range management; 3) cost and price management; 4) sales management.

Thus, the process of managing the competitiveness of enterprise products can be implemented in the formation and application of an effective mechanism for managing the competitiveness of enterprise products, which is a set of tools and methods to create a system of integrated management of enterprise development for long-term competitive position. In turn, the implementation of the mechanism will be properly effective only if the functionality of the enterprise competitiveness management system. It is a set of subsystems, as well as communications and processes between them, the interaction of which ensures the effective functioning of the enterprise in a competitive environment, its stable and secure development in the future through the constant development of the potential of the entity



Table 4.

<b>Product competitiveness management model</b>			
Di-recti- ons	Identification of factors com- petitive advantages	Competitive advantage planning	Formation of competitive advantages
<b>Strategic management of product competitiveness</b>			
<b>Maintenance building</b>	innovations; market trends; automation; waste-free production; cheap financial resources	product certification planning and its structure; planning activities for obtain- ing a quality award; activity planning based on partnership marketing dia- logue	implementation of long- term contractual relations; compatible commercial business projects (aimed at innovative products); organization or participa- tion in quality awards events; certification
<b>Operative management of product competitiveness</b>			
<b>Quality management</b>	By elements: quality of raw materials; quality of processing (technol- ogies); quality of transportation; packaging quality; staff quality; storage quality; quality of use	determining the structure of the quality model for each product; determination of input limits (parame- ters) for each quality element; primary fixation of quality: forecast of quality of a separate product proceeding from the fixed indicators; focus on quality to ex- ternal competitors and consumer needs	control of product quality formation according to the model at the stage of sup- ply, production and sale
<b>Quality range</b>	assortment structure; refresh rate; the share of prod- ucts for export to total volume; indicator of innovation con- sumer expectations; assort- ment structure for type of commodity behavior	planning the structure of the range (state and vectors of development); assort- ment upgrade planning; export volume plan; calculation of the indicator of in- novation consumer expectations	implementation of planned standards for the range, preparation for sale
<b>Quality cost</b>	raw material prices; produc- tion cost; transportation prices; staff sal- aries; storage cost; rate of profit and tax; determination of modern methods of cost ccounting; cost orientation products of competitors	definition of the cost model with the main pricing; primary fixation of the cost of raw ma- terials; cost forecast for an individual product; setting price limits in order to focus on the services of a distributor or the sale of goods on their own; determination of the minimum level of the price, influence on the prime cost	control of formation of the prime cost of production according to model at a stage of delivery, manu- facture and preparation for sale
<b>Quality sales</b>	service priorities; possible formats of sales chan- nels; determining the optimal promotion strategies; deter- mining the uniqueness and in- novation of the product	determination of product competitive- ness in accordance with models and pri- mary indicators at the entrance in terms of price, quality, range and effective de- mand; distribution and sales channel planning;	formation of competitive- ness according to the plan;

The effectiveness of managing the competitiveness of enterprise products can be achieved only if it is based on the principles of marketing, ie the center of the organization must be the consumer, and accordingly the marketing and management system must combine all efforts and resources of the enterprise to meet needs and requirements consumers.

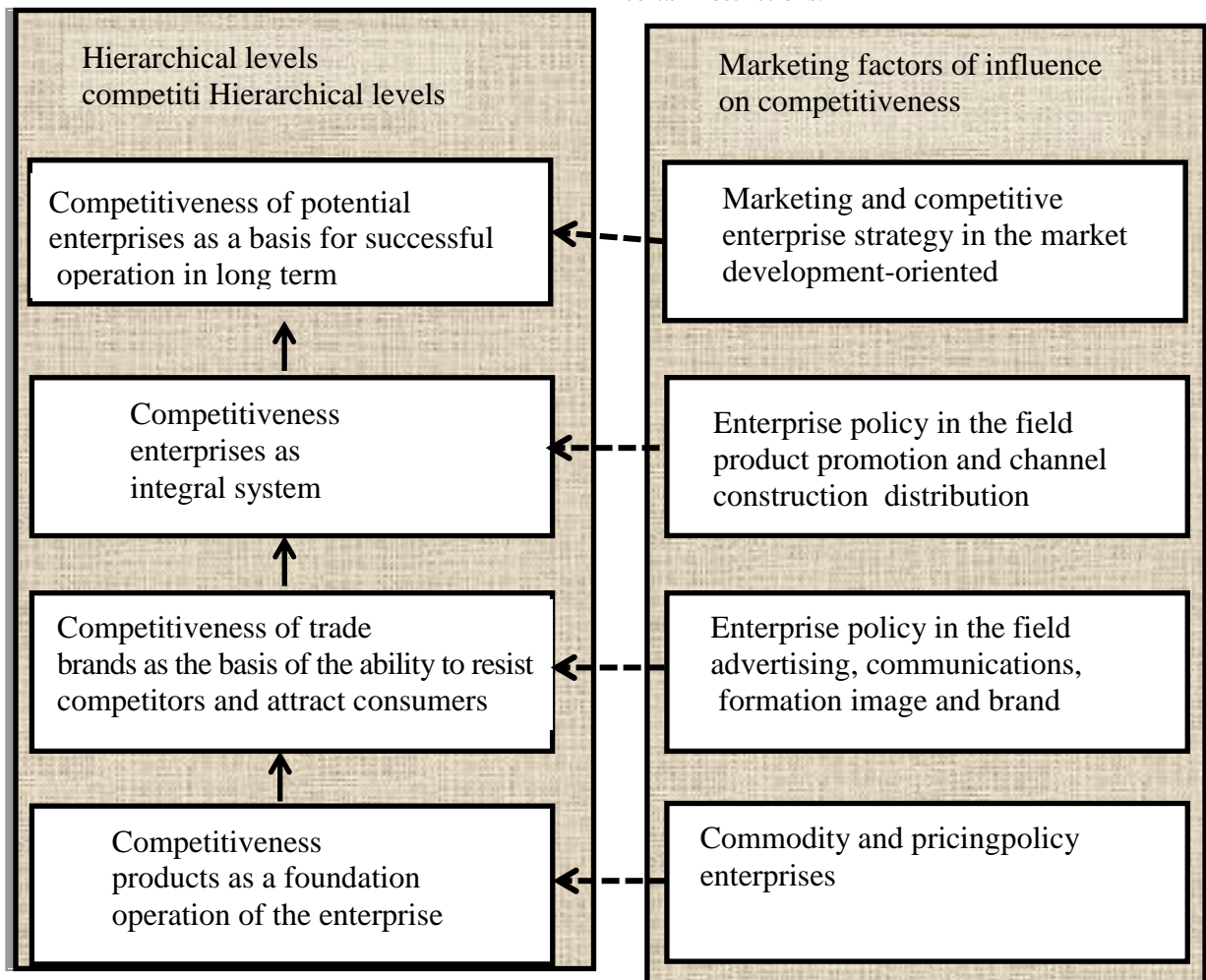
There is an inextricable link between the use of marketing and the competitiveness of products: the more fully and effectively the company uses in its activities the principles and methods of marketing, the more real its chances of producing competitive products.

Marketing management of the competitiveness of enterprise products is one of the most important components of the overall management of the enterprise,

which aims to obtain additional competitive advantages through the formation of a system of mutually beneficial relations between the manufacturer, consumers and other parties to the exchange. Marketing management is quite significantly different from the traditional both in terms of goals and means of achieving them. Traditional management is based on two interdependent components: the ability of the leader to organize and his entrepreneurial intuition (the ability to see and use the opportunities that open up, to anticipate development trends). Marketing management, having emerged in a fairly perfect economic system, without denying the achievements, added to these two components, the third, which became the main - reliance on information. Marketing management involves the development, adoption and implementation of decisions based on



comprehensive continuous research. To better understand the impact of marketing factors on the competitiveness of enterprise products, we present a hierarchical model of enterprise competitiveness, which consists of four main components (fig. 3).



*Fig.3. Hierarchical model of enterprise competitiveness and the influence of marketing factors on it [4, p. 306]*

The subject of marketing competitiveness management is a chain of management systems that has a purposeful influence on other elements of the competitiveness management system of enterprises. The subjects of marketing management of the competitiveness of the enterprise are a certain number of persons who belong to a coordinated management system enterprise management and participate in the development and implementation of management decisions in the field of competitiveness management (head of the enterprise or department, structural unit, marketing specialists)

Marketing management of the competitiveness of enterprises is a process of implementing a set of management and marketing functions - analysis, planning, organization, motivation and control of the enterprise (Table 5). Functions of marketing management of competitiveness of the enterprise are rather independent, specialized, concrete kinds of activity which allocate on the corresponding signs. They have a clear meaning, as well as a developed process that ensures the implementation of a set of tasks with special methods and techniques. Table 5 shows the functions of marketing management of the competitiveness of the enterprise.

The object of marketing management of the competitiveness of the enterprise are the factors that affect it, creating new opportunities to ensure the ability of the enterprise to compete successfully in a particular market (sales region) in a given period of time, or imposing certain restrictions.

One of the main components of marketing management of enterprise competitiveness is marketing analysis and organization of collection and processing of marketing research information. The analytical component of marketing management of the competitiveness of enterprises is the basis for the preparation and implementation of marketing plans of the enterprise, as well as providing management and decision support for marketing activities. One of the main tasks of marketing analysis is to identify reserves to increase the competitiveness of the enterprise. Marketing analytical activities of enterprises in terms of managing their competitiveness is a process that includes the study of external and internal marketing environment. The analysis also clarifies how these conditions affect the competitiveness of the enterprise.

The planning process in terms of marketing management of the competitiveness of enterprises - an ordered set of stages and actions related to the situational analysis of the environment, goal setting, development of competitive strategies, implementation of planning, implementation, control over the implementation of the

marketing plan to ensure the competitiveness of the enterprise. Marketing management of the competitiveness of the enterprise is carried out on the basis of marketing audit, ie situational analysis of the environment (market, products, consumers, buyers, intermediaries, suppliers, competitors).

Marketing planning of product competitiveness involves the development of plans of two types: tactical and strategic.

The organization of marketing management of the competitiveness of enterprise products provides for the mandatory establishment of a marketing department. The marketing department should deal with the promotion of products on the market, assess the marketing potential of the enterprise and develop recommendations for improving the competitiveness of the enterprise and its products.

Table 5.

**Research of functions of marketing management of competitiveness of the enterprises**

Management functions	The content of the function	Procedures
Analysis	Establishing the main trends in the market, its fluctuations, as well as identifying bottlenecks in the marketing activities of the enterprise to ensure the required level of its competitiveness	market research; analysis of product competitiveness; analysis of competitors; customer analysis; analysis of intermediaries; supplier analysis; evaluation of the effectiveness of marketing services; determination of marketing potential enterprises
Planning	Forecasting the effective results of marketing activities, creating conditions to achieve the required level of competitiveness of the enterprise	development of marketing plans of the enterprise; development of planning methods; determining the amount of income and expenses of marketing activities; providing information for drawing up a marketing plan; forecasting the price and sales of the enterprise; development of competitive strategies of the enterprise
Organization	Selection of executors of marketing services distribution of tasks between them, coordination of their actions	organization of marketing services of the enterprise; allocation of marketing structural subdivisions; division of responsibilities between executors and coordinators of marketing activities; creation of an information collection system; providing department heads with information about their activities
Control	Establishing feedback in the activities of marketing services	identification of compliance and effectiveness of the chosen strategy and tactics to real market processes; comparison of planned and actual indicators to determine the assessment of the results of marketing plans; establishing permissible limits of deviations from the plan; allocation of responsibilities
Regulation	Making changes in the content of the tasks of marketing management of the competitiveness of the enterprise	interpretation of the reasons for deviations of the plan from the fact and development of proposals to reduce deviations; development of measures of influence; taking measures to encourage positive results and correct negative indicators
Motivation	Implementation of mobilizing influence and ensuring the interest of consumers.	formation of an effective quality system at the enterprise; planning of marketing policies of the enterprise (commodity pricing, distribution, promotion, communication) organization of quality pre-sales and after-sales service

Carrying out control in the management of marketing competitiveness of the enterprise is a means of assessing the effectiveness and completeness of the marketing plans of the enterprise in terms of goals set and implemented to ensure the required level of competitiveness of the enterprise. As a result of control, changes are made to the content of the tasks of marketing management of the competitiveness of the enterprise, adjustment of marketing plans and behavior of the enterprise in the market.

Marketing management of the competitiveness of enterprises also involves the presence of motives (material, psychological, cultural, behavioral) of human activity.

Forming a marketing mechanism of development, which will serve as a tool to increase the competitiveness of agricultural products, it is necessary to take into account the following features that are related to: the specifics of agriculture as a type of economic activity; significant level of competition among producers and processors of agricultural products; a large number and variety of products.

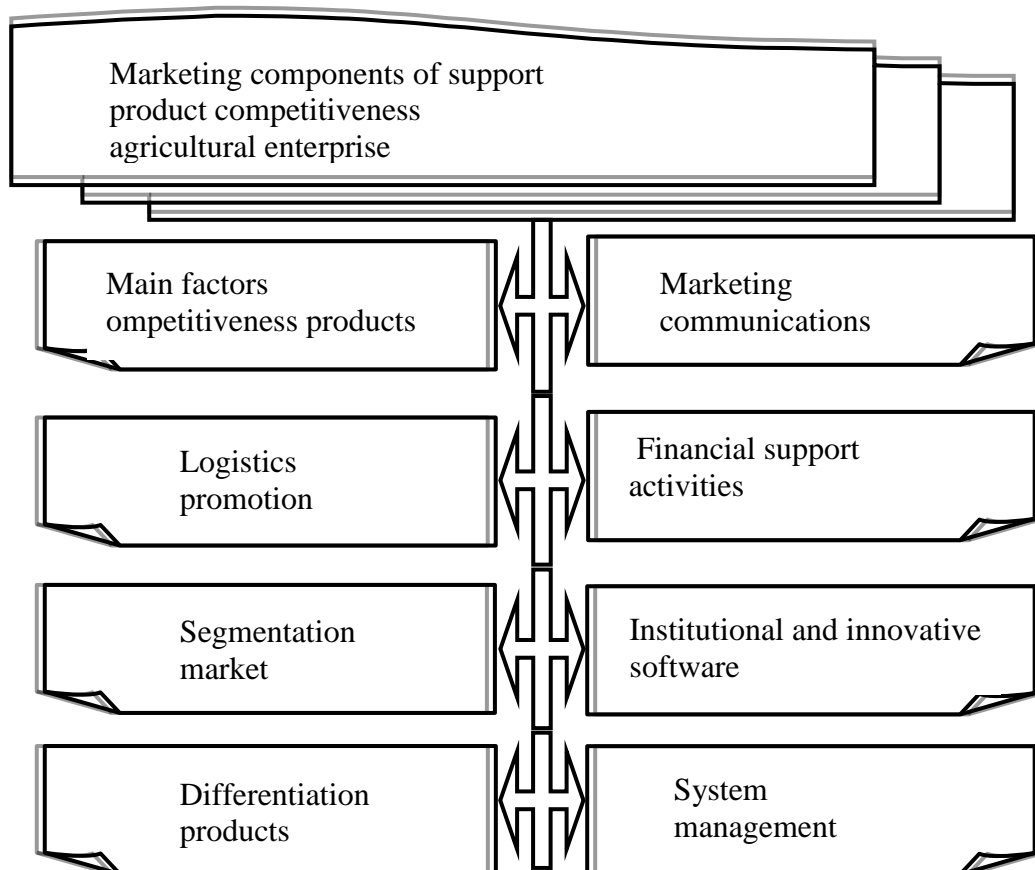
The main areas of increasing the level of competitiveness of agricultural products, taking into account the tools of the marketing mechanism should include analysis of the marketing environment and assessment of the attractiveness of the market, including: study of market needs; study of effective demand for products, markets and justification of the plan of production and sale of products of the appropriate volume and range; analysis of factors that shape the elasticity of demand for products; assessment of the level of risk in the absence of demand for products; assessment of the level of product quality and search for ways to improve it; development of methods and means of formation of demand and stimulation of sale of production in the market; assessment of the efficiency of production and marketing, methods of analysis of marketing data and marketing problems [3, p.163].

The main methodological approaches to the formation of a marketing mechanism for managing the competitiveness of agricultural products include:

- formation of corporate culture;
- improving the organizational structure of enterprise management;

- introduction of a logistics system for managing production resources and sales;
- improving the accounting of production costs;
- improvement of methods of formation of costs for production in the enterprise;
- improvement and enrichment of the regulatory framework of the enterprise;
- formation of the paradigm of scientific and technological progress and quality system;
- formation of ecological policy at the enterprise;
- introduction of new management approaches;
- introduction of new management approaches;
- introduction of an innovative mechanism of enterprise development, etc. [6, p.145].

For a comprehensive assessment of the competitiveness of agricultural enterprises, it is advisable to use the following structural components (Fig. 4): competitiveness of the enterprise in the market, logistics, marketing communications, market segmentation, financial support, investment - innovation support, management system, product differentiation.



**Fig.4.** Structural components of the marketing mechanism to ensure the competitiveness of agricultural products

One of the components of the marketing mechanism is the separation of the segment and the development of a set of proposals for it within the price, communication and sales policy. After all, for such a segment the company will work more efficiently than for the whole market, concentrating available resources only on this segment.

Using investment and innovation support, the agricultural enterprise does not focus on a specific segment. The basis of its activity is the search for new technologies and the introduction of innovations in the production process, the production of new products. The main purpose of this component of the marketing mechanism of development is to identify competitors in the market and find ways to obtain a market niche

The strategy of differentiation is a way to gain a competitive advantage by expanding the consumer value of the product of the agricultural enterprise in comparison with the products of competitors. An agricultural enterprise uses a strategy of differentiation as the demands of consumers who seek to obtain non-standard products diversify and differentiate.

Limited resources and opportunities for development in conditions of intensified competition forces companies to seek new ways in the management system that will increase competitiveness and accelerate capital growth, as a result, along with the concentration of capital will develop processes of integration, diversification, concentration.

It is important that the means of communication with the target market, as part of the marketing mechanism of agricultural development, chosen during the planning of the promotion company, are unifying, covered by one main goal and provide effective, consistent, targeted impact on consumers.

No less important component in the structure of the marketing mechanism is the logistics of promotion. Promotion logistics is the management of transportation, warehousing and other tangible and intangible operations that are carried out in the process of proving the finished products to the consumer in accordance with the interests and requirements of the latter, as well as the transfer, storage and processing of relevant information [7, 83].

The most important structural component in the marketing mechanism is adequate financial support. The level of financial security of an agricultural enterprise also affects the level of financial stability.

Thus, based on the results of the study, it can be concluded that the introduction of effective marketing management of product competitiveness is a priority for domestic agricultural enterprises. Market advantage in the market in general means that some properties of goods or services of this company are better than the competitor. An enterprise that wants to achieve marketing benefits is more consumer-oriented than others.

The modern approach to enterprise competitiveness management is a systematic combination of a set of knowledge on competitiveness management with principles, mechanisms aimed at strengthening competitive advantages and gaining the largest market share in the competition. The main task in the marketing management of the competitiveness of the enterprise - target orientation and complexity, integration of all functional subsystems into a holistic system.

Effective marketing management of the competitiveness of enterprise products will ensure a high level of adaptability of the enterprise, the dynamic correspondence between its marketing potential and market position, will minimize business risks, control the external and internal situation, define strategic goals, regulate the market and manage management. conditions of economic development.

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