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## THEORETICAL AND APPLIED PRINCIPLES OF STRATEGIC MANAGEMENT OF COMPETITIVE ADVANTAGES OF ENTERPRISES IN THE CONTEXT OF DIGITALIZATION

**Problem statement.** Given the extremely high level of instability of the domestic economy provoked initially by the pandemic, its consequences, prolonged and intensified by Russia's full-scale invasion, the consequences of a protracted war, the dynamism of socio-economic, political, and other processes has a rather negative impact on the activities, development, and participation in the competitive struggle of domestic enterprises.

The management of domestic enterprises is simply forced to make decisions under conditions of critical uncertainty, in the absence of practical experience in wartime, dynamic development of innovative technologies, digitalization of the economy, etc. All of this is happening in the context of increased competition in the foreign market, considering its globalization. This enhances the role of strategic management for business entities. That is why strategic management of the competitive advantages of enterprises in the context of digitalization has become a relevant issue for research, improvement, and harmonious development [1; ; 11]. Digitalization (which determines the dynamic nature of activities), the active introduction of the latest technologies in the activities of these enterprises will also entail changes in approaches to ensuring and further retention, development of the competitive position of the enterprise. Adaptation to changes of domestic enterprises should be ensured by internal changes in their systems of activity, reflected in their strategic development [2; 6; 8; 15; 18].

**Analysis of recent research and publications.** A review of the literature sources has shown considerable interest in the topic of strategic management of the competitive advantages of enterprises in the context of digitalization. This issue is highlighted in the scientific achievements of such scientists as: L. Artemenko [1], V. Balkovska [3], I. Bulakh [5], O. Hudzynskyi [7], T. Hurenko [7], V. Dzenis [8], O. Dzenis [8], M. Ihna-

tenko [9], V. Kyfiak [11; 20], L. Levaieva [9], L. Marmul [9], Yu. Petruk [1], S. Sudomyr [7] and others. The issues of digitalization of the economy are covered in the works of the following economists: T. Archypova [2], O. Hrybinenko [6], A. Koriuhin [2] and many others. The problems of strategic management of competitive advantages at the macro level have been studied by such scientists as: O. Bobrovska [4], I. Polska [4], T. Savostenko [4] and many others. Leading foreign scholars have also studied the issue. Among them, it is advisable to single out the following: I. Ansoff [19], M. Porter [13] and others. However, the high level of dynamism of the external environment, scientific and technological progress, and globalization of the economy lead to the emergence of new tools for the formation, further development (retention) of competitive advantages of enterprises that require detailed research.

**Formulation of the goals of the article (statement of the task).** The current conditions of the global crisis, Russia's military aggression require the continuation of detailed scientific research on the development of technologies, methods of strategic management of processes and competitive advantages of domestic enterprises to strengthen their competitiveness. The purpose of the article is to study the theoretical and applied principles of strategic management of competitive advantages of enterprises in the context of digitalization.

**Presentation of the main research material.** The process of development of an economic entity in a highly competitive environment involves ensuring sustainable advantages over other market participants, the use of which can guarantee the long-term and efficient existence of an enterprise. The concept of «competitive advantages» is used to characterize such advantages. Economic processes are dynamic in nature [8]. It is the dynamics that causes fierce competition and the need for enterprises to adapt to it. And the one that

adapts faster will win the competition. After all, «competition» in translation from English means «contest». A significant number of domestic enterprises were unable to respond to changing market conditions (in particular, due to the pandemic, war), to study and analyze the market, its conditions, threats, needs, etc. Because of this, many of them were simply not ready for the «contest» – competition [7] in the new business environment. That is why the essence of competitive advantage is extremely relevant for enterprises of the domestic economy.

After analyzing the achievements of specialists, we will define the essence of «competitive advantage» – this is «a concept that arose in the field of strategic management to describe and analyze how its effective use, application by enterprises, organizations or even countries can ensure success in the market, maintain and improve their own position in a highly competitive environment» [13]. The term/concept of «competitive advantage» was first introduced by Michael Porter [13]. In his well-known and popular book «Competitive Advantage: Creating and Sustaining Superior Performance», published in 1985, according to M. Porter, «competitive advantage is the ability of an enterprise (organization) to create (form) greater value for its customers (consumers) than other competitors in such a way as to allow her (him) to make a profit» [13], to maximize it. It is clear that, despite the conceptual nature of these studies, the processes of managing the competitive advantages of enterprises in the context of digitalization remain insufficiently researched, especially in the context of the high dynamism of these processes.

Ukrainian scientists and business practitioners have significant achievements in the field of studying the development of strategic directions for managing competitive advantages. According to scientists, the strategic prospects for the innovative and digital development of domestic production should be considered in terms of significant resource constraints, structural reorganization of industries, formation of favorable prices for products (services) and pricing processes. When developing strategies for the development of domestic enterprises, their competitive advantages, and business, domestic scientists pay special attention to the formation of economic, technological, technical, environmental, biological, and social effects. After all, the level of responsibility of enterprise management systems for preserving the environment, natural resources, environmental friendliness, etc. is increasingly growing in the world. Due to the development of inflationary processes in Ukraine, in particular due to Russian invaders, in connection with an unjustified increase in the level of prices for material and technical values, the cost level of products (services) is also increasing at a significant rate. And due to the use of significantly physically and morally outdated technical and technological assets, domestic enterprises suffer significant losses of fixed

assets and products (against the background of the destruction of large areas and infrastructure by Russian invaders, this is an extremely negative trend). In addition, domestic products do not always meet European quality standards and safety standards, due to a significant mismatch in technical, technological, material, and financial support [3; 5].

Given the competitive environment, imperfect state regulation levers in the political, economic, regulatory, and legal systems, ongoing military operations (killing people, destroying businesses, organizations, etc.) throughout our country, and the negative impact of quarantine measures due to the global pandemic, the growth rate of domestic business is sharply declining. In order to remedy this situation, domestic business, especially manufacturing, must effectively implement management strategies, and do so at the national level. These actions are possible due to the formation of an ecosystem of domestic business based on the integration of the goals (against the background of European integration) of enterprises, taking into account factors of the internal/external environment, etc.

Therefore, the main direction for strategic management of competitive advantages should be the development of a necessarily adaptive system of management of competitive advantages, business processes using the latest tools, measures, etc. This also includes the latest, innovative methodologies for strategic analysis, implementation of logistics, business, and communication models using networking tools, other techniques, and innovative technologies, etc.

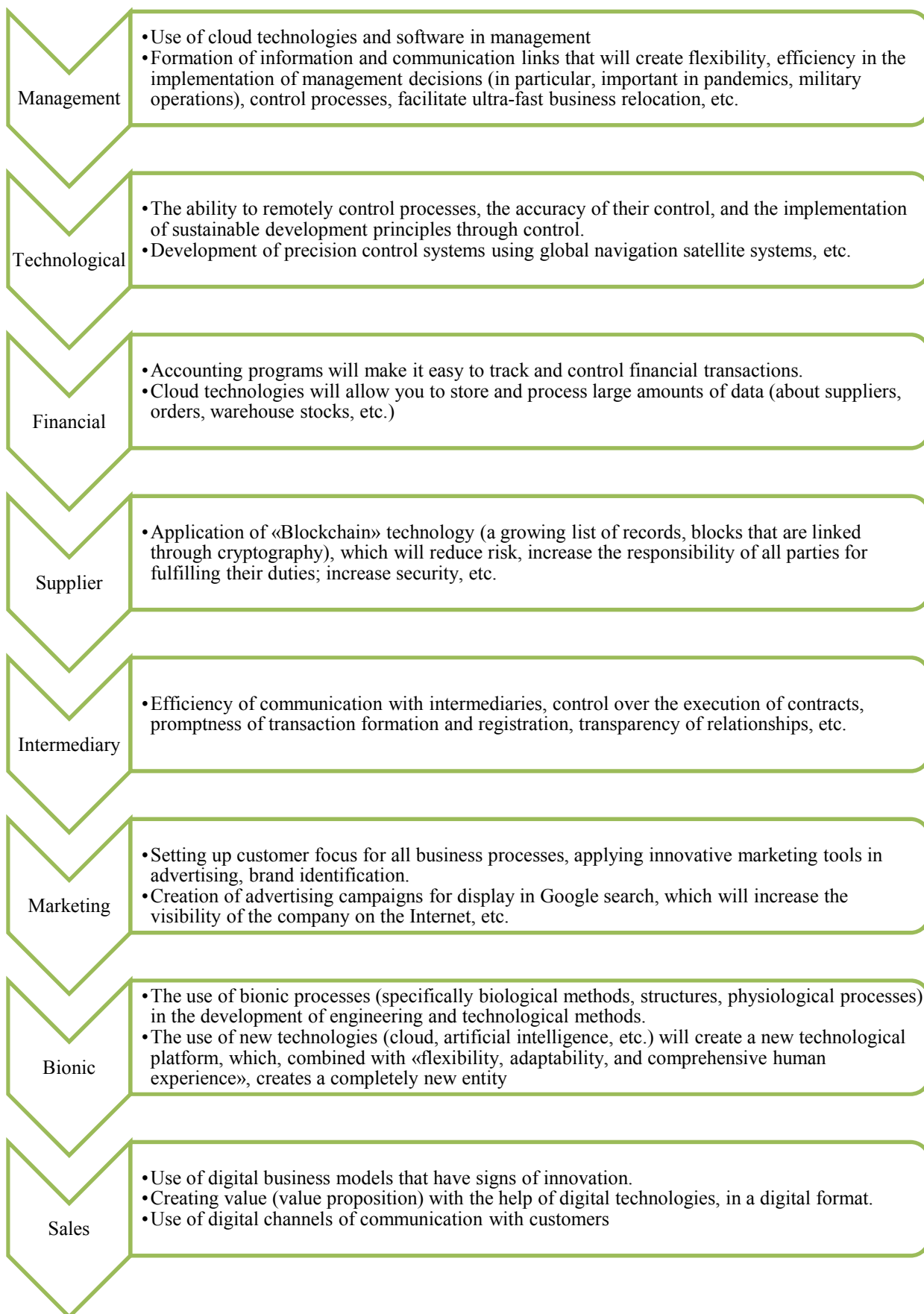
The basis for the formation of strategic competitive advantages of domestic enterprises, in accordance with the process approach, is the allocation of a competitive advantage (value for the consumer, taking into account current challenges such as pandemic, military operations, uncertainty, digitalization, etc.). For domestic business, it is advisable to use digital tools to form and further develop (maintain) the competitive advantages of enterprises (see Figure).

In general, digitalization has a significant impact on the level of competitiveness. The following effects can contribute to improving its level of efficiency, ensuring competitive advantage [1, 6, 9-12, 14-18]:

1. Increasing levels of productivity and efficiency of production processes. Digital technologies will allow enterprises to increase work productivity, reduce losses, and increase the level of production efficiency, which ensures competitive advantages.

2. Improving the level of quality of products, services, works. Digital technologies make it possible to increase the quality of products, reduce deviations in the quality level, and ensure the maximization of the return on production.

3. Use of data and analysis. With the help of data analytics and other digital tools, domestic businesses will understand the current needs of the market(s), learn about current/future trends in production/sales, etc.



**Figure. The structure of digital tools for the formation and further development (retention) of competitive advantages of enterprises**

Source: systematized based on [2; 11; 18; 20].

4. Improving management and communication processes. Digital technologies, such as cloud technologies and business management programs, will allow to better manage processes and improve communication processes between different departments.

5. Improving relations with customers, partners, and other stakeholders. Digital technologies will allow increasing the number of relationships with customers, partners, and stakeholders, improving, and developing their quality parameters.

Conclusions from the conducted research. To summarize, we must state that the current highly dynamic pace of development of the economic environment will primarily be reflected in enterprises. Digitalization, active introduction, and development of the latest technologies in the activities of these enterprises will also entail changes (dynamics) in approaches to ensuring the competitive position of the enterprise in the markets. Adaptation to changes of domestic enterprises should be ensured by internal changes in their systems

of activity, reflected in their strategic development. Economic processes are dynamic in nature. It is the dynamics that causes fierce competition and the need for enterprises to adapt to it. Domestic enterprises were unable to respond immediately to changing conditions, market needs, etc. Because of this, many of them were simply not ready for the «contest» – competition.

In general, digitalization has a significant impact on the level of competitiveness. The effects that can contribute to improving their level of efficiency and ensuring competitive advantage have been highlighted.

Therefore, the mechanism for implementing a strategy for achieving competitive advantages by domestic enterprises in the context of digitalization is a set of areas, measures, and tools aimed at achieving a competitive position of an enterprise in the market by introducing advanced technologies into business processes, which will allow achieving a cost leadership position, differentiating products and services in the market, or a strategy for entering foreign markets, etc.

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### **Завербний А. С., Пушак Я. Я. Теоретико-прикладні засади стратегічного управління конкурентними перевагами підприємств за умов цифровізування**

У статті висвітлено основні теоретико-прикладні засади стратегічного управління конкурентними перевагами підприємств за умов цифровізування. В роботі проаналізовано проблеми стратегічного управління конкурентними перевагами на макро та мікро рівнях.

Оскільки керівництво вітчизняних підприємств просто вимушене ухвалювати рішення за умов критичної невизначеності, за відсутності практичного досвіду роботи у військовий час, динамічного розвитку інноваційних технологій, цифровізації економіки, тому актуальною проблематикою є дослідження, удосконалення стратегічного управління конкурентними перевагами підприємств в умовах цифровізації.

Встановлено, що сучасні високо динамічні темпи розвивання економічного середовища перш за все відобразатимуться на підприємствах. Цифровізація, активне запровадження, розвиток новітніх технологій у діяльність даних підприємств спричинятиме також зміни у підходах щодо забезпечування конкурентних позицій підприємства на ринках. Визначено, що адаптування до змін вітчизняних підприємств має забезпечуватися внутрішніми змінами у системах їх діяльності, відображаючись у стратегічному розвитку. Обґрунтовано, що динаміка спричиняє гостру конкуренцію, потребу підприємств адаптуватися до неї. Вітчизняні підприємства виявилися нездатними відразу реагувати на зміни умов, потреби ринку тощо, через що багато із них виявилися просто не готовими до такої конкуренції.

В роботі визначено, що в загальному цифровізування володіє значним впливом на рівень конкурентоспроможності. Виокремлено ключові ефекти, що зможуть посприяти поліпшенню їх рівню ефективності, забезпеченню конкурентної переваги. Механізм реалізування стратегії досягнення конкурентних переваг вітчизняними підприємствами в умовах цифровізації є комплексом напрямків, заходів, інструментів спрямованих на досягнення конкурентної позиції підприємства на ринку шляхом впровадження передових технологій у бізнес-процеси, що дозволить досягати позиції лідерства за витратами, диференціювання продукції, послуг на ринку чи стратегію виходу на зовнішні ринки тощо.

В статті запропонована структура цифрових інструментів яка може застосовуватися на практиці при формуванні та подальшому розвитку конкурентних переваг підприємств.

*Ключові слова:* конкуренція, конкурентні переваги, стратегія, стратегічне управління, цифровізація, менеджмент, цифрові інструменти в управлінні, система стратегічного управління.

### **Zaverbnyj A., Pushak Ya. Theoretical and Applied Principles of Strategic Management of Competitive Advantages of Enterprises in the Context of Digitalization**

The article highlights the main theoretical and applied principles of strategic management of competitive advantages of enterprises in the context of digitalization. The paper analyzes the problems of strategic management of competitive advantages at the macro and micro levels.

Since the management of domestic enterprises is simply forced to make decisions under conditions of critical uncertainty, in the absence of practical experience in wartime, the dynamic development of innovative technologies, and the digitalization of the economy, the study and improvement of the strategic management of competitive advantages of enterprises in the context of digitalization are topical issues.

It has been established that the current highly dynamic pace of development of the economic environment will primarily be reflected in enterprises. Digitalization, active introduction, development of the latest technologies in the activities of these enterprises will also entail changes in approaches to ensuring the competitive position of the enterprise in the markets. It is determined that adaptation to changes in domestic enterprises should be ensured by internal changes in their systems of activity, reflected in their strategic development. It has been substantiated that the dynamics cause fierce competition and the need for enterprises to adapt to it. Domestic enterprises were unable to immediately respond to changing conditions, market needs, etc., which is why many of them were simply not ready for such competition.

The paper determines that, in general, digitalization has a significant impact on the level of competitiveness. The key effects that can contribute to improving their level of efficiency and ensuring competitive advantage are allocated. The mechanism for implementing a strategy for achieving competitive advantages by domestic enterprises in the context of digitalization is a set of directions, measures, and tools aimed at achieving a competitive position of an enterprise in the market by introducing advanced technologies into business processes, which will allow achieving a cost leadership position, differentiating products and services in the market, or a strategy for entering foreign markets, etc.

The structure of digital tools that can be used in practice in the formation and further development of competitive advantages of enterprises is proposed in the article.

*Keywords:* competition, competitive advantages, strategy, strategic management, digitalization, management, digital tools in management, strategic management system.

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